



Attending	Company	Representing
Chris Brodie	Chair	
Adam Bryan	Managing Director	
Graham Peters	Vice Chairman for East Sussex	East Sussex – Business
Clive Soper	FSB	East Sussex – Business
Stewart Drew	De La Warr Pavilion	East Sussex – Business
Cllr Rupert Simmons <i>for Cllr Keith Glazier</i>	East Sussex County Council	East Sussex – Local Authority
Cllr Colin Fitzgerald <i>for Cllr Peter Chowney</i>	Hastings Borough Council	East Sussex – Local Authority
George Kieffer	Vice Chairman for Essex	Essex – Business
Haydon Yates <i>for David Burch</i>	Essex Business Board	Essex – Business
David Rayner	Birkett Long	Essex – Business
Larry Fentiman <i>for Colette Bailey</i>	Inner London Group	South Essex – Business
Murray Foster <i>for Perry Glading</i>	Southend Business Board	South Essex – Business
Cllr John Lamb	Southend on Sea Borough Council	South Essex – Local Authority
Cllr Tom Cunningham <i>for Cllr Graham Butland</i>	Braintree District Council	Essex – Local Authority
Cllr Gagan Mohindra <i>for Cllr Kevin Bentley</i>	Essex County Council	Essex – Local Authority
Paul Winter <i>for Geoff Miles</i>	Chair of Kent & Medway Skills Commission & Chairman of Wirebelt	Kent – Business
Gavin Cleary <i>for Jo James</i>	Locate in Kent	Kent – Business
Douglas Horner	Acting Vice Chairman for Kent & Medway	Kent – Business
Paul Thomas	DLS Limited	Kent – Business
Cllr Peter Fleming	Sevenoaks District Council	Kent – Local Authority
Cllr Simon Cook	Canterbury City Council	Kent – Local Authority
Cllr Paul Carter	Kent County Council	Kent – Local Authority
Cllr Rodney Chambers	Medway Council	Kent – Local Authority
Angela O’Donoghue <i>for Graham Razey</i>	South Essex College	Further Education
Anthony Forster	University of Essex	Higher Education
Penny Shimmin	Sussex Community Development Association	Social Enterprise

1. Welcome and Introductions

- 1.1. Chris Brodie welcomed board members and observers to the meeting.

Apologies received	Cllr Graham Butland, Graham Razey, Perry Glading, Colette Bailey, David Burch, Jo James, Cllr Kevin Bentley, Cllr Keith Glazier, Cllr Peter Chowney, Geoff Miles and Cllr Rob Gledhill
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2. Minutes and Actions from 16 March 2018 meeting, Matters Arising and Declarations of Interest

- 2.1. Subject to one correction under 2.9 which should be rectified to state that it was Rodney Chambers declared an interest, minutes were agreed as a true record.
- 2.2. Amy Beckett was thanked for her hard work in the SELEP Team over the past two years and Chris wished her luck in her new role at Basildon Borough Council.

Matters Arising – Declarations of Interest

- 2.3. There were no declarations of interest raised. Chris Brodie took the opportunity at this point to notify the Board that other than his role as Chair of the Student Loans Company, he has stepped down from all his previous Higher Education commitments.

Matters Arising - LEP Review & Thames Estuary 2050 Growth Commission

- 2.4. Chris Brodie confirmed that the publication / launch of the Thames Estuary 2050 Growth Commission Vision for Kent, Essex and London took place on the 25th June. A key concern for this Board was the recommendation to revise SELEP boundaries.
- 2.5. Chris felt it was important not to respond immediately but as a matter of good governance to raise it here at this meeting for partners' input. He confirmed that he had spoken to Sir John Armitt before the report was issued to raise his concerns but was disappointed that these were not taken in to account.
- 2.6. Board Members discussed the report and were keen to highlight that further discussions on SELEP boundaries were not helpful, particularly give than the national LEP Review is underway.
- 2.7. Board Members were strongly of the opinion that the SELEP model provides the ability to look at the bigger picture and influence economically transformative interventions such as the Lower Thames Crossing, while our federated model provides focus and expertise on a more local level. It was agreed SELEP is working better than ever for communities and businesses across the area.
- 2.8. In supporting the federated model, Paul Carter suggested the need to focus on subsidiary wherever possible. If the government were to remove this option, the position statement might need to change.
- 2.9. The Board should continue to look strategically and use this as an opportunity focus on activity and impact and not structures. The challenge is to consider how SELEP can play a lead role and what our principal reply should be. Cllr Paul Carter suggested that in the coming six months SELEP must ensure it is not forgotten and proactively develop a series of solutions on the contents of the report. **This was supported.**
- 2.10. Chris proposed that in response to this report, a letter for Secretaries of State for CLG and BEIS, copied to Cities and Local Growth Unit, should be drafted in advance of the summer recess to reflect this conversation. It was suggested that this would be signed by the Chair and Vice Chairs and copied to all 39 MPs. **This was agreed.**

Matters Arising: Recording of Strategic Board Meetings

- 2.11. Adam Bryan (SELEP managing Director) asked Board Members to consider if it would be sensible for Strategic Board Meetings to be filmed in the context of maximum transparency. **This was supported.**

Matters Arising: Sector Support Fund

2.12. Adam confirmed that the agreed Sector Support Fund process has been undertaken but that business cases required further work before they are ready to be presented to the Board. Adam would be running a series of workshops for working groups with partners to take these forward and noted that the Board notified of these and would expect to receive applications at the September meeting.

3. Garden Communities

- 3.1. Adam introduced the item and noted the importance of putting Garden Communities firmly on SELEP's agenda. Adam confirmed that further Garden Communities would be invited to upcoming Board meetings, with the aim to ensure that the right conversations are taking place early on, so that we can quickly understand the role that the LEP can play in supporting and influencing.
- 3.2. Cllr John Spence, Chairman and Richard Bayley, Group Managing Director of North Essex Garden Communities, were welcomed to present on background and progress to date.
- 3.3. Cllr John Spence commenced with history and background to the Garden Communities, which fits under an all partner vision for the County, that focuses on promoting quality of life and how the County can accommodate future populations and improve the environment in which they live. By creating new communities that are well designed, within the concept of garden settlements, there is real scope to influence infrastructure and economic growth which is much needed in north Essex.
- 3.4. He noted that the USP is 1) the strength of partnership between the three Districts and County Council, and 2) the scale of the programme, which will see 43K homes across three independent communities over the next 40 years, which will each be assessed individually. Government has already funded to the tune of £2m for preparatory work and the partnership is confident that the programme is more spade ready than the Oxford to Cambridge Corridor.
- 3.5. Richard Bayley highlighted the significance of the North Essex Garden Communities scheme, as the largest project within the national Garden Settlement programme, to interconnect the East and West. Planning is underway and they are in the process of forming a Locally Accountable New Town Development Corporation. Work is underway on a Local Industrial Strategy, which could play a key role in improving the economic case for North Essex and the SELEP team will be engaged to ensure there is coordination. Richard also emphasised the key role of the University of Essex, which can act as a catalyst for the inward investment and infrastructure needed to make this a success.
- 3.6. Board Members expressed concerns over Land Value Capture (LVC), which unless realised will prevent the figures from stacking up. Cllr John Spence confirmed that new legislation is key for LVC, and that Development Corporation status is vital. Richard commented that Government is connecting infrastructure and housing more than ever before and that they have positive relationships.
- 3.7. Land Compensation Act was also discussed, which needs to be changed to gain support needed from landowners. Richard advised that Civil Servants are aware of this issue and there is a willingness to address this. Richard also discussed the potential for Compulsory Planning Orders to include a value capture mechanism but advised that this was not the only solution and they must be in the public interest.
- 3.8. George Kieffer declared an interest in this due to Haven Gateway Partnership's involvement.
- 3.9. Douglas Horner suggested that there would be an opportunity to explore in extending the High Speed London to Cambridge Corridor, by building a physical corridor with the Lower Thames Crossing, to link business networks with Cambridge.
- 3.10. Graham Peters asked if the scheme would offer provision for employment space. In response to this, Cllr John Spence commented that employment space is very much needed therefore they must create a strong economic strategy to attract businesses to this area.

- 3.11. Cllr Rupert Simmons reflected on this as a new approach to strategic planning and Cllr John Spence confirmed that there are already separate discussions re the A120, but this programme will help to further support this. He commented that the North Essex Garden Communities programme presents a wider opportunity to work collaboratively with partners to undertake shared master-planning to develop rapid transit, but also consider wider education and health provision. This collective approach will support in bringing in funding from investors.
- 3.12. Chris thanked Cllr John Spence and Richard Bayley for their presentation. The Board would be kept informed of progress

4. Tri-LEP Energy Strategy

- 4.1. Chris welcomed Jo Simmons and Victor Sellwood of Siemens to discuss the progress of an energy strategy, which has been commissioned as a SELEP-led joint effort with Enterprise M3 and Coast to Capital LEPs.
- 4.2. Jo Simmons provided background, it has been funded by BEIS as a fast paced piece of work, expected to be completed by the end of summer 2018. Through its collaboration with Enterprise M3 and Coast to Capital LEPs, resources have been combined to create a strategy that will set down a clear vision for the whole of the South East, alongside a detailed action plan of priority projects to be taken forward to Government and other sources of funding.
- 4.3. Jo advised that the purpose of today's presentation was to provide the Board with a heads up on the work undertaken so far, in advance of sharing a draft strategy and action plan, which is hoped to be reviewed and ratified in line with the SEP in Autumn.
- 4.4. Victor Sellwood started by setting the context for the strategy's drivers to meet the UK plc need for reliable, affordable and clean energy. Working within the context of the next 30-40 years, this piece of work will form an evidence base to build on and meet the aspirations set out in the following vision: ***The South East economy to be a Beacon of decarbonisation and innovation that will ultimately become self-sustaining in energy***
- 4.5. To date, work has been underway to gain understanding of the current energy landscape, identify projects that could help the region achieve its energy and carbon goals over the coming decades and seek local insight and advice to help create an aligned vision for the strategy. Ultimately, the strategy will seek to be ambitious and make a step change to drive improvements, incorporating a pipeline of energy and low carbon projects, funding options to deliver projects, an action plan, with responsibilities and timescales and recommendations for HMG policymakers.
- 4.6. While Board Members were pleased to see the strategy in progress, there was some concern that the presentation did not outline suggested innovations and findings and did not reflect local opportunities provided by our geography such as tidal energy. Although the presentation was very high level at this stage, alignment with Garden Settlements, energy stoppage and wastage should be considered.
- 4.7. Douglas Horner commented on the need to make a clear separation between supply and demand and ensure that the strategy points out what SELEP can do to influence. He also noted that with regards to energy generation, it would be helpful to review intelligence from elsewhere to support local areas and once this is known, to then determine how SELEP can play a role in supporting the development of technology to enable this.
- 4.8. Victor advised that they are still in the interim stage and the purpose of today was to prepare the ground for future discussions. Further work and evidence has been drawn together and will be developed over summer, to be shared at the next Strategic Board meeting in September. Victor confirmed that the team are looking at technologies with the Scandinavian Heat Network and international innovation will take a focus on the strategy as part of the Siemens network.

- 4.9. Murray Foster asked to clarify opportunity to comment for OSE. **Action: It was confirmed that Jo Simmons would facilitate the process of sharing initial drafts with this Board and the Federated Boards.**
- 4.10. Chris thanked the speakers and reflected that there is still a fair amount of work to be done to take this forward and receive an endorsement by this Board. It was agreed that today's comments would inform the draft strategy which will be expected to be received in August. This would be circulated and then endorsed at a future meeting.

5. Skills Strategy

- 5.1. Angela O'Donoghue set the context of this strategy, which was driven by the SELEP Skills Advisory Group and local Employment and Skills Boards. Louise Aitken advised that she was hoping to receive sign off following a series of iterations and that following extensive consultation, the strategy is now ready for publication, subject to a few formatting and design updates. It is backed up by a detailed evidence base, which will remain as a live document for continual updates.
- 5.2. Louise took Board members through headline information, which include the opportunities for the area, along with challenges faced. Short, medium and long term ambitions have been articulated and will be developed in to an action plan.
- 5.3. Paul Winter, Chair of the Kent and Medway Skills Commission and Adam Jones, Chair of the Essex Employment and Skills Board both spoke of their support in endorsing the strategy. They provided excellent feedback on the process taken by Louise.
- 5.4. Cllr Paul Carter suggested that an action plan with targets alongside governance arrangements needs to be developed and that SELEP should take the opportunity to ask for freedoms and flexibilities around apprenticeships and local use of unspent levy, as while the legislation is great the concept of the apprenticeship levy (in ensuring they are employer led) is welcome, there are clearly some challenges and navigating the system creates difficulty. Louise noted the recent decline in apprenticeship numbers which is a concern. Exerting a collective pressure will help to make this a success. Louise confirmed that this is being taken forward and a meeting was planned with herself, Chris and the Head of Apprenticeships at the ESFA.
- 5.5. Members discussed the Careers Enterprise Company network which is clearly set out in the strategy and ambitions for increasing coverage of this. Currently the network is funded by local authorities and the LEP will work with partners and the CEC to establish LEP wide coverage. Louise confirmed this was already underway.
- 5.6. Board Members spoke of their support for the strategy. Chris offered his help in fostering links with Government and agreed to discuss with his Department of Education contacts.
- 5.7. George Kieffer took the opportunity to make a plea for an ESIF vacancy from one of the Business & Skills Boards. Action: Louise agreed to take this away and receive a nomination.
- 5.8. The Strategy was ENDORSED.

6. Developing a SELEP pipeline of projects

- 6.1. Following on from the discussion at the March 2018 meeting, where Board Members agreed to establish and maintain a single pipeline of priority projects, Rhiannon set out the proposed approach to developing a SELEP single pipeline of projects. . She recommended that the Board agree to the development of a short term single pipeline to the end of the Growth Deal period (31st March 2021), and a longer term aspiration to develop a medium/long term pipeline to capture priorities beyond the current funding period.

- 6.2. With regards to the short term single pipeline (referred to as LGF R3b) Rhiannon advised that the three potential sources of LGF available which would offer a maximum amount of £47.2m.
- 6.3. Rhiannon suggested the following process, in accordance to the eligibility criteria outlined in the report and presentation, which can be found [here](#)
- 6.4. Rhiannon asked the Board to consider this process, along with one of three timescale options presented.
- Stage 1 – Open call for projects and prioritisation by Federated Boards
 - Stage 2 – Submission of projects to SELEP for prioritisation by the SELEP Investment Panel
 - Stage 3 – Approval of the project by SELEP Accountability Board when funding becomes available
- 6.5. Cllr Paul Carter expressed his concern for Accountable Bodies taking the hit for unanticipated additional costs and suggested that LGF might be utilised for covering such overspends.
- 6.6. Cllr Simon Cook asked if the underspend generated in local federated areas could be retained locally. Chris advised that during the Annual Conversation, Government clearly specified that all underspend must be reverted back to the main SELEP pot.
- 6.7. John Lamb suggested that the best use of the £8.3m would be to share it amongst the projects already agreed that have a funding gap.
- 6.8. Anthony Forster commented that whilst he took the point on overspends, deliverables would need to be considered and there should be no automatic presumption that existing projects should be first in the queue. Deliverables must be considered. Anthony also raised his concern that there is currently too much focus on infrastructure and that an education representative is needed on the Investment Panel to ensure that all opportunities are considered.
- 6.9. Adam advised that in terms of timing, it would be well received by Government if this pipeline was agreed in advance of the Annual Conversation.
- 6.10. Board Members **AGREED on Option 2** – for the Pipeline to be agreed on the 7th December 2018

7. Governance

- 7.1. Adam Bryan took the Board through a series of decisions in order to strengthen SELEP Governance.
- 7.2. **Terms of Reference:** Following the recent SELEP Deep Dive, minor tweaks were made. The revised version was **APPROVED**.
- 7.3. **Investment Panel Membership.** SELEP already has agreement for an Investment Panel, and as reiterated in the recent Deep Dive, Government will be expecting this to be in place and discussed at the Annual Conversation in December. The group spoke about balancing representation and ensuring the group size was manageable and it was suggested that FE/HE be incorporated in all options to enable this. Board Members were asked to selecting one of three membership options outlined in the accompanying Board report.

Option 1 - Panel of 17	2 votes
Option 2 - Panel of 13	11 votes
Option 3 - Panel of 7	10 votes

- **Action: Secretariat to facilitate process for setting up the Investment Panel**

7.4. Process for Strategic and Federated Board recruitment:

- 7.5. Adam referred to the need as set out in the Assurance Framework for private sector board members to be recruited through an open, transparent and non-discriminatory competition.
- 7.6. While this is already being done across the Board, it is expected that arrangements are formalised and consistent.
- 7.7. Cllr Gagan Mohindra raised the issue of diversity, noting that the Board only has two female members. Chris supported this strongly and suggested that while half of all representatives are elected and influence is therefore limited, there is an opportunity here in recruiting business representatives.
- 7.8. Anthony Forster suggested that some SELEP guidance on diversity, incorporating context for selection would be valuable and Adam confirmed that the board recruitment material which is currently in development will address this.
- 7.9. Chris Brodie suggested that Vice Chairs take a role in pushing diversity within their respective federated areas. **This was AGREED**

7.10. Updated policy documents

The Board were asked to adopt the following updated policies: (please see updated policies [here](#))

- 7.10.1. Assurance Framework 2018
- 7.10.2. Code of Conduct for LEP Board Members
- 7.10.3. Confidential Reporting of Complaints Policy
- 7.10.4. Public Questions Policy
- 7.10.5. Register of Interests Policy
- 7.10.6. Subsistence and Hospitality Policy
- 7.10.7. Whistleblowing Policy

- 7.11. Adam advised that these iterations to policies are in line with the Deep Dive Report which has been available in the time since the March 2018 Strategic Board – we’ve therefore had to review in the intervening period.
- 7.12. The Board agreed that given the Strategic Board is a public meeting, it would be sensible to include a Public Conduct Statement within the Public Questions Policy. **Action: Adam to follow up**
- 7.13. Cllr Gagan Mohindra noted that the Code of Conduct does not address deputies. **Action: Adam to incorporate**
- 7.14. All updated policy documents were **AGREED** subject to the above actions

8. Capital Programme Update

- 8.1. Rhiannon Mort updated the board on the Local Growth Funding (LGF) projects that are currently underway in SELEP.
- 8.2. Rhiannon gave a presentation on the progress to date of these projects, which can be found [here](#)
- 8.3. Rhiannon advised that the funding gap in 2019/20 is being reduced by slippage for financial years so we have cash flow to support schemes which are in train. She is continuing to monitor this.
- 8.4. She also set out the risk position for all projects which had been assessed in accordance with the Ministry for Housing and Local Government (MHCLG) guidance. She noted that many of these risks

are funding issues which relate back to the previous agenda item and that this risk profile is continually being monitored.

- 8.5. Rhiannon took the opportunity to draw out some delivery highlights of LGF schemes including the Innovation Centre at the University of Essex and the Dover Western Docks Revival.

9. South East Business Hub

- 9.1. Suzanne Bennett updated the board on the latest position of the South East Business Hub. The Department of Business, Energy and Industrial Strategy (BEIS) have announced a further two years funding and with this have set a series of new requirements which shift the focus from generic support to target those businesses identified as having high potential for growth.
- 9.2. Suzanne assured that Board that Growth Hub services will continue in the three sub hubs, but that pre start-up support is NOT eligible for grant funding. With the focus on high potential businesses, start-up advice will be automated via web channels and there will be a greater use of the national offer, including the national business support helpline. Suzanne also spoke of the support provided through the various ERDF programmes, such as the South East Business Boost (SEBB) project, which is due to end from 2019.
- 9.3. Because of these wider ranging and fundamental changes to the policy environment of Growth Hubs, there needs to be a full review of potential future models for the Growth Hub service.
- 9.4. Supplementary information from report due to meeting time constraints: The Secretariat will lead a Task & Finish Group to work up costed options for the Board to consider at their meeting in December. (Lucy to check with Iwona how best to present this addition)

10. Any Other Business and Close

- 10.1. Adam reminded Board Members that the Internal Audit report had been circulated with the agenda pack for them to review.
- 10.2. David Rayner asked if Board papers could be received more than a week in advance of meetings to enable more time to discuss. Adam advised that these timescales were set out in the Assurance Framework and earlier deadlines may present a challenge for the team. He did however intimate that a different approach would be trialled for the September Board meeting.
- 10.3. Douglas Horner asked if the financial report could be presented in simpler terms. This feedback will be presented to the Internal Auditors.
- 10.4. Cllr Simon Cook asked about alternating meeting venues. Adam confirmed that there was a discussion to rotate across the LEP geography and that the December meeting had been held in Ashford as a result of this. Following this the majority expressed a preference for High House Production Park but the team are open to other venues if the views of board members dictate a change.
- 10.5. Chris thanked Board Members and guests for their attendance and closed the meeting at 12.41.