

## MEEETING AGENDA



**Meeting**  
**Date and Time**  
**Venue**

OSE Board  
7<sup>th</sup> November 2018, 2-4pm  
The Forum, Elmer Square, Southend-on-Sea, SS1 1NS

### Special Instructions

The Meeting commences at 2PM. Car Parking can be found at:

- Elmer Approach, Clifftown Road, Southend-on-Sea, SS1 1AB
- Warrior Square Car Park, Chichester Rd, Southend-on-Sea SS1 2NQ
- University Square Car Park, University Square, College Way, Southend-on-Sea SS1 1NW – Note – appears to be pay by phone only

Item	Title and Description	Lead	Timing
Procedural Items			
1	Welcome and Introduction	Chair	14:00 to 14:25
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	Development of the OSE Board Discussion around the next steps for the development of OSE	Chair & Ian Lewis	14:25 to 14:45
8	Lower Thames Crossing Presentation of the updated scheme by the project team	LTC Project Team	14:45 to 15:15
9	ASELA Update OSE Board engagement with the emerging place vision work	Lyn Carpenter	15:15 to 15:40
10	Strategic Economic Plan OSE input to the development of the LEP's economic plan	Adam Bryan (SELEP) & Ross Gill (SQW)	15:40 to 15:55
11	AOB		15:55 to 16:00
	Date of Next Meeting 13 <sup>th</sup> February 2019, 2pm. Venue TBC		

## Meeting Minutes

### DRAFT



**Meeting**  
**Date and Time**  
**Venue**

OSE Board  
5<sup>th</sup> September 2018, 14:00  
Gielgud Room, Towngate Theatre, Basildon, SS14 1DL

### Attendees

Kate Willard	Stobart Group (Chair)
Cllr John Lamb	Southend Council
Ian Lewis	Opportunity South Essex
Robert Singh	University of Essex
Cllr Norman Smith	Castle Point Borough Council
Angela O'Donoghue	South Essex College
Mark Curle	Galliford Try
Shaun Scrutton	Rochford District Council
Cllr Terry Cutmore	Rochford District Council
Tomasz Kozlowski	Basildon Council
Scott Logan	Basildon Council
Lyn Carpenter	Thurrock Council
Cllr Mark Coxshall	Thurrock Council
David Barnes	Basildon Business Board
David Burch	Chamber of Commerce
Cllr Gagan Mohindra	Essex County Council
Perry Glading	Thurrock Business Board
Murray Foster	Southend Business Partnership
Colette Bailey	Metal
Steve Cox	Thurrock Council
Lucy Spencer-Laurence	South East LEP
Jo Simmons	South East LEP
Dominic Collins	Essex County Council
Dawn Redpath	Essex County Council
Chris Burr	Southend Council
Mark Evershed	Castle Point Borough Council
Gunilla Edwards	Basildon Council

### Apologies

Chris Brookhouse	Sarah Stone	Iain McNab
Iain Martin	Ali Griffin	Larry Fentiman
Lucy Harris	George Kieffer	Rob Moore
David Marchant	Lucy Harris	Martin Hodson
Adam Bryan		

### Meeting Minutes

Agenda Item	Notes	Actions
<b>1</b>	<b>Introductions</b>	
1.1	Chair opened the meeting. Jo Simmons from SELEP was welcomed as the presenter for Agenda Item 6	
<b>2</b>	<b>Declarations of Interest</b>	
2.1	No declarations made	

<b>Agenda Item</b>	<b>Notes</b>	<b>Actions</b>
<b>3</b>	<b>Minutes of Last Meeting</b>	
3.1	Minutes Approved as drafted	
<b>4</b>	<b>Action Tracker</b>	
	A127 Lobby – Basildon wish to be engaged with this going forward	
<b>5</b>	<b>Programme Manager Report</b>	
5.1	Explore the ability of the SELEP website to have a distinct OSE section within its current structure	IL
5.2	Board felt that there is a value in having a distinct website to enable us to raise the profile of South Essex and to also consider how this could be used to develop wider groupings in support of future work. Organogram of current partnership structures to be created	IL
5.3	A number of Board Members (Colette Bailey, David Barnes, Basildon Council) have offered support in developing the brief for the site and identify potential providers	
5.4	Board have agreed to progress with the development of the website with a £10k cap on costs, anticipating that it will come in below this level. Programme manager to progress	IL
5.5	Partnership development – Mark Curle has offered to support this. Activity programme to be developed	MC/IL
5.6	Culture Development Fund Expression of Interest – expected to hear back this week. (Chair declared interest in relation to this item due to sitting on the Arts Council England, National Council)	
<b>6</b>	<b>LGF Capital Monitoring</b>	
6.1	Highlighted that the Southend Airport Business Park business case to draw down the remaining Local Growth Fund allocation is to be presented to the Accountability Board on the 14 <sup>th</sup> September	
6.2	ECC indicated that any projects without fully approved business cases by the end of the year are at risk of losing their funding. Programme Manager confirmed that all business cases that are to be presented to the 16 <sup>th</sup> November Accountability Board are all on track to do so.	
6.3	The Board noted the report	
<b>7</b>	<b>Local Response to the Energy Challenge</b>	
7.1	SELEP will be opening consultation on the energy strategy on the 10 <sup>th</sup> September. The strategy and action plan will be	IL to ensure that this is circulated

Agenda Item	Notes	Actions
	circulated to all Board members	
7.2	The strategy will be based on 5 themes – heating, renewables, efficiency, smart energy and transport. It will focus on local interventions (rather than national investment) and what would and could work well depending on need, and if this could be scaled up.	
7.3	A large data set sits behind the work, but the intention is to make this available to local areas to enable them to model different options for local generation with a view to supporting cases for investment and responding to funding opportunities	
7.4	<p>The Board made a number of comments in response to the presentation</p> <ul style="list-style-type: none"> <li>• We need to ensure that the growth in the area is factored in</li> <li>• Need to make sure that we consider losses within the transmission network (especially with offshore wind generation), use of old landfill sites for solar and energy efficiency of homes – existing and new</li> <li>• Tidal is not referenced, but board members did highlight the difficulty of developing such projects and referenced the recent scheme in Swansea which has not progressed</li> <li>• Need to recognise that one of the UK's biggest exports is waste and that this is being used as fuel to support heating on other countries. Why can't we do likewise?</li> <li>• There are a number of projects underway already in South Essex (eg Green Energy at Tilbury). Need to consider how we best support and scale this up</li> <li>• How can we make best use of the levers that local authorities have – eg planning</li> <li>• Are there opportunities for small scale nuclear generation</li> <li>• The approach to the strategy in other areas has started with the circular economy and the role energy has within that. This will help to maintain relevance of the strategy going forward</li> <li>• Need to make sure that the Strategic Economic Plan recognises the role of energy throughout</li> </ul>	
7.5	Galliford Try have energy business and happy to share data and learning from Residential Schemes	Mark Curle
7.6	The Board comments will be fed into the consultation response, and board members will be asked for their comments during the consultation period. Board members can also respond in their own right and provide their business response. Final strategy to be presented to SELEP Board in December	All Board members to review and IL to collate comments
7.7	Chair asked if we would wish to have a Board champion for this work to support the development of the OSE	Board members to consider and

<b>Agenda Item</b>	<b>Notes</b>	<b>Actions</b>
	response	contact KW/IL
7.8	Mark Curle and Kate Willard declared an interest in this item due to having energy businesses within their respective organisations	
<b>8</b>	<b>Funding Bid – Local Growth Fund Round 3b</b>	
8.1	The board received the provisional list and assessment of projects submitted via the Expression of Interest (EOI) period that closed on the 31 <sup>st</sup> August	
8.2	Thurrock confirmed that their projects had been reviewed by their Business Board as part of the process	
8.3	The EOI assessment will be reviewed by the SELEP independent technical evaluator and a final assessment prepared. This final assessment will then need to be endorsed by the OSE Board via electronic procedure during week commencing 10 <sup>th</sup> September.	IL to seek board approval via electronic procedure w/c 10 <sup>th</sup> September
8.4	The Board discussed the merits of OSE undertaking a prioritisation exercise. On balance, this prioritisation would take place later in the process and be subject to project promoters providing much further information to support what would be a more rigorous process.	IL to confirm the next stages of the process
<b>9</b>	<b>Thames Estuary 2050 Commission</b>	
9.1	The Board were clear about their reservations in relation to the quality of the final report and how its conclusions and recommendations were arrived at.	
9.2	The main challenge laid down by the report is it seeks to have a much more effective and streamlined governance for the Estuary. The main comment from the board is that any new structure should not seek to take away powers from local areas, but to do the opposite. The Board also agreed that the current Thames Gateway Strategic group needs significant change.	
9.4	The proposals in development currently seek to not duplicate current work (for example creation of joint strategic plans like we are doing across south Essex) but must do things that we are currently unable to do	
9.5	Governance options and proposals are currently under development with partners across the Estuary, in London and with Whitehall and will be presented to the Thames Gateway Strategic Group in November 2018	IL will report back at next Board meeting
<b>10</b>	<b>Strengthening Local Enterprise Partnerships</b>	
10.1	The Board discussed the recommendations from the LEP review and their implications for both SELEP and OSE as a Federated Board.	

<b>Agenda Item</b>	<b>Notes</b>	<b>Actions</b>
10.2	<p>Key points to feed back to SELEP were:</p> <ul style="list-style-type: none"> <li>Federated Boards don't feel part of the process, and the management of the response is not being led by the Federated Boards</li> <li>Concern in relation to how the Federated Board structure would work in line with the recommendations</li> <li>Clear that the current SELEP Board does not meet any of the requirements – by extension, neither does the OSE Board</li> <li>OSE Board keen to see that momentum with delivery is not lost and that we do not wish to reopen any debate about geographical coverage. Recognise that size can have its advantages</li> <li>The federated model must be maintained</li> </ul>	
10.3	Programme Manager to keep Board briefed and engaged with the process as it develops. Work will pick up over the coming weeks because SELEP will need to submit their implementation plan to government by the end of October	IL to keep Board engaged
<b>11</b>	<b>ASELA Update</b>	
11.1	Preparation of the evidence base and work to develop spatial options are underway. The emerging Strategic Economic Plan will feed into this, and the energy strategy presented earlier in this meeting will be fed into the infrastructure workstreams	
11.2	Resources being identified and brought together to provide a focus on the preparation of the Joint Plan ahead of consultation in Spring 2019	
11.3	We will need to develop the private sector links into the development of the work. OSE programme manager is part of the planning delivery group now, but will need to develop this further	IL to develop this further and identify how OSE can best input
<b>12</b>	<b>Development of the OSE Board</b>	
12.1	Item was deferred to the next OSE Board meeting on the 7 <sup>th</sup> November 2018. In the meantime, the Board are invited to review the paper and comments in it and feed back to the Programme Manager	All Board members to feed back their comments by 28 <sup>th</sup> September 2018
	<p><b>AOB</b></p> <p>SELEP Strategic Board – 28<sup>th</sup> September. Colette Bailey and Perry Gladding confirmed attendance</p>	
	<p><b>Next Meeting</b></p> <p>Wednesday 7<sup>th</sup> November 2018, 2pm. Southend Pier However, timings will be earlier due to need to travel to end of the pier. This will be confirmed nearer the time.</p>	

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	12/10/18 - 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	Jan-19	Development of the OSE project pipeline	12/10/18 - Pipeline to be updated following outcome of LGF 3b funding Round
06/06/2018	A127 Lobby	TBC	early 2019	Lobby and case for investment in the A127	OSE and ASELA 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	12/10/18 - Pipeline to be updated following LGF 3b funding Round
06/06/2018	ASELA – engagement of OSE	IL	Dec-18	Engagement of OSE in the Spatial options work	12/10/18 - Work is underway on growth locations, Joint Plan and place narrative
05/09/2018	OSE Website Development	IL	TBC	Board agreed to development of website	12/10/18 Brief and scope of work developed; LEP review may require further changes
05/09/2018	Organogram of Partnership Structures	IL		Organogram to support website development	12/10/18 – Work in progress, testing with officers

<b>Date</b>	<b>Action including due by</b>	<b>Lead</b>	<b>Due By</b>	<b>Notes</b>	<b>Update (incl date of update)</b>
05/09/2018	SELEP Energy Strategy Consultation	IL	28/09/2018	Consultation draft to be circulated to Board Members when available	24/10/18 – delayed, but with board members for comment by 31 <sup>st</sup> October
05/09/2018	OSE Board Endorsement of EOI List	IL	12/09/2018	Via Electronic procedure	12/10/18 – Complete - endorsement took place w/c 10 <sup>th</sup> September
05/09/2018	Update and Next Steps for LGF 3b projects	IL	07/11/2018	Update to next OSE Board	12/10/18 – Update paper in 7/11 Board Pack – Item 5
05/09/2018	Thames Gateway Strategic Group Options	IL	07/11/2018	Update to next OSE Board	12/10/18 – Proposal included in 7/11 Board Pack – Item 5 appendix A
05/09/2018	LEP Review	IL	07/11/2018	Update to next Board, with interim updates as required	12/10/18 – SELEP will submit implementation plan by end of October. Update to 7/11 Board – item 11
05/09/2018	Development of OSE Board	Board Members	07/11/2018	All to review Board development paper from 5/9/18 meeting in preparation for November Board	12/10/18 – paper included in 7/11 Board pack – item 7



<b>Item</b>	5
<b>Subject</b>	Programme Manager Update
<b>Date</b>	7 <sup>th</sup> November 2018
<b>Author(s)</b>	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 asked to

- Note the Programme Managers Update
- Note the financial Report
- Confirm electronic sign of for LGF projects for submission (dates) and note the final list of projects with Strategic Outline business cases being submitted in response to the Local Growth Fund Round 3b call for projects
- Approve the recommendation for delegated Authority in relation to expenditure up to £2,500 supported by the Partnership Balance
- Confirm the representation from OSE on the SELEP Investment Board
- Note the Growth Hub Activity Report

### **Introduction**

1. This report is in two key 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.

### **General Updates**

2. Since the last OSE board meeting on the 6<sup>th</sup> June, the Programme Manager has engaged with the following areas of activity:
  - Culture Development Fund – Following the successful submission of an Expression of Interest from the Thames Estuary, the full application was submitted to the Arts Council on the 19<sup>th</sup> October
  - Thames Estuary Commission – development of governance options in response to the Commission report (see draft version in Appendix A)
  - South Essex Joint Plan – Supporting the Joint Plan and infrastructure workstreams
  - Ongoing support to the development of business cases being submitted following the Local Growth Fund Expressions of Interest (See paragraphs 3-6)
  - SELEP Strategic Economic Plan – provided ongoing input to the development of the plan – See Item 10.
  - Participated in workshops in support of the Lower Thames Crossing ahead of the start of public consultation
  - LEP Review – supported the development of the SELEP response to the LEP review (see Appendix B for high level summary of response)

## Local Growth Fund – Call for projects

3. At our last Board meeting on the 5<sup>th</sup> September the Expressions of Interest received were presented with the initial assessment of how well they performed against the eligibility and assessment criteria. This assessment was subsequently confirmed by the SELEP Independent Technical Evaluator and the Board were asked to confirm via electronic procedure that they endorsed the final list of projects to be invited to progress to developing their Strategic Outline Business Cases.
4. The final list of projects coming forward with their Strategic Outline business cases are in the table below

Innovation Warehouse, Basildon	New Artist Studios, Southend
Thames Enterprise Park Transport package	Southend Town centre Interventions
Cycle and Congestion Improvements, Thurrock	A127 Northern Relief Road, Southend & Rochford
Tilbury Business Centre	A127 The Bell
The Reception, High House Production Park	Basildon Flagship Cycle Routes
High House Works	Shoebury Heritage Centre
Grangewater, Thurrock	Pier Transport
A13 East Facing Slips, Lakeside	Sutton Road/Purdeys Way junction Improvement, Rochford
South Essex College Basildon Town Centre	USP College Immersive Technology, Castle Point

**Table 1: LGF 3b Business Cases from South Essex**

5. The Strategic Outline Business Cases for the above projects were submitted to SELEP on the 26<sup>th</sup> October 2018. The next stage will see these business cases assessed and a ranked list will be presented to the SELEP Investment Board on the 7<sup>th</sup> December to confirm which projects have been shortlisted for funding. The Final Business Cases for the shortlisted projects will be produced in early 2019, with funding allocated by March 2019.
6. The Board are asked to confirm the endorsement of the final list as undertaken by electronic procedure during week commencing 10<sup>th</sup> September 2018.

## Partnership Balance

7. OSE currently has a partnership balance which is intended to support projects and other activity across South Essex. Our Terms of Reference do not have a procedure in place for the use of this balance. A couple of instances recently we have needed to support the development of bids and wider work which would be to the benefit of South Essex which have required a quick decision to enable us to meet submission deadlines.
8. We need to put in place a formal procedure which enables us to use this funding without needing to revert to, and wait for, meetings of the Board for such decisions.
9. The proposal the Board are asked to approve is:
  - For spend on project activity up to £2,500 – Chair, Vice Chair and Programme Manager have delegated authority to jointly make this decision and this would be reported to the Board at the next scheduled meeting
  - For Spend on project activity above £2,500 – this would be brought to the Board for a formal decision. In the event that a decision is needed before the next scheduled Board meeting then we will seek approval via electronic procedure

10. The Board are asked to confirm this approach. This will be an addendum to the Terms of Reference.
11. The two projects that we have agreed to support from the Partnership Balance are detailed in Paragraph 17 below.

### **SELEP Investment Panel**

12. At the SELEP Strategic Board on the 29<sup>th</sup> June there was an agreement to establish an Investment Panel. The Panel will have responsibility for the prioritisation of projects using an approach agreed by the SELEP Strategic Board.
13. Terms of Reference for the Panel can be found at:  
[https://www.southeastlep.com/app/uploads/2018/07/SELEP\\_Board\\_280618\\_Appendix\\_9b\\_Inv\\_Panel\\_ToR.pdf](https://www.southeastlep.com/app/uploads/2018/07/SELEP_Board_280618_Appendix_9b_Inv_Panel_ToR.pdf)
14. The Panel is a sub-committee of the main SELEP Strategic Board, so will draw its membership from there. For OSE this will mean that Perry Gladding will be the OSE representative, alongside representatives from Southend Council, Thurrock Council and Essex County Council.

### **Financial Update**

15. Subscriptions for 2018/19 subscriptions have all been received from Local Authority Partners.
16. The Partnership Balance will be used for specific items of work or project activity that the Board would wish to undertake. In Table 2 the Partnership Balance section has been updated to reflect the decision at the OSE Board on the 5<sup>th</sup> September to allocate £10,000 to the development of the OSE Website. This is a maximum figure, and it is envisaged that the final sum would be less than this.
17. In addition to the above, two further items of expenditure have also been included. This includes £1,600 contribution to the £12,000 costs of appointing Hatch Regeneris to support with the writing of the Thames Estuary Culture Development Fund Application. A further £1,500 has also been identified to support the development of the South Essex elements of the Thames Estuary Production Corridor case for investment which will be published in early 2019.
18. The current financial position of the Partnership is shown in the table below.

<b>Table 2 - Financial Position</b>			
<b>Income and expenditure</b>	<b>2018/19 actual / budget £</b>	<b>2019/20 budget £</b>	<b>2020/21 budget £</b>
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)	837	0	0
Expenses (unspent balance)	2,663	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
<b>Total expenditure</b>	<b>78,081</b>	<b>90,939</b>	<b>94,139</b>
Total subscription income	(97,500)	(97,500)	(97,500)
<b>Net expenditure / (income) for the year</b>	<b>(19,419)</b>	<b>(6,561)</b>	<b>(3,361)</b>
Opening partnership balance 1 April	(37,842)	(44,161)	(50,722)
Net expenditure / (income) for the year	(19,419)	(6,561)	(3,361)
Planned future projects:			
• Website development (maximum amount)	10,000		
• Cultural development fund bid writing	1,600		
• Thames Estuary production corridor consultant	1,500		
<b>Closing partnership balance 31 March</b>	<b>(44,161)</b>	<b>(50,722)</b>	<b>(54,083)</b>

## BEST Growth Hub Update

- The BEST Growth provides a range of business support activity and signposting for businesses across Essex. The report in Appendix C provides a summary of the activity undertaken by the Growth Hub over the last 12 months.

**Item** 6

**Subject** Capital Programme Monitoring

**Date** 7<sup>th</sup> November 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

1. 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
<b>TOTAL</b>	<b>£590.8m</b>

### Project Status

2. There are 19 projects that are supported by LGF in South Essex. Two projects have 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.
3. 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.
4. 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
5. Of the 17 active projects, 1 red, 7 are rated Green and 9 are amber. The project with the red rating is reported below:

<b>Project (Lead Authority)</b>	<b>Reason for Red Status</b>	<b>Mitigation</b>
Basildon Integrated Transport Package (Essex)	Significant issues with one individual project within the package means that this single unlikely the project will proceed. Rest of the package is not affected.	Action is being pursued via legal avenues. This should conclude by end of 2018. Will need to remain confidential until concluded. Spend profile to be reviewed.

6. 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.

<b>Project (Lead Authority)</b>	<b>Reason for Amber Status</b>	<b>Mitigation</b>
A130 Fairglens (A130 to A127 East Link) (Essex)	Business case not yet signed off by DfT/SELEP.	No profiled spend until 2019/20 financial year. A130 Fairglens retained scheme. Business case delayed and will be presented to Accountability Board on 15 <sup>th</sup> February 2019
A130 Fairglens 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 delayed and will be presented to Accountability Board on 15 <sup>th</sup> February 2019
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
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 15 <sup>th</sup> February 2019 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.

Project (Lead Authority)	Reason for Amber Status	Mitigation
London Gateway / Stanford Le Hope (Thurrock)	Contractors target price submission exceeds the available budget.	Detailed design complete. Asset Protection Agreement and development agreement in place.  Target cost due to be submitted in mid-November. To mitigate the risks of late submission or target cost exceeding project budget, tenders have been invited from contractors on the Eastern Highways Alliance framework.
A13 Widening (Construction)	£6.126m profiled from 2018/19 to future years due to statutory undertakers' delays and delays to the ground investigation and detailed design. Due to be reported to the 16 <sup>th</sup> November 2018 meeting of SELEP Accountability Board.	Originally, the Contractor's programme showed the main works starting after receipt of all construction information. To help mitigate the delay, we have asked the Designer and Contractor to bring forward certain packages of work e.g. deep drainage, balancing pond and the piling for Horndon Road Bridge.
Purfleet Centre (Thurrock)	Costs have been re-profiled due to ongoing property acquisition negotiations. Spend in Quarter 2 frustrated by a vendor changing Solicitor, and legal process had to be restarted.	The Council is aiming to purchase via negotiation wherever possible so timescales are difficult to define. Thurrock Council Cabinet approved in principle a resolution to pursue Compulsory Purchase Order if required. Working toward agreements with owners of properties that will use all of the remaining LGF allocation.
Grays South (Thurrock)		Business Case to be submitted to Accountability Board - 16 <sup>th</sup> November 2018

### Spend and Risk Mitigation

- The current 2018/19 baseline for LGF spend (Including A13 Retained Scheme) 2017-£45.64m. The current projection is for an in year spend of £41.491m, which is £3.97m below baseline. This caused by the delay in A13 widening works getting fully underway, but is in some way mitigated by accelerated spend on the Stanford le Hope project.

## Future Business Case Submissions

8. 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:

<b>Accountability Board Meeting</b>	<b>Business Cases to be submitted</b>	<b>Description and SELEP Ask</b>
16 <sup>th</sup> November 2018	A127 The Bell Junction & Essential Maintenance	Approve business case for remaining LGF contribution
16 <sup>th</sup> 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.
15 <sup>th</sup> February 2019	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
15 <sup>th</sup> February 2019	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

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



<b>Item</b>	7
<b>Subject</b>	Development of the Board
<b>Date</b>	7 <sup>th</sup> November 2018
<b>Author</b>	Ian Lewis

### **Report Summary**

(Report deferred from 5<sup>th</sup> September 2018 meeting)

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

The report is 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 Association of South Essex Local Authorities (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
- The respective roles of OSE and ASELA (see item 9)
- 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

<b>Item</b>	8
<b>Subject</b>	Lower Thames Crossing
<b>Date</b>	7 <sup>th</sup> November 2018
<b>Author</b>	Ian Lewis

### **Report Summary**

The Board will receive a presentation on the Lower Thames Crossing from the project team. The Board are invited to make their comments and observations in relation to the proposal, which will form the basis of the formal OSE response.

### **Introduction**

1. The Lower Thames Crossing (LTC) proposal is in its final consultation stage ahead of the finalisation of the Development Control Order (DCO) which will be submitted in mid 2019. The DCO, once granted, would put in place the
2. The Project has been subject to previous consultation rounds in 2017, and it is worth noting that there have been a number of changes to the project since.
3. Consultation opened on the 10<sup>th</sup> October 2018 and will run until 20<sup>th</sup> December 2018. A programme of public engagement events has been developed and all information relating to the project can be found at: <https://highwaysengland.co.uk/lower-thames-crossing-home/>. The Board will receive a presentation from the Highways England Project Team providing an update on the project and the next stages.

### **Scheme Evolution**

4. Since the last consultation exercise in 2017, a number of important changes have been made to the project. Most notably:
  - Route will be dual 3 lane for its entire length, using Smart Motorway technology (so no hard shoulder)
  - Link Road from the LTC to Tilbury has been removed from the scheme
  - West facing slips at the A13 interchange have been removed (so not possible to travel from LTC route to the A13 westbound, or access the LTC route from the A13 eastbound carriageway)
  - No link from A128 to LTC
  - Possible to exit A1089 onto the LTC, but access to A1089 would require U-turn at A1014 Manorway
  - There have been a number of changes to alignment both vertically and horizontally – eg around the landfill site near Ockenden, and lowering of route to pass beneath M25
  - The length of the tunnel has been extended significantly on the Kent side
  - Indication that charging mechanism may be different to Dartford with provision for dynamic pricing
5. Thurrock Council have prepared an open letter to businesses outlining their position in relation to the LTC and this is included in Appendix A. This highlights the issues that the scheme is creating during its passage through due process, and also the lasting implications for Thurrock and South Essex should key points not be addressed at this stage.

## **Thurrock Business Board Position**

6. The Thurrock Business Board wish to understand the benefits LTC will bring for local businesses. The loss of the Tilbury link and that the A13 junction does not facilitate all movements are key issues. The project must provide benefits for local businesses and residents, but the current iteration of the design limits these benefits significantly. The missing slip roads at the A13 interchange will see a repeat of the longstanding issues experienced at Lakeside which is only now being addressed. The loss of the Tilbury link from the scheme means that the opportunity for improved access to the port, and to take away traffic from residential areas, is lost.
7. The business board fully support the Thurrock Council Leaders letter in Appendix A and wish to see a scheme that offers more direct benefit to local business and residents.

## **Discussion Points**

8. In response to the presentation on the revised scheme, and the changes highlighted above, the Board should consider the following points:
  - We need to make sure that the benefits from the scheme are maximised and felt locally both during construction and post opening. What are the LTC team doing to make sure that this happens?
  - How will feedback from this consultation, which appears to be the last round, be used in the final design and the Development Control Order submission?
  - How can businesses engage with the project?
  - While the scheme potentially offers some significant benefits, we must also be cognisant that this is a large piece of infrastructure. There will be some significant dis-benefits for those affected by the project. We need to make sure that these are addressed
  - In the bullet points of paragraph 4 above there are a number of changes to the project since the last time it was presented to the Board. What are your views on these changes? We may wish to probe the rationale for these changes and ask if about the likelihood of further significant changes between the end of this consultation and formal submission?

## **Next Steps**

9. The comments and observations from the board will be used as the basis for the development of a formal OSE response to the consultation. The final version of this will be circulated to the board for further comment in early December. The final version will be submitted ahead of the consultation closing date of the 20<sup>th</sup> December 2018.

<b>Item</b>	9
<b>Subject</b>	South Essex 2050 – Our Place Narrative
<b>Date</b>	7 <sup>th</sup> November 2018
<b>Author</b>	Ian Lewis

### **Report Summary**

This is an update report to the Board to provide an update on the work of the Association of South Essex Local Authorities, the South Essex 2050 Vision and the 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 work of the Association of South Essex Local Authorities (ASELA).
2. Work is progressing across a number of areas including:
  - Place Narrative & Marketing - Setting the narrative to inform engagement with central government, businesses and the public
  - Planning – development of a South Essex Joint Strategic Plan
  - Infrastructure - Identify and develop game-changing proposals for future growth opportunities
  - Investment - Identify investment models and opportunities including potential deal with central government, use of own resources and inward investment.
  - Economic Growth – define a local strategy for growth
3. In addition to this, ASELA are also looking at options for future governance, which will need to evolve and adapt over time.
4. The main presentation item at this meeting of the Board will be the Place Narrative. This will form the basis of defining what South Essex is, and our ambition for what we want to become, and form the basis for future marketing, promotion and investment work.

### **Discussion Points**

5. The Board will be invited to provide their comments on the emerging Place Narrative. In particular, the Board should give their views on:
  - Do we recognise the narrative as presented?
  - What are your views on the messages from South Essex?
  - How do ASELA seek to engage with the business community and the OSE Board to support the development of the Place Narrative?
  - How can OSE support the wider work of ASELA

### **Next Steps**

6. The discussion will consider how OSE input to the work going forward.

<b>Item</b>	10
<b>Subject</b>	Smarter, Faster, Together – South East LEP's Economic Strategy Statement
<b>Date</b>	7 <sup>th</sup> November 2018
<b>Author</b>	Ian Lewis, Programme Manager

### **Report Summary**

SELEP have produced a draft Economic Strategy Statement for consultation with the Federated Boards.

The Board are asked to review the draft Statement and use the opportunity at the Board meeting to raise observations and questions with SELEP. The Board are also invited to provide feedback to the Programme Manager.

All feedback will be captured as a single OSE response by the Programme Manager and submitted to SELEP during w/c 12<sup>th</sup> November 2018.

### **Introduction**

1. The LEP's Strategic Economic Plan (SEP) was published in 2014. The purpose of the SEP back then was primarily as a vehicle to secure £561m of Local Growth Funding for the South East.
2. Since then, there have been a number of important changes. Most notably, the Government has published its Industrial Strategy and we have the exit from the EU. Both of these represent a significant change in the economic context within which we operate. In addition, the Government require all LEPs to have a Local Industrial Strategy in place by 2020.
3. It is an opportune time to revisit the SEP to set a clear context within which we can take forward the creation of our own Local Industrial Strategy. The SEP, and Industrial Strategy, will provide the framework within which SELEP will make future decisions on priorities and investment within the area.
4. The refresh of the SEP has been developed with the following brief:
  - Concise: no more than 30 pages
  - Strategic: can't include every locally-important investment – but it should provide a context for local priorities and it should align with existing/ emerging federated and local strategies
  - Informed by evidence: consolidated evidence base document currently being prepared
  - Informed by local policy choice: consultation has taken place already but this is an opportunity to reflect on the emerging themes
  - Flexible for the future: recognises that Government policy and strategy is evolving
5. The draft SEP can be found in Appendix A of this report. Under the Smarter, Faster, Together heading, the SEP gives a clear intent for the future development of the South East economy. The new SEP is considerably shorter and much punchier than the 2014 version. It is based around the following key principles:

- Strategic Focus – focussing on priorities shared across the area
  - Local Leadership
  - Evidence led and Pragmatic
6. It is centred on the following areas:
- Creating Ideas and Enterprise
  - Developing Tomorrows Workforce
  - Accelerating Infrastructure
  - Creating Places
  - Working Together

## **Discussion Points**

7. Within the consultation draft document in Appendix A there are a number of key questions for the board to consider, which can help structure the response to the draft. They are
- Do we agree with the development of a strategy to help frame the development of the SELEP local Industrial Strategy?
  - Are we happy with the key Principles (paragraph 5)
  - Do we think that the Strategy captures the key issues for the South Essex economy?
  - Do we recognise the interpretation of the issues identified?
  - Are the areas for action in the creating ideas priority the right ones, providing sufficient flexibility and ambition?
  - The skills section reflects the SELEP skills strategy – is there anything else we should be considering?
  - In infrastructure there is a deliberate avoidance of reference to a list of projects – do we agree with this? Also, are the areas for action the right ones?
  - Do we agree with the productivity objectives – eg reaching to match national figures?
  - Are there any important strategic relationships missing or should be developed?

## **Next Steps**

8. Board Members will have an opportunity to discuss the draft SEP at our meeting on the 7<sup>th</sup> November and to also provide their comments, feedback and questions to the OSE Programme Manager by Monday 12<sup>th</sup> November. A single OSE response will then be drafted and submitted to SELEP for their response.
9. Action plan to accompany the SEP will also be developed over the coming weeks. The final draft will be presented to the SELEP Strategic Board on 7<sup>th</sup> December 2018.