

MEETING AGENDA

Meeting OSE Board
Date and Time 5th September 2018, 2pm
Venue Gielgud Room, Towngate Theatre, Basildon, SS14 1DL

Special Instructions

The nearest car park to the meeting venue is the Westgate Shopping Park (Post Code: SS14 1WP). There is further parking if you head up the ramp at the end of the car park which leads to a multi storey car park above the shops. There is usually good availability on the top levels.

Item	Title and Description	Lead	Timing
Procedural Items			
1	Welcome and Introduction	Chair	14:00 to 14:20
2	Declarations of Interest	Chair	
3	Minutes of last Meeting	Chair	
4	Action Tracker	Chair	
5	Programme Managers Report	Ian Lewis	
6	LGF Capital Monitoring	Ian Lewis	
Agenda items for discussion			
7	Local Response to the Energy Challenge Presentation of the emerging Tri-LEP energy strategy ahead of consultation	Jo Simmons SELEP	14:20 to 14:45
8	Funding Bid - LGF Round 3b Review of Expressions of Interest for funding and decision on next steps	Ian Lewis	14:45 to 15:00
9	Thames Estuary 2050 Commission Review key points of Commission's report and the next steps for South Essex	Ian Lewis	15:00 to 15:15
10	Strengthening Local Enterprise Partnerships Key points from Governments review of LEPs and next steps for South Essex	Ian Lewis	15:15 to 15:30
11	ASELA Update Progress with the Joint Plan for South Essex	Shaun Scrutton	15:30 to 15:40
12	Development of the OSE Board Discussion around the next steps for the development of OSE	Chair & Ian Lewis	15:40 to 16:00
13	AOB 2019 Meeting Dates SELEP Strategic Board – 28 th September		
	Date of Next Meeting 7 th November 2018, 2pm Southend Pier		

Meeting Minutes

DRAFT

Meeting OSE Board
Date and Time 6th June 2018, 2:00
Venue Hadleigh Park, Hadleigh

Attendees

Cllr John Lamb	Southend Council (Chair)
Ian Lewis	Opportunity South Essex
Sarah Stone	Konica Minolta
Robert Singh	University of Essex
Cllr Norman Smith	Castle Point Borough Council
David Marchant	Castle Point Borough Council
Angela O'Donoghue	South Essex College
Martin Hodson	Peak Security
Mark Curle	Galliford Try
Chris Brookhouse	Greenergy
Shaun Scrutton	Rochford District Council
Cllr Terry Cutmore	Rochford District Council
Cllr Gagan Mohindra	Essex County Council
Ali Griffin	Southend Council
Perry Gladding	Thurrock Business Board
Murray Foster	Southend Business Partnership
Colette Bailey	Metal
Lucy Harris	Pixelwork
Steve Cox	Thurrock Council
Adam Bryan	South East LEP
Iain Martin	Anglia Ruskin University
Joel John	Essex County Council
Mark Evershed	Castle Point Borough Council
Iain McNab	Local Growth Unit, BEIS
Rob Moore	Homes England

Apologies

Kate Willard	Mark Carroll	James Sharples
Cllr Rob Gledhill	Scott Logan	Larry Fentiman
David Birch	George Kieffer	

Meeting Minutes

Agenda Item	Notes	Actions
1	Introductions	
1.1	Chair opened the meeting. Emma Wilcox was welcomed as the presenter for Agenda Item 6	
2	Declarations of Interest	
2.1	No declarations made	
2.2	Board Members yet to return their Declaration of Interest forms are to do so as soon as possible	Board Members

Agenda Item	Notes	Actions
3	Minutes of Last Meeting	
3.1	Minutes Approved as drafted	
3.2	Actions from 18 th April Meeting:	
3.2.1	Development of Induction Pack – Ongoing	IL
3.2.2	Confirmation of financial position –See report for agenda item 4	Complete
3.2.3	Invitation to be send to Brentwood Council – Invite sent, awaiting response	Complete
3.2.4	Map project pipeline against growth strategy priorities and project stage – See report for Agenda Item 7	Complete
3.2.5	Identify non-capital projects underway across South Essex – Started; See report for Agenda Item 7	IL
3.2.6	Process for projects for inclusion within the project pipeline – Ongoing; process to be developed in line with emerging South East LEP process	IL
3.2.7	Development of a proposal and case for investment in the A127 – Ongoing; will be reported to future board meeting	Essex County Council and Southend Council
3.2.8	OSE Engagement with the SELEP Strategic Economic Plan – see minutes for Item 9	Complete
3.2.9	Thames Estuary Commission Launch – Revised Date of 25 th June; See minutes for item 8	Board note date
3.2.10	OSE response to National Planning Policy Framework Consultation; Complete and response submitted	Complete
4	OSE Operational Update	
4.1	The Board noted the financial position of the Partnership as outlined in the report	
4.2	Proposal for the replenishment of the partnership balance and the predicted operational cost shortfall from the 2021/22 financial year will be presented to a future meeting of the board	IL
4.3	Board indicated that the development of the OSE website is a priority and should be in place as soon as possible. Programme Manager confirmed that OSE is currently meeting its statutory requirements for publishing papers and minutes via the South East LEP website	IL
4.4	Board agreed that OSE will adopt the following South East LEP policies: <ul style="list-style-type: none"> • Confidential Reporting of Complaints • Whistleblowing • Code of Conduct for Board Members 	

Agenda Item	Notes	Actions
	<ul style="list-style-type: none"> Register of Interests 	
<p>5</p> <p>5.1</p> <p>5.2</p> <p>5.3</p> <p>5.4</p>	<p>Capital Programme Monitoring</p> <p>Board noted the position of spend achieved in 2017/18 was circa £24m, which was £4m behind the anticipated spend of £28m. The reasons for this were delays created by the Department for Transport to the procurement process for the A13 widening scheme and property transactions not being completed within the financial year. This is genuine slippage, and this funding will be spent during the current financial year</p> <p>The Board noted that in 2018/19 the spend profile is £46m, and reflects that two major projects - A13 widening and Southend Airport Business Park – will be getting underway on site</p> <p>The Board have asked for early warning of any issues that could lead to delays and spend not being achieved to be reported as soon as they are identified</p> <p>The Board also noted that there are 5 business cases to be presented to the SELEP Accountability Board before the end of 2018. Programme Manager confirmed that they are all in development and are on track to be presented as outlined in the report</p>	<p>IL</p>
<p>6</p> <p>6.1</p> <p>6.2</p>	<p>Thames Estuary Production Corridor</p> <p>Item Presented by Emma Wilcox who has been appointed by SELEP to develop a strong Essex and Kent input to the work. Presentation to be shared</p> <p>The Board was very positive about the presentation and made a number of observations:</p> <ul style="list-style-type: none"> Traditional analysis can underestimate the size of the sector by up to 79% Need to anchor the production concept in Thames Estuary Commission report, South Essex 2050, local plans. Outcomes must also be reflected in other publications such as Essex Design Guide and planning protocols. Businesses recognise a clear trend towards digital/creative businesses over time and our business infrastructure must reflect this Southend 2050 vision work taking place over the summer must recognise the production corridor South Essex must not be afraid of attracting these businesses who are being increasingly priced out of London – however, our offer must be attractive Work will provide an excellent evidence base for future funding bids and their increasing requirements for consortiums to be formed to drive growth Should this exercise be repeated for other sectors? Significant growth between 2010-15 was driven by a number of strategic public sector investments which 	

Agenda Item	Notes	Actions
6.4	<p>created the conditions for the sector to flourish</p> <ul style="list-style-type: none"> • Younger people need to be engaged with this work as powerful ambassadors for the sector • Reflecting on the project pipeline, a large number of projects will (or have the potential to) support this wider sector. This needs to be distilled into a single narrative <p>The GLA have commissioned Regeneris to undertake a feasibility study for the Production Corridor and this will report in early 2019. South Essex will be supporting this work</p>	IL with local authority partners
6.3	<p>The Board positively received the report. This work will be used to support our review of the project pipeline and growth strategy, and further actions will be identified as the work progresses</p>	IL
7	Project Pipeline	
7.1	<p>The Board received the report offering further analysis of the project pipeline</p>	
7.2	<p>The Board made the following points and observations:</p> <ul style="list-style-type: none"> • Thames Estuary 2050, South Essex 2050, Southend 2050, Industrial Strategy, and Strategic Economic Plan – we need to make sure that OSE is not duplicating effort • A strong vision is necessary to underpin the case for investment • Need to identify potential funding routes for each project on the pipeline • Private sector need to be in a position to articulate which projects would make the most difference to them • Recognition that we are good at the initial investment, but less good at making sure that the benefits from the investment are delivered • Pipeline needs to be ‘on message’ with the Strategic Economic Plan and Industrial Strategies • The pipeline identifies gaps, but it is not clear how we start to look at how we fill the gaps 	IL IL
7.3	<p>The Board have welcomed this further analysis of the pipeline. The pipeline will be further developed alongside the emerging Strategic Economic Plan, Thames Estuary Commission Report and South Essex 2050.</p>	IL
8	Thames Estuary Commission Update	
8.1	<p>Launch of the Commission Report now confirmed for 25th June, 12:00 at High House Production Park, Purfleet. James Brokenshire (Minister for Housing, Communities and Local Government) will be participating</p>	Board Members to confirm attendance with BEIS and IL
8.2	<p>IM confirmed that the Commission will disband following</p>	Ongoing OSE

Agenda Item	Notes	Actions
	publication of the report. However, the report will ask partners across the Estuary to develop a proposal for governance to drive delivery to be produced within the next 6 months. OSE will have a clear role in this	engagement with development of governance approach
9 9.1 9.2 9.3	SELEP Update Strategic Economic Plan: A session with the OSE Board has been confirmed for the afternoon 10 th July (venue TBC). This will be the opportunity for OSE to provide their input to the plan. Strategic Board 29 th June: Agenda will include the following: <ul style="list-style-type: none"> • Seeking sign off for the skills strategy (as presented to this Board in February 2018) • confirm the process for submitting projects to the next local growth funding round • Discussion including BEIS around the future for growth hubs • Presentation of the Tri-LEP energy strategy LEP Review: expected to be published before the end of July.	Board Members to confirm availability with IL
10	South Essex 2050 Update	
10.1	Statement of Common Ground (SoCG) being developed to form the basis for the Local Authorities to work together. Each Local Authority will be signing this off by the end of August 2018. The SoCG will look at South Essex without the borders and will show the commitment by partners to develop a Joint Strategic Plan for South Essex	Draft SoCG to be shared with the Board - IL
10.2	South Essex 2050 will be delivering a growth locations study that will identify options for growth across South Essex and will share this with OSE in Autumn 2018.	IL to confirm timings
	AOB The Board were pleased to hear that the South Essex College led proposal to develop an Institute of Technology focussing on Transport and Logistics and serving the wider SELEP area has gone through to the next stage of the bidding process. This is supported by colleges across SELEP, and will offer courses up to level 4/5 supported by the University of East Anglia as Higher Education partner. The facility would be located within the London Gateway Logistics Park.	
	Next Meeting Wednesday 6 th September 2018, 2pm. Venue to be confirmed	

Item 4 – Action Tracker

Date	Action including due by	Lead	Due By	Notes	Update (incl date of update)
06/06/2018	Development of Induction Pack	IL	Mar-19	Induction pack for new Board Members	On Hold – LEP review will significantly alter this
06/06/2018	Non Capital Project Activity in South Essex	IL	Mar-19	Capture revenue activity taking place to support growth across South Essex	Still awaiting input from partners
06/06/2018	Project Pipeline management	IL		Development of the OSE project pipeline	Pipeline to be updated following LGF 3b funding Round
06/06/2018	A127 Lobby	TBC	early 2019	Lobby and case for investment in the A127	OSE role to support this needs to be developed.
06/06/2018	Thames Estuary Production Corridor – ongoing work/engagement	IL	Feb-19	Ongoing input from South Essex into the Production Corridor concept as presented to Board in June 2018	Input ongoing. Working with a range of partners and confirming scope of GLA's case for investment
06/06/2018	Funding options for every project on the pipeline	IL	Mar-19	Review of the current OSE project pipeline and identify possible funding sourced for projects	Pipeline to be updated following LGF 3b funding Round
06/06/2018	SEP Session	IL	Jul-18		Complete
06/06/2018	Circulate South Essex Statement of Common Ground for Joint plan	IL	Jun-18		Complete
06/06/2018	ASELA – engagement of OSE in the growth locations study	IL	Dec-18	Engagement of OSE in the Spatial options work	Work is underway, engagement in Autumn 2018

Item	5
Subject	Programme Manager Update
Date	5 th September 2018
Author(s)	Ian Lewis, Programme Manager Ian Stapleton, Financial Services Manager, Accountable Body (Castle Point Borough Council)

Report Summary and Recommendation

The report outlines the activities of OSE since the last Board meeting and provide an update of the current financial position of the Partnership. The board are also asked to consider using up to £12,000 from the partnership balance to support the creation of a new OSE website.

The Board are asked to:

- Note the Programme Managers Update
- Agree to procure a new OSE Website funded by up to £12,000 from the Partnership Balance
- Note the financial Report

Introduction

1. This report is in two parts. The first section is the Programme Managers report of activity since the last OSE Board meeting, and the second section is OSE's financial report.

Programme Managers Update

2. Since the last OSE board meeting on the 6th June, the Programme Manager has engaged with the following areas of activity:
 - Culture Development Fund – supporting the development and submission of an Expression of Interest for funding for a range of initiatives to support the development of the sector across the Thames Estuary area
 - Thames Estuary Commission – development of governance options in response to the Commission report (see report)
 - Local Growth Fund – managing the call for projects for projects in South Essex (see report 8)
 - Board Member Introductions – held introductory meetings with nearly all Board members
 - South Essex Joint Plan – joined the planning delivery group overseeing the development of the South Essex Joint Strategic plan. Providing specific support to the Employment Land Assessment brief and developing a brief for Lower Thames Crossing benefits analysis
 - Thames Estuary Production Corridor – working with partners to oversee the production of a case for investment in the creative sector across the Estuary
 - SELEP Strategic Economic Plan – alongside OSE Board members provided support to the development of the SEP, and facilitated the input from OSE into the plan

- C2C Digital Railway Project – following the initial approach from C2C in relation to this funding I have signposted this project into the relevant work streams taking forward the South Essex Joint Strategic Plan
 - Digital Infrastructure – made key links to the team developing a fibre to premises bid for South Essex
 - Business Rates Retention Pilot – participated in Essex County Council workshop developing proposals for how retained business rates should be spent within Essex
 - Attended Basildon Business Group, Southend Business Partnership and Thurrock Business Board
3. Other areas of activity:
- In recent funding calls it has become clear that there is a growing expectation that responses should be brought forward by consortia consisting of public, private further and higher education. In South Essex, we have very few established networks that would be able to take forward expressions of interest to seek future project funding. An area of work we will need to develop is to look at how we go about developing and growing these networks and consortia to access future funding calls
 - Growth Strategy Refresh – There are a number of major changes taking place over the coming 6-9 months such as responding to the LEP review, emerging Thames Estuary Commission response, South Essex 2050 vision and working towards the development of Local Industrial Strategies that there is merit in delaying the refresh of the South Essex Growth Strategy until some of these moving parts have come to rest. OSE will keep a watching brief on this to identify the best time and approach to update our growth strategy to avoid duplication.
 - Pipeline Development – as with the growth strategy, there are a number of major changes which will influence our growth priorities and therefore the supporting pipeline of projects. We will maintain our current pipeline and update with the projects submitted in response to the LGF Round 3b call for projects (see Report 8)

Website Development

4. To satisfy OSE's responsibilities as a federated area of SELEP, and to support the profile of OSE and South Essex, there is a real need to create a strong web presence. Currently, the only profile on the web for South Essex is an outdated selection of pages from the Thames Gateway South Essex website.
5. OSE therefore need to develop a new website for both the promotion and profile of South Essex and to satisfy our responsibilities such as publication of meeting papers.
6. The Board are asked to confirm their support to using the partnership balance to support the development of a new OSE website. A brief for the site is being developed, with indications that the cost of the site would be in the region of £10-12k. We are required to secure three quotations for this work before choosing a preferred supplier to take the work forward.

Financial Update

7. Invoices for 2018/19 subscriptions have been sent to local authority partners. Local Authorities are asked to make payment as soon as possible.
8. The Partnership Balance will be used for specific items of work or project activity that the Board would wish to undertake. For example, this could include activity such as the creation of the OSE website, consultancy support for specific pieces of work,

events and other promotional activity. We are able to roll forward any unspent balances in the fund to subsequent financial years.

9. The current financial position of the Partnership is shown in the table below.

Income and expenditure	2018/19 actual / budget £	2019/20 budget £	2020/21 budget £
Programme Manager salary, including on costs (2018/19 pro-rata for part year in post, later years include allowances for indexation)	64,853	79,000	82,000
Car Allowance	1,033	1,239	1,239
Expenses (spent to date)	371	0	0
Expenses (unspent balance)	3,129	3,500	3,500
Supplies and services / projects (spent / committed to date)	1,695	0	0
Premises and establishment	7,000	7,200	7,400
Total expenditure	78,081	90,939	94,139
Total subscription income	(97,500)	(97,500)	(97,500)
Net expenditure / (income) for the year	(19,419)	(6,561)	(3,361)
Opening partnership balance 1 April	(37,842)	(57,261)	(63,822)
Net expenditure / (income) for the year	(19,419)	(6,561)	(3,361)
Closing partnership balance 31 March	(57,261)	(63,822)	(67,183)

Item 6

Subject Capital Programme Monitoring

Date 5th September 2018

Author Ian Lewis, Programme Manager

Report Summary

This report provides an update on the current position of the Local Growth Fund supported Capital Programme.

The Board are asked to note the report

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.
- Two projects (A130 Fairglens 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 funding 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, 8 are rated Green and 9 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 SELEP Accountability Board.

Project (Lead Authority)	Reason for Amber Status	Mitigation
Basildon ITP	Tie ins with adjacent development will need to be reviewed, which may introduce a delay to construction	Work ongoing to resolve tie in issues with adjacent development. A change request is to be considered by the Accountability Board on the 14 th September to confirm change to scope of work
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. A130 Fairglen retained scheme. Business case to be presented to Accountability Board on 16 th November 2018
A130 Fairglen Interchange (Retained Scheme) (Essex)	Process for business case sign off yet to be confirmed by DfT. Scheme development is continuing	No profiled spend until 2019/20 financial year. Design process is underway. Business case to be presented to Accountability Board on 16 th November 2018
A127 The Bell Junction (Southend)	Business Case not yet submitted to Accountability Board, so no approval to spend.	Consultation is underway on the different options for the junction. Because of the close links with A127 Essential Bridge and Highway Maintenance Project SBC is discussing, with SELEP and the ITE, the possibility of combining these into a single business case. If this course of action is approved the business case will be submitted in November rather than September as originally envisaged. The later submission is better for the project as the consultation on options for The Bell junction will have concluded and can be reflected in the business case.
A127 Essential Bridge and Highway Maintenance - Southend	To date approvals have been given to spend £1.4m of the LGF allocation. Further business case required to secure the remaining £6.6m	As above, business case now to be submitted November 2018

Project (Lead Authority)	Reason for Amber Status	Mitigation
Southend Central Area Action Plan (Southend)	Approval not yet secured to spend full LGF allocation.	Full business case to be presented to Accountability Board on 16 th November 2018 for the final phase of the project. The project has engaged significantly with business and will be used as a good practice case study by SELEP.
Southend Airport Business Park (Southend)	<p>To date approval has only been received to spend £8.52m of the total LGF allocation of £23.09m.</p> <p>There has also been a delay in the procurement of infrastructure works for phase 1 which has impacted on the original timescale for the project.</p>	<p>Work is underway to develop the final business case for submission on 17 August. An initial assessment of the BC by the ITE was largely positive and work is currently focused on addressing two issues identified for further work. Following a final assessment this will then be subject to approval at Accountability Board on 14/09/2018.</p> <p>Phase 1 infrastructure works are in the process of being retendered</p>
London Gateway / Stanford Le Hope (Thurrock)	Collaboration agreement and Asset protection agreement required. Contractors target price submission exceeds the available budget.	Development Agreement with C2C in place. Working with contractors to ensure target costs are within the budget envelope. Contractor proceeding with detailed design. Independent cost review carried out to confirm value for money. Subject to further approvals, potential re-tender of works.
Purfleet Centre (Thurrock)	Costs have been re-profiled due to ongoing property acquisition negotiations. However, detailed design progressing and planning applications received in December 2017 and February 2018..	Confident that spend will be achieved as negotiations are concluded. Available mitigations have been used to re-profile expenditure to 2018/19. Spend is dependent on completing land acquisition negotiations with third parties and therefore not completely within the Authority's control. A number of deals are now nearing completion.

Spend and Risk Mitigation

- The current 2018/19 baseline for LGF spend (Including A13 Retained Scheme) 2017-£46.55m. There is no variation to this forecast at this time.

Future Business Case Submissions

7. 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
14 th September 2018	Southend Airport Business Park	Approve business case for remaining LGF allocation.
16 th November 2018	A127 The Bell Junction & Essential Maintenance	Approve business case for remaining LGF contribution
16 th November 2018	A130 Fairglen (A130 South to A127 East Link)	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
16 th November 2018	Grays South	Work is ongoing with Network Rail to develop the Business case to secure the £10m of LGF allocated through the Growth Deal. The business case will be developed during 2018 to ensure that funding secured for 2019/20 start.
16 th November 2018	Southend Central Area Action Plan Phase 3	To date approval has been secured to spend £4.27m of the total LGF allocation to this project of £7m. Business case will be submitted to secure approval to spend remaining £2.7m for further road layout and public realm improvements on key gateways to the town centre

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

Item	7
Subject	Local Response to the Energy Challenge
Date	5 th September 2018
Author	Jo Simmons, South East Local Enterprise Partnership

Report Summary

This Item is a presentation of the SELEP Energy Strategy ahead of the formal consultation commencing in mid-September. It is an opportunity for the board to provide their initial input and suggestions to the consultation process before it officially starts

Background

1. In 2017 LEPs were invited to bid for funding from the Department of Business, Energy and Industrial Strategy (BEIS) to produce an energy strategy and associated evidence base. SELEP formed a collaboration with Coast to Capital and Enterprise M3 to pool resources in the development of a tri-LEP Energy Strategy and Action Plan, and were successfully awarded £120,000 to lead the tri-LEP initiative branded South2East.
2. Siemens were contracted in Feb 2018 to deliver a series of engagement events that would raise awareness, gather evidence and seek local views on priorities and actions; and to develop a data and intelligence tool that would help develop a local energy project pipeline.

Purpose of the Energy Strategy and Action Plan

3. The need for UK plc to transition to a low carbon economy for affordable, reliable and clean energy supply into the future is identified as a Grand Challenge in the Industrial Strategy. It is a Grand Challenge that can only be properly achieved through a transitional, collaborative and iterative process.
4. Local benefits will be derived through the prediction that the low carbon economy will grow at four times the rate of GDP; our traditional energy infrastructure is no longer fit for purpose and new technologies to transform it are emerging at pace. The purpose therefore of a regional energy strategy is to help identify what alternative technologies can be employed locally that will reduce carbon emissions in a cost effective way. Energy needs to be supplied in renewable forms that complement existing supply, and in ways that can be stored so that it is available when demand is high.
5. The South2East Energy Strategy and Action Plan will identify energy usage across the South East, where demand hotspots exist and where they are likely to grow. It will also identify what types of technologies are most applicable to our localities, to provide a baseline for potential projects to be developed and prioritised in order that funding can be sought for short, medium and long-term delivery.

Next Steps

6. The draft Energy Strategy and Action Plan is currently in production and will be available for consultation with OSE and other SELEP Federated Area Board members in mid-September, with a view to finalising production in early October. The project will seek the endorsement of the Strategy and Action Plan in December 2018.
7. This paper seeks the OSE Board's support for development and publication of the document, which will act as a delivery mechanism for the SELEP's Strategic Economic Plan, and local authority local development, economic and environmental plans and strategies, enabling drawdown of anticipated future funding for the clean growth agenda.

Item	8
Subject	Funding Bid – Local Growth Fund Round 3b
Date	5 th September 2018
Author	Ian Lewis, Programme Manager

Report Summary

This Report summarises the Expressions of Interest received in relation to the funding call for Local Growth Fund Round 3b.

The Board are asked to note the Expressions of Interest received, and provide their final endorsement of the assessment through electronic procedure during week commencing 10th September.

Introduction

1. The South East Local Enterprise Partnership (SELEP) have secured a total of £570m of Local Growth Fund (LGF) over three rounds. This funding is available until March 2021.
2. LGF has supported a range of projects such as regeneration, transport, skills and has enabled commercial development to come forward. The total LGF allocation has not been allocated, so a call for projects was opened by SELEP in July 2018 for projects to come forward to use this funding. This funding call is also being used to start the development of a SELEP wide single pipeline of projects.
3. To date, £561.6m has been allocated from the overall allocation of £570m. This means that there is £8.4m available for further projects (figures have been rounded). In addition, there are projects within the programme which have encountered issues or delays that mean they may not be able to achieve spend before March 2021, and also some projects which may not spend all of their original allocation. So, it is likely that the amount of funding available will be much larger than the unallocated £8.4m, and possibly as much as £47.2m
4. OSE, as a federated area of SELEP have supported a call for projects which may be able to use this funding. Each of the 4 federated areas of the LEP are able to develop a list of projects up to £47.2m in value. Projects that don't ultimately secure funding will be included in the SELEP project pipeline.

Assessment of Expressions of Interest

5. The SELEP Strategic Board agreed the eligibility and assessment criteria for Federated Boards to use in determining the eligibility of projects for LGF. Each Federated Board is required to check all projects meet the eligibility criteria, which are:
 - Align with SELEP Objectives to support economic growth
 - Requires capital investment
 - Ability to meet the requirements for the investment of public funds
 - Must be able to achieve spend by 31st March 2021

6. The SELEP deadline for the submission of Expressions of Interest was the 31st August, which is two days after the publication deadline for the agenda pack for this meeting. At the time of circulation of these papers, expressions of interest were received for the following projects:

Project	Description
Digital Technology Campus, Basildon	Creation of new SEC campus in Basildon town centre
Innovation Warehouse, Basildon	Refurbishment of building to provide new space and support for innovation
Intelligence Hub, Southend	Creation of a hub for data to support innovation and public services
Sutton Road/Purdeys Way junction improvement, Rochford	Improvement to junction to ease congestion
Lakeside Transport Hub, Thurrock	Funding to support development of the Transport Hub project at Lakeside
Thames Enterprise Transport Package, Thurrock	Package of transport improvements to support the Enterprise Park
A13 East Facing Slips, Thurrock	Funding to support development of the A13 slips project at Lakeside
Cycle and Congestion Improvement Package, Thurrock	Package of measures to increase cycling and reduce congestion
Tilbury Business Centre, Thurrock	Development of additional space at Tilbury Business Centre
The Reception, High House, Thurrock	Creative workspace and infrastructure to support the wider High House Park
High House Works, Thurrock	Development of creative 'maker space' at High House Production Park
Grangewater Conference & Training Centre, Thurrock	Development of new conference and training facility
Artist Studios, Southend	New workspace for artists in Southend
Southend Town Centre, Southend	Package of improvements in the town centre including re-use of retail space
Pier Transport, Southend	Investment in infrastructure/rolling stock
Shoebury Heritage Centre, Southend	Development of new interpretation and community space
A127 The Bell, Southend	Highway Improvement scheme
USP College Immersive Learning, Castle Point	New centre for next-gen virtual and immersive technologies

7. At the time of writing this report, the above represents a total LGF ask of approximately £39m, leveraging circa £29m of match funding. These amounts will be confirmed in a summary to be tabled at the Board Meeting on the 5th September.

Next Steps

8. A provisional assessment of the above projects using the SELEP eligibility and assessment criteria will be tabled to the OSE Board at the meeting on the 5th September. This assessment will then be reviewed by a panel, supported by SELEP's Independent Technical Evaluator, on the 7th September.
9. The OSE Board will be asked to endorse this assessment ahead of submission of the final list of projects to SELEP. These projects will then be invited to the next stage and develop their outline business cases. The Board will be asked to endorse the final version of the assessment of the EOI's during week commencing 10th September by electronic procedure.

Item 9
Subject Thames Estuary 2050 Growth Commission
Date 5th September 2018
Author Ian Lewis

Report Summary

The Report summarises the recently published Thames Estuary Commission 2050 Vision Report.

The Board are invited to respond to the report and provide views on the next steps

Introduction

1. In 2016 The Thames Estuary 2050 Growth Commission was launched to consider the opportunities for growth in the Estuary. A call for ideas formed part of this process, alongside analysis of economic, environmental and planning data from across the area. This culminated in the publication of the Thames Estuary 2050 Growth Commission - 2050 Vision on the 25th June 2018. Link to the Report: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/718805/2050_Vision.pdf
2. It is worth noting that this is an independent report and the Commission has concluded its work. Government will be considering its response to the report and its recommendations over the coming months.

Key Points from the Commission Report

3. Report highlights some of the challenges of the Estuary
 - Scale of the area
 - Economic growth – lags behind London and wider South East
 - Low skills levels
 - Areas of entrenched deprivation
 - Delivering Homes
 - Mobility and connectivity
 - Environmental constraints
 - Fragmented Governance
4. The report paints a picture of the future where the Commission believes that:
 - 1.3m new jobs could be created by 2050
 - 1 million new homes would be required to support the growth across the estuary by 2050
 - The Estuary requires a skilled and agile workforce with the resilience and core skills to adapt to economic changes
 - Estuary can capitalise on the opportunities presented by Brexit and increasing pressures in London
 - Opportunity to embed sustainable practices to enhance the landscape of the estuary and efficient use of resources

5. To support the analysis of the Estuary, the Commission identified 5 productive places, forming a 'tapestry of productive places' across the Estuary. These are:

Productive Place	Local Authorities
City Ribbon	Tower Hamlets, Newham, Barking & Dagenham, Havering, Lewisham, Greenwich, Bexley
Inner Estuary	Thurrock, Dartford, Gravesham
South Essex Foreshore	Basildon, Castle Point, Southend, Rochford
North Kent Foreshore	Medway, Swale, Canterbury, Thanet
The River Thames	

6. The report highlighted a number of indicative projects within each of the above areas for delivery in the short, medium and longer term.

Governance and Delivery

7. While there is much that requires further development in the report, the key area where there is a clear direction is that the current governance arrangements need to be reviewed. While OSE are sighted as providing a co-ordinated voice, this is not reflected consistently across the Estuary. The report makes a number of very clear recommendations:
- A single voice for the Estuary through a strengthened and streamlined Thames Gateway Strategic Group (TGSG)
 - Development of Joint Strategic Plans (already in progress in South Essex)
 - Revision of the SELEP boundaries and a suggestion of two LEPs for the area – north and south of the river
8. In response to the recommendation to break up SELEP, the LEP have responded to the commission following the discussion at the 28th June Strategic Board meeting to assert the position that the LEP functions well and is the only organisation that formally represents the whole of the Estuary area. OSE Board members have been supportive of this position.
9. The Commission's Report requires the Estuary area to respond by December 2018 with a proposal for the creation of the single unified voice for the Estuary. OSE's programme manager, with partners from across the estuary, has been facilitating the development of options to be considered by TGSG in Autumn 2018.
10. To take this forward, there are a number of suggested outcomes that will be considered by TGSG which will act as the guide for developing options. These suggested outcomes are:
- Accelerated housing delivery
 - Clear and ambitious strategy for growth
 - Delivery of key infrastructure to enable and unlock growth
 - A clearly articulated case for investment in the Estuary
 - A clear two way mechanism through which the Estuary and Government can work together on strategic issues to realise the potential in the Estuary
11. In response to the above, this could drive a set of functional requirements such as:
- Advocacy and lobbying across Whitehall – tell the story in a way that is relevant to the department being engaged
 - Leadership across all partners
 - Development of Evidence Base to support the case for investment
 - Production of a compelling case for investment in the Estuary and specific projects, and present this coherently with clear articulation of benefits to public and private investment audiences

- Take forward the conceptual development of longer term projects
- Focus on projects that are too large to be taken forward by an individual partner and would realise genuinely transformative outcomes
- Regular setting and review of scope and objectives to maintain relevance
- Not duplicate, and do what is not currently being done

Discussion Points

12. The Board are invited to discuss the report, its recommendations and the next steps.

The following points should be considered as part of this:

- The report is not for consultation – it is final. However, it is for government working with partners to consider the response to the report
- Ambition is significant. 1 million new homes (there are 1.4m already, so 70% more than current housing stock) and 1.3 million new jobs (roughly double current number). These are stretching targets (rather than actual hard targets) with the aim of bringing about a complete step change in approach.
- It is clear that the business as usual approach just simply isn't going to cut it anymore. This goes for both house building and job creation, and therefore skills/education.
- Clear message that the challenge is being put back to the local areas/partners.
- Government is keen to do deals – if we commit to delivering more homes they will look at enabling infrastructure. Joint approaches with integrated planning and clear infrastructure requirements will unlock funding. Clear that a big part of the vision is the delivery of homes
- The homes target in itself automatically makes housebuilding a key economic sector in the estuary which needs to produce over 30,000 homes per annum to reach the 1 million target. This is both on site construction and off site manufacture. A radically different approach is needed to reach this level of output.
- Clear support for Joint planning – we are on with this in South Essex through ASELA and the South Essex 2050 work. In Essex, we are not starting from scratch.
- The role of LEP have in relation to the Estuary
- Are there any views of the outcomes (paragraph 10) and the functions (paragraph 11)

Next Steps

13. The next steps flowing from the Commission Report are focussed around the development of options to put in place a strong single voice for the Estuary to enable it to engage productively with Government. OSE will continue to support this work, with the aim of seeking a decision from TGSG on the way forward in Autumn 2018.

Item	10
Subject	Strengthened Local Enterprise Partnerships
Date	5 th September 2018
Author	Ian Lewis, Programme Manager

Report Summary

The report outlines the key recommendations from the Government's review of Local Enterprise Partnerships.

The Board are asked to provide their views and input to SELEP as it drafts its Implementation Plan to implement the review's recommendations.

Introduction

1. On 24th July, the Ministry of Housing, Communities and Local Government published 'Strengthened Local Enterprise Partnerships' which is the conclusion of a ministerial review of LEPs and sets out a series of recommendations for all LEPs to implement. The LEP review report can be found here:
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/728058/Strengthened_Local_Enterprise_Partnerships.pdf
2. OSE is a federated board of the South East LEP. The recommendations have a strong focus on the operation of the main LEP board, but there will clearly be implications for OSE and the other federated boards of the South East LEP.

Key Points

3. The review identifies that LEPs will have a clear focus on enhancing productivity, through the delivery and development of a local industrial strategy. The review clearly seeks to reinforce the role of LEPs, but with this comes enhanced accountability and monitoring of the difference LEPs make in their local economies.
4. The review identifies the following 4 key responsibilities for LEPs:
 - Development of an evidence led strategy
 - Allocate funds – developing investment opportunities, award local growth funding evaluate impact on productivity from investment
 - Co-ordination – bring together partners to develop a co-ordinated response
 - Advocacy – Act as the informed and independent voice for their area
5. The LEP review has a number of recommendations, but the most notable are:
 - The LEPs will focus on enhancing productivity and will lead Local Industrial Strategies (LIS) for their areas by early 2020. This will be used to measure the impact of the LEP
 - Further Government statement on LIS due over the summer, and an annual economic outlook to be published that will benchmark performance of LEPs
 - LEPs will be required to publish a delivery plan and annual report

- A greater government role in supporting an open and transparent appointment of chairs/deputy chairs and the induction of board members
 - Representative boards of a maximum of 20 people, 2/3 of which will be private sector. All boards will be required to have equal gender representation by 2023
 - Creation of secretariats independent from local authorities to support each LEP
 - LEPs to have a 'legal personality' – for example, incorporation as companies and hold AGM's which will be open to the public
 - LEP Chairs have been asked to come forward with considered proposals in relation to geography. The expectation here appears to be around mergers, not splitting – but there is a clear requirement to reflect functional economic areas. LEP chairs have until the end of September to respond on this point.
 - There will be £20m funding to support LEPs in their transition
6. The report appears to be directive and asks LEPs in their response to demonstrate how they will be implementing all of the recommendations. The only question for LEPs is around geographic coverage, and this is looking at mergers and dealing with overlap areas rather than a redrawing of boundaries. The other key point to note is that future funding awards may depend upon LEPs meeting the requirements of the review.

Discussion Points for the OSE Board

7. There are a number of points arising from the LEP review for the OSE Board to consider, such as:
- OSE have been supportive of SELEP and how it functions through the federated model. Most recently, this support was clearly articulated in response to the Thames Estuary Commission recommendation to split the LEP
 - The current SELEP board has 28 members, there is some way to go to achieve gender equality and the need to reach 2/3 business representation. How will SELEP address this and what could the implications be for federated boards?
 - There is a clear recommendation that the LEP's develop a 'legal personality'. We will need to be clear about how the federated model works in this context and that it works well bearing in mind the large geographic coverage of SELEP.
 - OSE board members have made an input into the Strategic Economic Plan. How will this translate into a Local Industrial Strategy
 - What are the Board's views on a stronger role for the private sector in the composition of LEPs
 - How is the OSE Board going to be engaged in the development of the implementation plan

Next Steps

8. LEPs are to produce a detailed implementation plan demonstrating how they will implement the changes required by the Strengthening LEPs document by 31st October 2018.
9. The Board are to note the recommendations of the Review and identify key points for OSE to put to SELEP for their consideration when drafting the Implementation Plan and responding to Government.

Item	11
Subject	South Essex Joint Planning - ASELA Update
Date	5 th September 2018
Author	Ian Lewis

Report Summary

This is an update report to the Board to inform of progress towards the development of a Joint Strategic Plan for South Essex

Introduction

1. The purpose of this report is to introduce the verbal update of the current progress with the development of the Joint Strategic Plan for South Essex.
2. In June 2018, a Statement of Common Ground was signed by Basildon, Brentwood, Castle point, Essex, Rochford, Southend and Thurrock Councils agreeing to the joint preparation of a Joint Strategic Plan for South Essex. The grouping of these local authorities is under the umbrella of the Association of South Essex Local Authorities (ASELA).

Current Work

3. A number of pieces of work are being undertaken to develop the single and consistent evidence base across South Essex. This includes studies such as the Employment Land Availability Assessment.
4. Peter Brett Associates have also been appointed to support the development of spatial options to inform the development of the Joint Strategic Plan.

Board to consider

5. In terms of growth, the Board are able to provide input and constructive challenge to the work of ASELA as it develops. Board Members could ask how OSE can support the process and at what stages input would be helpful.

Next Steps

6. The spatial options work is due to report towards the end of 2018. The formal processes to bring forward the Joint Strategic Plan will take place during 2019, with the aim of formal adoption in 2020.

Item	12
Subject	Development of the Board
Date	5 th September 2018
Author	Ian Lewis

Report Summary

The report summarises feedback from OSE Board members around the operation of OSE.

The report is intended to start a discussion amongst the Board around how we can improve our operation and effectiveness, and consider what future actions we should take.

The Board will be asked to identify areas for change and/or improvement to enable the board become more effective and refine the role of OSE

Introduction

1. The OSE Programme Manager commenced their role in May 2018. As part of the induction process one to one meetings were scheduled with Board members to firstly introduce the new manager and to capture views on the operation of the Board.
2. The aim of this was to gather the views from board members to take this forward to develop the board in both its operation and effectiveness.

Summary of Responses

3. The lists below are the anonymised responses received during the one to one discussions. . Where points were made by more than one occasion they have been recorded once. The responses in each section are in no particular order.
4. What is liked about the Board
 - Action driven – not a talking shop
 - Feels like we are genuinely moving things forward
 - Like the clear actions
 - Chair keeps the meetings and discussion focussed
 - Board members keen to do more
 - South Essex 2050 is a strong and compelling area of focus
5. What things that need to be ‘fixed’ to support the South Essex economy:
 - Feels like a ‘that will do’ mentality exists across South Essex, rather than being more ambitious and aspirational. We should think about places that we choose to go on holiday and use that as our basis for approach
 - We need to understand that creativity genuinely adds to the quality of the place and should not be treated as an add on
 - Quality of our town centres and high streets – need to recognise the need for change because they really don’t attract people to come or stay
 - Recognition that a new stadium for Southend becomes an anchor development for South Essex – indicator to outside of the success of the region and a draw for investment

- Skills and talent – we can't keep people locally because of the lure of London
- Need to make sure that the public sector is joined up/consistent – eg how does Essex Design Guide, Essex Developers Group, ASELA, and OSE all fit together?
- Mobile coverage -4G becoming increasingly important for remote working and monitoring. Need to be ready for 5G. Broadband coverage not great
- Transport - A127 and congestion, North – South links with rest of Essex and region could be much improved, for both road and rail

6. How could board meetings could be improved:

- Would appreciate more visibility of activity and what actually goes on between meetings
- Venues for meetings can sometimes make it difficult for people to hear
- Board Meetings are too large and tend to be public sector dominated; lots of 'observers' that don't add anything
- Duplication of membership – eg ASELA and OSE –have a distinctive role for each
- Need to be more frequent meetings given the agenda we seek to cover – items need to be given space for discussion and not dominated by public sector interventions
- Language and formality of the meeting can be off-putting – this makes it feel very public sector, and could be a barrier for some to participate/engage. Feels like the private sector have been invited into the public sector world – but we are meant to be business led.
- Board need to be engaged at a point where they can make a difference rather than merely signing something off. 'Don't consult on the ingredients when you have already baked the cake'
- Sometimes not clear what the OSE 'value add' is, or what has changed as a result of our input
- It should be assumed that all participants have read the papers so that meetings would be punchier and enable more effective debate/discussion and input

7. What could OSE do that we don't currently or do differently?

- Have a stronger focus on themes - Thematic focus at meetings is really helpful/of value
- We need to bring out the business agenda more overtly
- There needs to be more sense checking with business, but to also draw out their ideas. Not often businesses present agenda items
- Not sure we have a clear big picture view of where we want to go
- We need to look at how we build strong consortia that will enable the development of future funding bids – been difficult to pull together for funding EOIs
- We are not as joined up as we could be (across sectors, organisations etc)
- Papers for meetings need to be written to enable/support private sector members to engage in what sometimes feels like a public sector discussion
- Consider the use of working groups to tackle particular issues with a private sector lead
- Businesses need to see a direct result or change from their input
- Have more clarity in reports or at the start of the meeting around what the meeting will achieve
- Need more open debate – sometimes feels like its closed down before its finished, and public sector grab most of the airtime.
- Need to be able to test the 'so what' arising from agenda items – what is it that would have changed as a result of our input

8. Challenges OSE faces:
 - Working across a lot of SMEs and micro businesses very difficult
 - South Essex lacks a cohesive identity, but a sense that this is starting to change
 - Small number of large companies can be easily mobilised on key issues; lots of SME's can't
 - Cold spots of underachievement need to be addressed
 - Feels like there is a disconnect or overlap (not sure which) between ASELA and OSE
 - Need to recognise the changing nature of the future workplace – and anticipate these changes

9. How would you like to be kept informed?
 - Regular update note to summarise activity (headlines, with links to further information if needed) – a few people mentioned this
 - Website with repository for papers

Points for Board Consideration

- 10 When reviewing this report it is worth considering
 - Is there anything missing
 - Are there any points do you disagree with
 - Which of the comments should we address as a priority
 - What could board members bring to help OSE to become more effective
 - Do we need to recognise that the role, purpose and aims of the board may need to be flexible rather than fixed to ensure ongoing relevance
 - What should our next steps be

Recommendation

11. Following the discussion, the board are asked to identify areas for change and/or improvement to enable the board become more effective and refine the role of OSE