

AGENDA
Opportunity South Essex Board meeting

8th November 2017, 14.00 – 16.00*
Saxon Hall, Aviation Way, Rochford, SS2 6UN

***Please note:** Prior to the Board meeting there will be a visit to the Southend Airport Business Park.

Item No.	Item Description	Lead	Timing
Procedural items and items for which a full report has been circulated prior to the meeting			
1	Introductions and apologies	Kate Willard	2.00 – 2.20PM
2	Declarations of interest	Kate Willard	
3	Minutes of last meeting	Kate Willard	
4	<u>OSE Budget update</u> To receive the latest update on the OSE budget for 2017/18 (Report Enclosed)	David Marchant	
5	<u>Funding Bids Update</u> An update of current Growing Places Fund and Housing Infrastructure Fund Bids (Report Enclosed)	Ian Lewis	
6	<u>Local Growth Fund Capital Monitoring</u> To provide the Board with an overview of the LGF supported South Essex Capital Programme (Report enclosed).	Ian Lewis	
7	<u>Governance Review</u> Seek confirmation from the Board of the scope and resourcing of the review (Report Enclosed)	Emma Cooney	
Strategic items for Board discussion			
8	<u>Lower Thames Crossing</u> Presentation and progress update with the project	Dom O'Donnell Highways England	25 min
9	<u>Opportunity South Essex Future Resourcing</u> Board to consider options for resources to support the Board from April 2018 (Report enclosed)	Kate Willard	10 min
10	<u>South East Local Enterprise Partnership Update</u> Update on progress with Strategic Economic Plan and the LEP review talk about SEP (EC lead a conversation).	Adam Bryan SELEP	10 min
11	<u>Department for Business, Energy and Industrial Strategy (BEIS) Update</u> An item to update the Board on Thames Estuary 2050 Commission, Industrial strategy update and LEP Review	Iain McNab BEIS	10 min
12	<u>South Essex 2050</u> Update Item	Lyn Carpenter	5 mins
13	<u>Thames Estuary Growth Day</u> Update and Summary	Kevin Bentley	5 mins
14	<u>Format of Future Meetings</u> Discussion on the format of future meetings, Projects to visit, receive presentations and Items for discussion	Kate Willard	5 mins
15	<u>Date of next meeting –</u> TBC – first half of February 2018		

**Minutes of the Board meeting of Opportunity South Essex
Wednesday 7 June 2017 at 14.00**

Present

Kate Willard, Stobart Group (Chair)
CLlr Kevin Bentley, Essex County Council
CLlr Colin Riley, Castle Point Borough Council;
CLlr Terry Cutmore, Rochford District Council
Shaun Scrutton, Rochford District Council
Dominic Collins Essex County Council
CLlr Linda Allport-Hodge, Basildon Borough Council
CLlr John Lamb Southend-on-Sea Borough Council
Rhiannon Mort, SE LEP
Adam Bryan, SE LEP
David Burch, Essex Chambers of Commerce
Lyn Carpenter, Thurrock Council
Murray Foster, Southend Business Board/Partnership
Trevor Hutchinson, DP World London Gateway
Emma Cooney, Southend-on-Sea Borough Council (for Andrew Lewis)
Claire Hamilton, Basildon Borough Council
Gunilla Edwards, Basildon Borough Council
Tim Rignall, Thurrock Council
Mark Evershed, Castle Point Borough Council
David Barnes, Basildon Business Group
Iain McNab BEIS Cities and Local Growth Unit
George Kieffer, SELEP Vice Chair for Essex, Thurrock and Southend
Alison Spackman, Career Ready
Alison Griffin, Southend-on-Sea Borough Council
Suzanne Bennett, SE LEP

SELEP Work shop

Prior to the Board meeting, the Board received a presentation from SE LEP on the role of the Accountability Board and the role of OSE in monitoring project funding and spend. (See attached presentation).

The Board discussed the role of OSE and the importance of the partnership to have a much more active engagement in relation to monitoring spend and identifying opportunities to take advantage of underspend. The EDM group has produced a monitoring report and for the first time the Board can get sight of the progress of the project receiving LGF funding. It was agreed that the full information of the progress of individual projects is also required ie change of circumstances as to the outcomes delivered, and for the Board to take a much more active role in approving the changes.

It was also recognised that OSE LGF projects should be featured on SE LEP website in order to promote the successes of OSE. **An action was agreed to draft a letter to SE LEP Chair confirm OSE role and commitment to monitor the LGF spend - GE**

Also to liaise with the SE LEP new Communication Officer to ensure OSE agendas, minutes and projects were prominent on SE LEP website. IL

KW stated that it had to work both ways ie if OSE put forward priority projects and follow the process we need to be assured that this is respected at SE LEP Board level and avoid a similar situation as that of the last LGF process when OSE independently scored priorities projects fell off the list.

The Board agreed that going forward it was important to also engage with other federated areas and also work together bilaterally. RM stated that it is for the federated areas to lead on pan LEP bids.

The engagement of OSE on SE LEP working groups were also discussed and KW requested to see a list of these groups to ensure attendance.

Action: RM to send a list of SE LEP working groups

The role of the federated board is also to sign off project changes for example change of scope and outputs and then recommend to Accountability Board. It was agreed that OSE need to strengthen this role and that more information of projects should be visible.

The Board also requested to see the progress of the spend of all LGF projects across SE LEP in order to identify underspend in other federated areas.

Action: Present the report going to Accountability Board at the next OSE board, setting out the position of projects across SE LEP

1. Introduction

The Chair welcomed Alison Griffin, Southend-on-Sea Borough Council's new Chief Executive to the Board.

The Chair also thanked two former Board members Neil Bates, PROCAT and Julian Drury, c2c for their contribution to the Board.

2. Declaration of Interest

Declarations of interest from LC (Purfleet project), KW (Stobarts Skills Academy), GK (as Chair of Housing association). There was an agreement to send out the SE LEP declaration of interest proforma to the Board before next meeting.

Action: Circulate project pipe line and SE LEP Declaration of interest proforma - TR

3. Minutes of last meeting

Minutes were approved as a true record with two outstanding items:

EDM group to develop a proposal for future resourcing – will be explored once current HR issues are resolved.

EDM group to review how OSE Branding and seal of approval could be implemented with regard to skills and business support activities – agreement to invite organisations to present to the Board and gain the Board's approval.

4. Budget update

Board received the latest budget position showing a slight underspend for 17/18 but a projected deficit of £66k by 31/03/2019 with the current spend profile.

5. Growing Places Fund

Two projects; Centre for Advanced Automotive Technologies and Tilbury Riverside Enterprise Centre are being submitted to SE LEP Board on September 22nd. Business cases will be further developed and submitted to SE LEP Board for review.

GK said it was important to state that Centre for Advanced Automotive Technologies could be scaled back as it asked for more than the allocation and could therefore be at risk of being refused. IL confirmed that the project was fully scalable and that the application reflected this.

6. Local Growth Fund Capital Monitoring

DC presented the LGF Monitoring and stated this was the first time the Board has had an overview of project progress. No projects on red and at risk but some amber projects. This format will be used to report to the Board going forward.

CH stated the Board need more information on accessing underspent funding and KW confirmed that this was covered in the workshop preceding the Board meeting and that a report of the overall LGF spend has been requested from SE LEP for the next Board meeting. The Board requested an up to date and refined project pipeline. KW noted that private sector projects were not part of the list of pipe line projects and asked for this to be included.

Action: Circulate the Project Pipeline to the Board – TR

7. TfL Consultation – Draft Mayor’s Transport Strategy 2017

TH set out the background to the Mayors transport strategy and stated that DP World has provided a response which will be circulated. The Board agreed that OSE also need to provide a response and to ask Alister Southgate, ECC to draft this. LC stated that it links in with the Vision 2050 work which sets out how we collectively can benefit from transport investments.

Action: Alister Southgate to draft a response – IL

8. OSE Terms of Reference

The Board agreed to revisit this following the Governance review. CH asked for clarification Indemnity section and for it to be tightened up.

Action. Revise the Indemnity section -TR

9. SE LEP Strategic Economic Plan(SEP)

AB set out the process for the development of the SEP and the consultation timeline. The consultation is ongoing and the timing of the report is dependent on the publication of the government’s Industrial Strategy white paper and this may delay the final SEP. A key issue is to clarify the status of the SEP as a local Industrial strategy. However SE LEP aims to have one of the first local industrial strategies. The consultation questions focusses on what the aspiration is for the local economy and key focus of the SEP is to attract more government and private investment into this area. Next step is to go to SE LEP Board September 22nd to present the evidence base and the work to date and to ask the board what to focus on and what to do now.

KW asked how the private sector had been consulted. AB confirmed a session with cross SE LEP businesses would take place in early November. MF had invited SE LEP to present to Southend Tourism and Business Partnership. KW stated we need to find the distinctive with South Essex or we will otherwise miss the trick and the opportunity to gain government support and engagement.

KB said that this is all about place and this is an opportunity to play on the Thames Gateway position. This is what makes us different and we need to focus on this. KW mentioned the new Borderlands Inclusive Growth Initiative as a new partnership arrangement which has gained government support and which could also be adopted by Thames Gateway partners.

The Board asked IM what was expected to come out of the Thames Estuary Commission report and when it is expected. IM also confirmed that no new chair has been elected for the Commission but Secretary of State for Communities and Local Government Sajid Javid will be doing a Thames river trip launch the TE report later in the autumn. KB mentioned that Sajid Javid was expected to attend the next Thames Gateway Strategic Partnership meeting on 13th October and anticipated more information following this meeting.

Action Write a letter to Secretary of State Sajid Javid to request an urgent election of a new Chair of Thames Gateway Partnership.

10. OSE Governance Review

Board agreed the scope of the review. DB suggested the inclusion of a Small Business Champion in the Partnership.

11. Draft Communication Strategy

EC requested comments to the draft and then to produce a final version end of September. KW requested KB to look at this and also requested partnership Communication Teams to also have a look.

Action: Respond with comments September 25th latest- All

12. South Essex 2050

LC set out the aim of the work which is to recognise what is unique about South Essex and what is our offer and our ask of Government. This is a unique opportunity to have a grown up conversation and the work a have political support. The Vision is beyond political timescales with long term ambitions. We need to have a conversation in the round not just with different government departments and need a joined up conversation which is not about boundaries but aspirations for the whole area. KW met with David Sturgess, Blue Marble and offered to fully support the process and will allocate a 30 min slot at each Board meeting for discussions and update. CR said this piece of work would revitalise the conversation following the devolution failure and provides a unique opportunity. JL stated the importance of having a dedicated Thames Gateway Minister and for SE LEP to work with us on achieving the aspiration for the area.

13. BEST Growth Hub

EC presented the Growth Hub which grew from Southend's City Deal and to which government have funded up until now. However there is no government funding confirmed past March 2018 and OSE was asked to lobby government for future core funding. The potential loss of the Growth Hub would mean the loss of the direct conduit with government on new and existing business support programme. AB said that there are positive signs from government that funding will be forthcoming and TR said that Growth Hub is a discussion item at next SE LEP board agenda so we must make sure OSE lobbies for future funding. KB said we need to see how we can commercialise and ask for fees at the same time as we ask for government funding. EC said there has been some work around this and KB requested to see that work at next meeting. The Board agreed to receive regular reports from OSE and also to look at sending a representative to the Growth Hub working group.

Action: Sending report of commercialising opportunities for Growth Hub – EC
Volunteers to sit on the Growth Hub working group – All

14. Career Ready

AS set out the work of the Career Ready programme in Southend and Thurrock where businesses are going into schools to provide career advice and entrepreneurship skills. Basildon schools are also included in the project. The programme offers volunteering opportunity for businesses and OSE were asked to help get more volunteers. TR said it is important to spread this offer to local networks such as business boards. TH said businesses need to know what initiatives are available and the role of businesses, a short brief is needed to set this out. AS was asked if there were volunteers from particular sectors needed but AS said that all sectors were welcome and that there were no volunteers who are excess to their needs.

LAH mentioned Basildon's intention to launch a new initiative, Pathways to Success Panel focus on businesses and would welcome the inclusion of Career Ready's work.

LC said the challenge for parents is the choice of curriculum and how do we influence that schools provide a curriculum aligned with employer needs. ME said the challenge is also that many schools have 6 the form and wanting to recruit to their 6th form rather than offering all opportunities available.

15. AOB

Requests from JL, LC and CH for OSE to support their HIF projects.

Action; Send draft to GE for completion and signature by Chair – LC, CH, JL

ACTION LIST

Action	Whom	Status
An action was agreed to draft a letter to SE LEP Chair confirm OSE role and commitment to monitor the LGF spend	GE/KW	done
Liaise with the SE LEP new Communication Officer to ensure OSE agendas, minutes and projects were prominent on SE LEP website.	IL	IN PROGRESS
Send a list of SE LEP working groups	RM	DONE
Present the report going to Accountability Board at the next OSE board, setting out the position of projects across SE LEP	IL	IN PROGRESS
Circulate project pipe line and SE LEP Declaration of interest proforma Getting feedback from private sector of their planned growth projects.	TR EDMs	
Alister Southgate to draft a response to the TfL strategy	IL	
Circulate the Project Pipeline to the Board	TR	
Revising the Indemnity section	TR	
Write a letter to Secretary of State Sajid Javid to request an urgent election of a new Chair of Thames Estuary Commission.	GE/KW	DONE
Respond with comments to Communication Strategy September 25 th latest	All	
Sending report of commercialising opportunities for Growth Hub	EC/CB	SENT TO KB
Volunteers from the Board asked to sit on the Growth Hub working group	All	DONE
Send HIF BID draft to GE for completion and signature by Chair	LC/CH/JL	DONE

Item 5: Funding Bids Update

Purpose: To provide the OSE Board an update on Current Bids for Funding

Recommendation: To Note the Report

Introduction

This paper provides a summary of bids that are currently being made to the Growing Places Fund and the Housing infrastructure Fund.

Growing Places Fund

The Growing Places Fund was established by the Department for Communities and Local Government and the Department for Transport in 2011 to enable Local Enterprise Partnerships to unlock economic growth. The South East Local Enterprise Partnership (SELEP) was awarded £49.2m and used this to establish a revolving loan fund to support a range of projects across the South East.

These projects have now been completed and have started to repay the loan fund. In summer 2017, SELEP started a process to allocate funds supported by these repayments to enable further projects to come forward.

At the last meeting of this Board, two bids were endorsed for projects in South Essex:

- **Centre for Advanced Automotive and Process Engineering** (Scheme promoter, South Essex College) - To develop a new Centre of Excellence for Advanced Automotive and Process Engineering (CAAPE) through the acquisition and fit out of over 8,000m² (GIA), in the heart of a large industrial site, surrounded by many of the employers requiring the skills being delivered. This Centre, alongside the relocation of the present College on the Nethermayne site to create a new College for Digital Technologies in Basildon Town Centre (funded by the development), will unlock major development in Basildon including 725 new homes, a new Primary School on the site funded by the development and a new market in the town centre. The full expression of interest form is attached as appendix 2.
- **Tilbury Riverside Business Centre** (Scheme promoter, Thurrock Council) - To build a new extension to the Riverside Business Centre, Tilbury, comprising 20 self-contained workshop units with a total net lettable area of c.14,000 square feet and to generate a surplus from these units to support the costs of the wider regeneration agenda. The full expression of interest template is attached as appendix 3.

Unfortunately, the business case for the Business Centre has not been able to progress further because it has been difficult to present a compelling case for funding that fits with the requirements of the Growing Places Fund. However, the bid for the Centre for Advanced Automotive and Process Engineering has been positively received and is being developed further.

Due to the profile of funding available, the amount that the Fund can offer the college is £2m which is less than the £3.5m originally sought. The College would still benefit from this reduced amount and the business case for the funding is being developed further.

The next steps are for the SELEP Investment Board to review the projects and their business cases with a view to the final confirmation of projects to be supported being made at the 15th December meeting of the SELEP Strategic Board.

Housing Infrastructure Fund

The £2.3 billion Housing Infrastructure Fund offers funding to local authorities on a competitive basis, for infrastructure to support up to 100,000 new homes. The fund is divided in 2 parts:

- a Marginal Viability Fund to provide the final or missing piece of infrastructure funding to get additional sites allocated or existing sites unblocked quickly (Bids up to £10m)
- a Forward Fund for a small number of strategic and high-impact infrastructure projects (Bids up to £250m)

The Fund is available over four years from **2017/18 to 2020/21** and we will be looking for some Marginal Viability proposals that can spend in 2017/18. All funding must be committed by March 2021.

The deadline for submissions was 28 September 2017. The bids from South Essex were:

Forward Fund Bids:

- Purfleet Centre, Thurrock - is an ambitious project to deliver 2800 homes, a new town centre and significant employment opportunities reinforcing the growth of the creative and cultural sector in the area.

Marginal Viability Bids

- Church Road Corridor, Basildon
- Basildon Town Centre (East Square) – to support relocation of car parking to allow assembly of the development site
- Better Queensway, Southend - renewal of the Queensway housing estate (providing a mix of over 1200 affordable and private housing units), redevelopment of the retail parade on Southchurch Road, and covering-over of the A13 underpass to provide a new green space for Southend. The bid focuses on the infrastructure that will enable the housing development, including transport improvements and the covering over of the underpass, crucial for unlocking the full economic benefits associated with the project.
- Culver Centre, Thurrock
- Claudian Way, Thurrock

Report Author: Ian Lewis, Principal Economic Development & Regeneration Officer, Essex County Council

Item 6: LGF Capital Programme Reporting

Purpose: To provide the OSE Board oversight of the current status of the LGF supported Programme for information

Recommendation:

- To note the Report
- Note the overall programme position of additional spend brought forward of £3.332m from baseline reported in September 2017
- Note slippage on A13 Widening (DfT Retained scheme) due to late announcements by Department for Transport and the revised LGF drawdown profile
- Note the change request for the Southend Central Area Action Plan “Growth Hub”

Introduction

To date, a total of £590.8m of Local Growth Funding (LGF) has been secured by the South East Local Enterprise Partnership (SELEP). This breaks down as follows:

Federated Area	Funding Allocated
South Essex	£191.04m
Essex	£164.06
Kent and Medway	£162m
East Sussex	£73.7m
TOTAL	£590.8m

Project Status

There are 19 projects that are supported by LGF in South Essex. Two projects have now been completed, which leaves 17 active projects. Appendix A includes a summary of all projects, including current status, funding and key events for each project between now and the next OSE Board. The Board will note that the overall number of projects has reduced by one since the last report. This is due to the Southend Airport Business Park and Southend & Rochford JAAP being combined into a single project.

Two projects (A130 Fairglen and A13 Widening) projects are identified as being a ‘Retained Scheme’. This means that scheme funding will be held by the Department for Transport (DfT), and approvals to the scheme Business Case will be through the DfT rather than through SELEP Accountability Board.

The RAG status reflects the current level of risk with each project. This means that:

- Green – project running to programme and all identified risks have appropriate mitigation in place
- Amber – funding not fully secured, or there is a risk, delay or finding issue that has occurred but can be resolved
- Red – significant cost or delay issues have occurred that cannot be resolved within the project

Of the 17 active projects, 9 are rated Green and 8 are amber. There are no projects currently with a red rating. The reasons for these amber ratings are summarised below. The Board should note that the convention we have adopted would be to classify a project as amber until its business case has been signed off by the Accountability Board.

Project (Lead Authority)	Reason for Amber Status	Mitigation
A130 Fairglen (A130 to A127 East Link) (Essex)	Business case not yet signed off by DfT/SELEP.	No profiled spend until 2019/20 financial year. Further scheme development is underway and the business case will be presented as part of the A130 Fairglen retained scheme (see below). Design process is underway.
A130 Fairglen Interchange (Retained Scheme) (Essex)	Process for business case sign off yet to be confirmed by DfT. Scheme development is continuing	Continuing to work with DfT to confirm the business case sign off route. No profiled spend until 2019/20 financial year. Design process is underway.
A127 The Bell Junction (Southend)	Delay to the presentation of the Business case to Accountability Board from November 2017 to February 2018	Business Case to be presented to Accountability Board in February 2018. Spend profile to be confirmed in the new business case.
Thurrock LSTF (Thurrock)	LGF profile requires amendment to reflect progress with works	Accountability Board will confirm the revised profile at meeting on 8 th September 2017. Appendix A reflects the revised spend profile
Thurrock Cycle Network (Thurrock)	LGF profile requires amendment to reflect progress with works	Accountability Board will confirm the revised profile at meeting on 8 th September 2017. Appendix A reflects the revised spend profile
London Gateway / Stanford Le Hope (Thurrock)	The project is at a hold point with progression to stage 2 dependent on a legal agreement with c2c. This delay has resulted in slippage of £827k into 2018/19. The target cost for this project was higher than the available budget	C2C have now agreed to meet half of the £500K funding gap. The other half is to be met by Thurrock Council from section 106 contributions
A13 Widening (Retained Scheme) (Thurrock)	The delay in the announcement of the A13 widening project resulted in a delay in the appointment of contractors. This in turn means that the original spend profile for 2017/18 will not be achieved	A revised spend profile is included in the appendix. A meeting of SELEP, Thurrock Council and DfT officers met to discuss the revised profile. Aecom forecast that £10.337m will be spent in 2017/18.
Purfleet Centre (Thurrock)	Costs to be re-profiled due to ongoing property acquisitions. However, detailed design progressing and still anticipate November 2017 submission of planning application	Confirmation of LGF profile to be reported to OSE Board in November 2017

Spend and Risk Mitigation

The summary position is as below:

- Baseline 2017/18 LGF spend reported in September 2017- £17.918m
- Overall Slippage - £1.626m
- Spend Brought Forward as a result of re-profiling - £4.958m
- Spend to be achieved in 2017/18 - £21.250m
- Variance to overall LGF programme - +£3.332m

The following bullet points explain the detail behind the changes since the last report in September 2017:

- A127 The Bell Junction (Southend) – Business case has been delayed and will be presented to the February 2018 Accountability Board. The spend profile will be updated in the business case

- Thurrock LSTF (Thurrock) - A review of the Phase 1 traffic management measures in Grays Town Centre has been completed. Subsequently a programme for delivering the phase 2 of the measures has been identified to be delivered in 2018/19. This will require £169k slippage into 2018/19.
- Thurrock Cycle Network (Thurrock) - Expenditure in 2017/18 will be less than previously predicted due to the discovery of Japanese Knotweed and the introduction of permitting. Work has been re-profiled into 2018/19 requiring £620k of slippage.
- London Gateway/Stanford le Hope (Thurrock) - The project is at a hold point with progression to stage 2 dependent on a legal agreement with c2c. This delay has resulted in slippage of £827k into 2018/19. The target cost for this project was higher than the available budget but c2c have now agreed to meet half of the £500K funding gap. The other half is to be met by Thurrock Council from section 106 contributions.
- Southend Airport Business Park (Southend) – as part of the business case submission to the Accountability Board in September 2017, the opportunity was taken to join the two phases together as a single project. The opportunity was also taken to re-profile the overall spend across both projects. This revised profile has resulted in a further £4.958m being brought forward for spend in the current financial year, which is in addition to the £0.325m reported in September 2017. Total LGF spend this year will be £5.283m.

In addition to the above, there has been a significant change to the profile for the A13 Widening.(Retained Scheme) (Thurrock). The delay in the announcement of the A13 widening project resulted in a delay in the appointment of contractors. This in turn means that the original spend profile for 2017/18 will not be achieved. A revised spend profile is included in the appendix. A meeting of SELEP, Thurrock Council and DfT officers met to discuss the revised profile. AECOM (Project design consultants) forecast £10.337m will be spent in 2017/18, which represents a slippage of £18.204m, which will be accommodated through accelerated spend in the following financial years.

A change request is being sought for the Southend Central Area Action Plan (SCAAP) “Growth Hub” project. Originally, the scope of the project included purchase and demolition of Heath and Carby Houses but these are now being delivered by the private sector. The change will maintain spend and bring forward the development of Forum 2 within the Central Area. This has been previously reflected in the partnership’s monitoring report and the Accountability Board were made aware in November 2016.

Future Business Case Submissions

A number of projects are still preparing business cases for the endorsement of the Accountability Board. The table below lists this projects and the Accountability Board meeting at which they will be presented:

Accountability Board Meeting	Business Cases to be submitted	Description and SELEP Ask
17 th November 2017	Growth Hub – Phase 2	Change request
23 rd February 2018	A127 The Bell Junction Growth Hub – Phase 2	Approve business case for £4.3m LGF contribution Approve business case for the second phase of Growth Hub activity from 2018/19 and secure allocation of £6m
2018/19	A130 Fairglens (A130 South to A127 East Link) Grays South	Business case for £6.235 LGF contribution. Decision to be confirmed on whether to present separately or within part of larger retained scheme business case Work is ongoing with Network Rail to develop the Business case to secure the £10m of LGF allocated through the Growth Deal.

Once the Accountability Board has signed off the business case, the financial profile within the business case will become the baseline for financial reporting.

Appendix A: LGF Project Summary for South Essex

Project and Lead Authority	Description	Completion Year	Budget & LGF Spend (RED denotes changes to profile since last report)	Status	Overall RAG	Comments	Key Events for next period	Target Outcomes (jobs/Homes)
A127 Network Resilience (Essex)	Range of improvements at key locations along the corridor. Schemes include signage, maintenance and structures maintenance as well as improvements at Nevendon, Rayleigh Weir, Warley	2016-17	Budget: LGF: £4.0m Match: £4.0m Total: £8.0m LGF Spend 15/16: £0.513m 16/17: £3.487m	Business Case Approved Under Construction	Green	Nevendon and Rayleigh Weir improvements complete. All LGF drawn down	A127/B186 Warley junction in design and works start Autumn 2018. No further LGF spend	Reduced congestion and improved resilience
Basildon Integrated Transport Package (Essex)	Package of schemes across the Borough including Laindon, Hospital access, Endeavour Drive Bus link and Basildon town centre	2020-21	Budget: LGF: £9m Match: £5.81m Total: £13.81m LGF Spend 15/16: £1.56m 16/17: 0 17/18: 0 18/19: £2.8m 19/20: £3.1m 20/21: £1.554m	Business Case Approved Under Construction	Green	Business Case approved for phase 2 26 th May 2017	Commence Endeavour Drive Bus link Continue design work on future phases in Basildon town centre	Reduced congestion and connectivity to and within employment areas and the town centre
LSTF South Essex (Essex)	A range of improvements to improve access to bus services	2016-17	Budget: LGF: £3m Match: £0.044m Total: £3.044m LGF Spend 15/16: £2.131m 16/17: £0.869m	Business Case Approved Project Completed	N/A		Project Complete	Improved infrastructure to support sustainable transport modes
A130 Fairglen (A130 South to A127 East Link) (Essex)	Creation of a new dedicated link road from A130 south bound to A127 east bound	2020-21	Budget: LGF: £6.235m Match: £3.6m Total: £9.835m LGF Spend 19/20: £3.2m 20/21: £3.035	Business Case being Prepared	Amber		Business Case to be presented to Accountability Board 23 rd February 2018	Business case to include outcomes
A130 Fairglen Interchange (DfT Retained scheme) (Essex)	Major improvement scheme to provide additional capacity to improve reliability and journey times through the junction	2020-21	Budget: LGF: £15m Match: £2m Total: £17m LGF Spend: 19/20: £4.75m 20/21: £10.25m	Business Case being Prepared	Amber		Business Case approach to be confirmed with DfT as this is a retained scheme	Business case to include outcomes

Project and Lead Authority	Description	Completion Year	Budget & LGF Spend (RED denotes changes to profile since last report)	Status	Overall RAG	Comments	Key Events for next period	Target Outcomes (jobs/Homes)
Southend Growth Hub (Southend)	Phase 1: Initial works installing new heating system at Old Central Library. Phase 2: Creation of new education space as part of 'The Forum Phase II'.	2020-21	Budget: LGF: £6.72m Match: £0.372 Total: £7.092 LGF Spend 15/16: £0.018m 16/17: £0.702m 17/18: £0 18/19: £0.5m 19/20: £1.0m 20/21: £4.5m	Business Case Phase 1 approved with works complete. Phase 2 Business Case to be submitted Nov 2017.	Green	Significant private sector development activity on Victoria Avenue has necessitated a change from the initial plan. Project will now seek to support learning outcomes in Central Southend	Change request to Accountability Board Nov 2017 Business Case to Accountability Board for phase 2 February 2018.	89 Jobs – Associated with phase 1. Learning outcomes/outputs - associated with phase 2.
A127 Kent Elms Junction (Southend)	A127 Road junction improvements at Kent Elms Corner, including: installation of a new lane on both inbound and outbound carriageways, replacing the footbridge and re-landscaping the surrounding area.	2017-18	Budget: LGF: £4.3m Match: £0.941m NPIF: £0.459m Total: £5.7m LGF Spend 15/16: £0.5m 16/17: £2.4m 17/18: £1.4m :	Business Case Approved June 2016 Work on-going Expected completion: Spring 2018	Green	Some delays on road junction improvements due to delays with utilities. Project expected to be complete by Spring 2018.	Project completion April 2018.	Junction capacity improvement, resurfaced road, newly built road & new cycleway and footbridge
A127 The Bell Junction (Southend)	A127 Road junction improvements at the Bell interchange.	2018-19	Budget: LGF: £4.3m Match: £0.72m Total: £5.02m LGF Spend 17/18: £0.86m 18/19: £3.44m	Business Case being Prepared for submission at February 2018 Accountability Board. This will include revised spend profile	Amber	Options appraisal for works currently on-going.	Consultation underway, with business case being prepared for February 2018 Accountability Board	Junction capacity improvement, resurfaced road, newly built road
A127 Essential Bridge and Highway Maintenance (Southend)	A127 Package of maintenance works for the A127 route from the borough boundary to the town centre	2020-21	Budget: LGF: £8m Match: £0 Total: LGF Spend 15/16: £0.4m 16/17: £0.29m 17/18: £0.31m 18/19: £1.0m 19/20: £3.0m 20/21: £3.0m	Business Case approved in part Sept 2016.	Green	Project works commenced September 2015. Supporting improvement of footbridge at Kent Elms. Works on-going.	Project completion 2021	Essential road, drainage, safety fence, lighting maintenance and supporting bridges.
Southend LSTF (Southend)	A project that enhances and improves public transport provision around Southend, including: real time information bus signs and new bus stop infrastructure including shelters.	2016-17	Budget: LGF: £1m Match: £0 Total: £1m LGF Spend 15/16: £0.8m 16/17: £0.2m 17/18: 18/19: 20/21:	Project Complete	N/A	Project Complete	Project Complete	Public transport improvement

Project and Lead Authority	Description	Completion Year	Budget & LGF Spend (RED denotes changes to profile since last report)	Status	Overall RAG	Comments	Key Events for next period	Target Outcomes (jobs/Homes)
Southend Central Area Action Plan (SCAAP) (Southend)	Phase 1: Junction improvement works at Victoria Avenue, improvements to public realm and cycling infrastructure. Phase 2: layout & public realm improvements to A13, between Queensway and College Way roundabout.	2019-20	Budget: LGF: £7.0m Match: £0 Total: £7.0m LGF Spend 15/16: 16/17: £0.8m 17/18: £2.2m 18/19: £2.0m 19/20: £2.0m	Phase 1 business case approved June 2016. Works complete. Phase 2 Business Case approved by Accountability Board Sept 2017. Works to complete March 2021.	Green	Phase 2 Business Case approved by SELEP in September 2017 Phase 2 works under way	Ongoing delivery of phase 2 works	Resurfaced roads, newly built roads, new cycleways.
Southend Airport Business Park (Southend)	Phase 1: rugby pitch relocation and enabling highway and utilities infrastructure Phase 2: development of the Airport Business Park Southend, including: construction of an Innovation Centre, internal road construction, cycleway infrastructure, ground preparation & utilities.	2018-19	Budget: LGF: £23.09m Match: £8.0m Total: £31.09m LGF Spend 16/17: £2.366m 17/18: £5.283m 18/19: £11.386m 20/21: £4.055m	Gate 2 Business Case approved by Accountability Board Sept 2017	Green	Business case submitted for Gate 3 under review. To be submitted in 2018.	Completion of road and utilities infrastructure in early 2018	2,724 Jobs
Thurrock LSTF (Thurrock)	A range of improvements to improve access to bus services	2017-18	Budget: LGF: £1m Match: £0 Total: £1m LGF Spend 15/16: £0.569 m 16/17: £0.162m 17/18: £0.1m (-£0.169m) 18/19 - £0.169m (+£0.169m)	Business Case Approved	Amber	Phase 2 traffic management measures for Grays Town Centre will be delivered in 2018/19. Expenditure Profile updated accordingly.	Phase 1 complete, amendments required from Stage 3 safety audit	Junction and traffic flow improvements
Thurrock Cycle Network (Thurrock)	Improvements to the Thurrock cycling network	2018-19	Budget: LGF: 5.0m Match: £1.0m Total: £6.0m LGF Spend 16/17: £0.1m 17/18: £2.5m (-£0.62m) 18/19: £2.4m (+£0.62m)	Business Case Approved Under Construction	Amber	Expenditure in 2017/18 will be less than previous predictions due to discovery of Japanese Knotweed on scheme 10. Work re-profiled into 2018/19.	Currently procuring designs for Tranches 1b and 2	650 jobs 400 homes

Project and Lead Authority	Description	Completion Year	Budget & LGF Spend (RED denotes changes to profile since last report)	Status	Overall RAG	Comments	Key Events for next period	Target Outcomes (jobs/Homes)
London Gateway / Stanford Le Hope (Thurrock)	An integrated transport package for improving access to the London Gateway from Stanford-le-Hope and reconstruction of the A1014	2018-19	Budget: LGF: £7.5m Match: £4.55m Total: £12.05m LGF Spend 16/17: £0.663m 17/18: £2m (-£0.837m) 18/19: £4.837m (+£0.837m)	Business Case and funds approved by February 2017 Accountability Board.	Amber	Progression to stage 2 is dependent on completion of legal agreement between c2c and Thurrock Council. Costs higher than available budget and c2c and TC have reached agreement to meet gap.	Legal Agreement between c2c and Thurrock is now on critical path.	13000 jobs 1200 homes
A13 Widening scheme development (Thurrock)	Widening of the A13 to 3 lanes in each direction between A128 and A1014	2017-18	Budget: LGF: £5m Match: £0 Total: £5m LGF Spend 16/17: £2.708m 17/18: £2.292m	Business Case Approved.	Green	On track to spend LGF allocation in year	Contractor Appointed, commencement Autumn 2017. All spend will be made this financial year	4045 jobs 3340 homes
A13 Widening (DfT Retained scheme) (Thurrock)	Widening of the A13 from 2 to 3 lanes between the A1089 (Tilbury) and A1014 (Stanford le Hope)	2020-21	Budget LGF: £66.057m Match: £7.81m Total: £73.866 LGF Spend 17/18: £10.34m (-£18.204m) 18/19: £33.22m (+£12.894m) 19/20: £20.61m (+£3.333m) 20/21: £1.88m (+£1.88m)	Business case approved and DfT confirmed funding.	Amber	Due to the late announcement of a decision on the A13 Aecom forecast that £10.337m will be spent in 2017/18. Utility diversions ordered	Finalise land acquisition and Commence works on site.	As above.
Purfleet Centre (Thurrock)	Regeneration of the town centre in Purfleet linked to investment in new film, TV, media studio development.	2026 (This is a ten year project)	Budget: LGF: £5.0m Match: £117m Total: £122m LGF Spend 16/17: £0.695m 17/18: £4.305m	Business case approved. Land acquisition continues. The Council is aiming to purchase via negotiation wherever possible so timescales are hard to define. A CPO will be pursued if required.	Amber	Costs reprofiled due to on-going negotiations for land/property acquisitions	Detailed design is nearing completion and submission of planning application is expected in Nov. 2017. Conclude land acquisition.	2652 jobs 1835 homes 5574 sqm of commercial floorspace.

Project and Lead Authority	Description	Completion Year	Budget & LGF Spend (RED denotes changes to profile since last report)	Status	Overall RAG	Comments	Key Events for next period	Target Outcomes (jobs/Homes)
Grays South (Thurrock)	Provision of a new quarter within the town centre, creating a high quality arrival point including a new pedestrian crossing of the railway and new public spaces defined by new commercial developments	2020-21	Budget: LGF: £10.84m Match: £30.799 Total: £41.639 LGF Spend 19/20: £3.0m 20/21: £7.84m	Discussions ongoing with Network Rail to develop Business Case. Submission to ITE early 2018.	Green		Programme to be developed with Network Rail. Business Case to be submitted to accountability board in quarter 1 2018.	170 Jobs 121 Homes

Item 7: OSE Governance Review

Purpose

1. The purpose of this report is to seek the Boards agreement to the scope of the governance review; and to consider how the review will be resourced.

Background

2. Following publication of the South Essex Growth Strategy in June 2016 and the rebranding of Thames Gateway South Essex as Opportunity South Essex the Board agreed that there should be a review of its governance arrangements. This review would ensure that structures and processes were fit for purpose and maximised the opportunities available through the regional and national networks in which the partnership operates.
3. The review would also ensure that any of the requirements placed on OSE as part of the federated structure of SELEP were satisfied.
4. At its last meeting in September 2017 the Board approved the terms of the review and highlighted a series of questions for the review to address.

OSE Governance Review

5. Since the last meeting a series of conversations have taken place across a range of partners and as a consequence a series of recommendations and observations are presented for the Board to consider. These recommendations are detailed in Appendix 1.
6. One of the key issues to be addressed by the governance review was Board representation. In reviewing membership it was important to ensure that the key growth and opportunity sectors identified in the Growth Strategy are represented and also that there is good geographical coverage from across South Essex. To achieve this our existing business representatives were mapped across key sectors. Where gaps existed potential new Board members were identified through discussions with local Economic Development Teams, business colleagues and the Chair. Invitations were subsequently sent out to these businesses inviting them to join the Board.
7. Where invitations have been accepted these appointments have been confirmed by written procedure and the current Board membership is detailed in appendix 2.

Recommendation

8. The Board is requested to agree the recommendations in Appendix 1 and confirm the invitation to potential new Board Members listed in Appendix 2.

Report author: Tim Rignall – Economic Development Manager, Thurrock Council

Area of activity	Governance review question	Recommendation/Comment
SELEP	SELEP Strategic Board – how do we identify and appoint the 5 business and 5 LA representatives? What arrangements do we need to have with GEBB?	The appointment of SELEP Strategic Board representatives will be approved by OSE and EBB based on a joint recommendation from the Chairs and Vice Chairs of Opportunity South Essex and Essex Business Board. This will be reflected in the respective terms of reference.
	ESIF Sub- Committee – OSE should have business and Local Authority seats on the ESIF Sub-Committee. At the moment officers do attend as observers but are unable to speak or vote.	Awaiting confirmation of exact details so that we can ask Board to appoint
	SELEP Working Group Structure – should OSE partners be more involved in some of the SELEP working/thematic groups to pursue OSE priorities?	Details of working groups have been circulated to Board members and they have been invited to express an interest in any group that they wish to attend.
	Thames Gateway Strategic Group - What should the role of the Group be? What should OSE representation on the group be?	The role and purpose of TGSG is being reviewed in the context of emerging thinking from the Thames Estuary 2050 Growth Commission and the Industrial Strategy White Paper. Further reports will be presented as discussions progress.
OSE	Representation on the Board and process for dealing with future nominations.	<p>A review of Board membership has been completed to ensure good geographical and sectoral coverage. The Chairs of each Business Board/Group have been invited to join the Board; and Board membership has been mapped against key sectors identified in the Growth Strategy. Where gaps in membership existed potential nominees were identified in discussion with local representatives and invitations to join the Board were sent. Further information is provided in the covering report.</p> <p>Outside of the review identified above any nomination for a new Board member will be submitted to the Board for determination.</p>
	Securing wider business engagement in OSE activities and work.	<p>Local Business Boards have been formally recognised in the OSE structure and the respective chairs will attend future meetings. Where possible local business board meetings will be sequenced so that they are a week/two weeks before OSE. This will provide the opportunity for local Boards to feed into OSE discussions.</p> <p>To secure wider business engagement and business buy-in a wider OSE Partnership engagement event will be organised with an open invite.</p>
	Delivering the South Essex Growth strategy – how do we resource the five priorities to develop and deliver the implementation plan.	<ul style="list-style-type: none"> • Housing – The South Essex Housing Group working with the champion nominated through the Developers Forum will lead this area of work. Officer lead provided the South Essex Housing Strategy Manager. • Driving Growth – The South Essex EDM Group will lead on this area of activity working to David Burch as Board champion. Lead officer support

Area of activity	Governance review question	Recommendation/Comment
		<p>from Basildon.</p> <ul style="list-style-type: none"> • Quality of Place – The South Essex EDM Group will lead on this area of activity working to the Board champion. Lead Officer support is provided by Southend. • Skills –Essex Employment and Skills Board will lead work on this initiative. A South Essex working group will ensure an effective South Essex feed into this led by Simon Harper as Board champion. Lead officer support from Thurrock. ESB has a number of sector groups and these will be promoted to South Essex businesses who may have an interest. • Connectivity – The South Essex Transport Board will lead on the transport elements of the implementation plan. Other aspects will be led through the South EDM Group working with a Board champion. Lead officer support from ECC.
Essex Business Board	Clarify the relationship between EBB and OSE.	The SELEP Vice-Chair is now attending both federated boards. The Chairs of OSE and EBB (or their representative) will have a standing invite to attend each other’s Board meetings.

Appx 2 – Current and invited non public sector Board members

Sector	Invited	Existing Board members
Advanced Manufacturing and Engineering	Daniel Coole (Surgical Holdings)	
	Sarah Stone (Konica Minolta)	
Digital, Creative & Cultural	Colette Bailey (Metal)	
Housing	Mark Curle (Galliford Try)	
Construction		
Environmental Technology and Energy		
Transport and Logistics		Trevor Hutchinson (London Gateway)
		Kate Willard (Stobart)
		Peter Ward (Port of Tilbury)
Retail & Tourism	James Sharples (Southend Utd)	
Rural		
Business representative organisations		David Barnes (FSB) David Burch (Essex Chambers)
Further Education	Angela O'Donoghue (South Essex College)	
Higher Education	Iain Martin (Anglia Ruskin University)	
	Rob Singh (University of Essex)	
SELEP Vice Chair		George Kieffer
Basildon Business Group		David Barnes
Castle Point – Business Forum	Larry Fenttiman (Inner London Group)	
Rochford Chambers	Martin Hodson (Peak Security)	
Southend Business Forum		Murray Foster
Thurrock Business Board		Lucy Harris (Pixel Work)

Item : 9 Future Resourcing of Opportunity South Essex

Purpose

9. The purpose of this report is to consider the options for the future resourcing of Opportunity South Essex and to request the Board to identify its preferred option.

Background

10. In 2015, following the appointment of a new Chair and the publication of a new Growth Strategy the OSE Board reviewed its resourcing arrangements and subsequently appointed a Director for the Growth Partnership. The appointment of the Director was seen to be particularly important in the context of OSE's role as a federated board of SELEP and in acting as an ambassador for South Essex at a regional and national level. Following the resignation of the Director the opportunity exists to consider options for the future resourcing of the Board.
11. The funding available to pay for these resourcing arrangements comes largely from subscriptions paid by the local authority members of the Board. The budget available each year, at current subscription levels, is £97,500.

Options for future resourcing of OSE

12. The following options have been identified for the future resourcing of OSE:
 - a. **Like for like replacement** – The Board could seek to recruit a like for like replacement for previous Director role. This was a senior position and, as had previously been reported to the Board, to sustain the post going forward will require a review of subscriptions to meet the increased costs. The Director would be supported by the Economic Development Managers Group. Without the review of subscriptions this would leave very little, if any budget, to pay any pieces of work OSE may wish to commission
 - b. **Appointment of a Director at a more junior level** – When the Board initially discussed the appointment of a Director a job description was prepared and this was evaluated as a £60 - 70,000 post which is within current subscription levels. Again the Director would be supported by the Economic Development Managers Group with scope to recruit an apprentice or intern for additional capacity. There may also be money available that could be used to undertake work such as further studies, promotion and other activity.
 - c. **Economic Development Managers** – While the Director post has been vacant the Economic Development Managers from each of the six local authorities have been supporting the various work streams that OSE has developed. This arrangement could be continued with dedicated but would require OSE to appoint additional officer capacity from within its available budget. This support could be at a more junior level if leadership is provided by the EDM Group. Once staffing costs have been taken into account, there would be money available that could be used to undertake work such as further studies, promotion and other activity to drive forward the South Essex agenda.
13. These options are presented for consideration and once the Board have identified a preference more detailed work will be undertaken to develop the model in more detail. Clearly Board members may have other suggestions to contribute to the debate. Whatever option is chosen the work to develop the resourcing model will be completed promptly to allow recruitment to begin in December/January with a view to post holders being in place from 1 April 2018.

Other considerations

14. As part of the development of the resourcing model it will be important to establish the day to day management arrangements for the new Director or officer support. This responsibility could be assigned to any one of the six constituent authorities.
15. Alongside the subscriptions that they pay to OSE the local authorities also jointly fund a Housing Strategy Co-ordinator also hosted by Castle Point. Given the importance attached to housing in the Growth Strategy it would seem sensible to try and bring this post under the OSE umbrella and provide further line management support. This will be actioned through the development of the resourcing model.

Recommendation

16. The OSE Board is requested to identify a preferred future resourcing model.

Report author: Tim Rignall – Economic Development Manager, Thurrock Council