

Strategic Board Meeting

Friday 25th September 2015, 10:00am –12:00pm

High House Production Park, Purfleet, Essex, RM19 1RJ

South East

Local Enterprise Partnership



Time		Item	Lead	Page
10.00	1	Welcome and apologies		
10.10	2	Minutes and actions from Friday 22 nd May 2015 <ul style="list-style-type: none"> Annual Assembly notes from 17th July also included 		2
10.20	3	Approval of Accountability Board Recommendations <ul style="list-style-type: none"> Skills Equipment Fund Approval Southend Central Area Action Plan 	Geoff Miles	14
10.30	4	Chairmanship: Review of Arrangements <ul style="list-style-type: none"> Strategic Board (Executive Board) terms of reference Nominations Sub Group notes (31st July 2015) 	Terry Osborne	23
11.00	5	Strengthening our Federal Arrangements	David Godfrey	36
11.20	6	European Structural Investment Funds update <ul style="list-style-type: none"> Including ERDF Factsheet 	George Kieffer Lorraine George	39
11.30	7	SEFUND & Growing Places Fund <ul style="list-style-type: none"> Growing Places Fund Update Live Margate project change and update 	Graham Peters David Godfrey Suzanne Bennett	46
11.40	8	Setting our strategic direction <ul style="list-style-type: none"> 22nd May Strategic Board paper 	David Godfrey	51
11.50	9	New Enterprise Zones	George Kieffer Adam Bryan	60
11.55	10	Any other business	All	

SE LEP Board Meeting Minutes

Friday 22nd May 2015, 10:00am – 12:00pm

High House Production Park, Purfleet, Essex RM19 1RJ

South East
Local Enterprise Partnership



Full Board members & alternates present

Peter Jones	Chair
Cllr Peter Chowney	Hastings BC
Cllr Bob Standley	Wealden District Council
Rupert Simmons	East Sussex County Council
Cllr Keith Glazier	East Sussex County Council
Graham Peters	East Sussex SME Commission & East Sussex Rural Partnership
Derek Godfrey	Ellis Building Contractors
Doug Thorogood	East Sussex FSB
Graham Peters	East Sussex SME Commission & East Sussex Rural Partnership
Cllr Kevin Bentley Alternate for David Finch	Essex County Council
Julian Drury	C2C and South Essex Businesses
Cllr John Kent	Thurrock
Perry Glading	Forth Ports and Thurrock Businesses
Cllr Ron Woodley	Southend BC
Haydon Yates Alternate for David Rayner	Greater Essex Businesses
David Burch	Essex Chambers
Cllr Paul Carter	Kent County Council
Geoff Miles	Maidstone Studios
Cllr Rodney Chambers	Medway Council
Graham Brown	Bouygues UK
Cllr Paul Watkins	Dover District Council
Jo James	Kent Invicta Chambers
Cllr Peter Fleming	Sevenoaks District Council
Dame Prof Julia Goodfellow Alternate for Julian Crampton	University of Kent

Apologies

Apologies had been received from George Kieffer, David Rayner, Nick Sandford, Julian Crampton and Graham Razey

1. Welcome

Peter Jones welcomed all to the first SE LEP Strategic Board meeting under the new Assurance Framework and the last formal Board meeting before the Summer.

Before starting the proceedings, the Chairman reminded members of the very sad passing of Jeremy Birch, the Leader of Hastings and an active SE LEP Board member. The Chairman paid a personal tribute to Jeremy Birch and asked Board members to join him in one minute's silence in Jeremy's honour.

2. Minutes and actions from 20th March 2015 meeting, including economic round-up

The Chairman noted that Rodney Chambers was to stand down as Leader of Medway Council, paying tribute to his 15 years as Leader and 40 years in local government. It was warmly welcomed that Rodney was to stay on as Cabinet lead on Inward Investment, Strategic Regeneration and Partnerships and the lead Member for LEP and associated issues.

Robin Cooper was congratulated on his new role as Chief Executive of the Ebbsfleet Garden City Development Corporation and thanked for his support over the years. The Chairman welcomed Robin's role and his continued engagement when established in his new post.

The Chairman also congratulated all those who had been elected or re-elected at the recent elections. It was confirmed that Greg Clark was the new Secretary of State for Communities & Local Government and the Chairman suggested that it would be positive to invite him and Lord Heseltine to the SELEP Annual Review in July. This was fully supported by the Board.

The minutes of the meeting held on 20 March 2015 were agreed to be a correct record of proceedings. All actions had been completed or were covered elsewhere in the agenda.

3. Setting SE LEP's Strategic Direction

3.1 Boundary Issues

Under this item the first paper addressed the issue of SELEP boundaries which the Board agreed should be discussed first.

The Chairman recognised the ongoing discussions about the structure of the LEP and in reference to his paper, highlighted that any alternative proposals would need to come forward with well-formed plans that would demonstrate delivery.

The Chairman noted that as yet, SELEP had received no Government line on re-organisation, nor details of any process. However, it remained important for the Board to resolve any identified issues and to determine a permanent way forward, either within current boundaries or not.

The Chairman reflected on the huge strengths of the South East through SE LEP and the Board's achievements to date. He welcomed Board members making their positions clear but urged them to recognise that alternative proposals would need to show how Growth Deal expenditure of some half a billion pounds of public funds would be managed and projects delivered across the SE LEP area.

Keith Glazier commented that there was clear agreement at Team East Sussex from both business and Local Authority representatives that they wished SELEP to remain as is.

David Burch stated that considerable discussion was taken at the Greater Essex Business Board with both Local Authority and business representatives. He reflected that businesses in North and Mid Essex did not identify with the current geography of the LEP. Following a vote it was accepted that the majority view was that they would like the opportunity to review the LEP structure.

Geoff Miles and Paul Carter confirmed that the Kent & Medway Economic Partnership had agreed that they would want the opportunity to put a robust case forward to Government for a Kent & Medway LEP and accepted all the rules presented.

Haydon Yates commented that the continued discussion of boundaries within SE LEP has caused a high degree of frustration for businesses. He agreed that this needed to be resolved once and for all.

Kevin Bentley recognised the sterling work of the SE LEP Secretariat. He identified that this must not be seen as a squabble, rather an opportunity to ensure the greatest outcome and allocation of funding for all partners. Kevin confirmed that Essex County Council was keen for an Essex or Greater Essex LEP and that proposals would be prepared.

John Kent confirmed that Thurrock Council and the Thurrock Business Board remained committed to the current SE LEP structure.

Ron Woodley on behalf of Southend Borough Council and the Southend Business Board reported their wish for SE LEP boundaries to remain as they were. He highlighted that money was now starting to flow and encouraged the Board to continue to work together and encourage more investment.

Julian Drury responded as a business voice and highlighted his concerns about missing further funding opportunities by continuing the discussion on boundaries. He encouraged further leadership from the business community to direct this discussion.

New Leader of Hastings Peter Chowney commented that the economic structure of SE LEP offered huge scope and used the example of shared priorities across its coastal communities. He also highlighted that a voice for the South East is critical as it is so often referred to as being 'rich', whereas the area continues to need support and investment - a shared voice for the area would prevent funding being redirected to other parts of the Country.

Paul Carter confirmed that the case for Kent and Medway would be compelling and would demonstrate current challenges. He commented that there was a need for devolution in England and encouraged this process to enable it.

Jo James supported the case for a review of SE LEP Boundaries and stated that this would enable wider business engagement.

Graham Peters spoke in favour of keeping the SE LEP boundaries as they were and supported the need for a focus on the private sector.

Doug Thorogood warned that more LEPs would result in 3 times as much bureaucracy and 3 times as much cost to provide support. He suggested that more business representation on the Board would encourage less political debate and promote more success and growth within the region.

Graham Brown spoke of his support for a review of the structure. After many years of debate he agreed the structure was not working for all. He commented that multiple LEPs could still cooperate and used the example of an upcoming housing summit where six LEPs would be attending to discuss shared issues. He commented that separate LEPs could continue to work on pan SE LEP projects and supported a decision to be made on the structure and to move forward.

Graham Pendlebury commented that as yet no public statements had been released from the new Government.

He advised that the new Government's election campaign had a strong message on delivery rather than radical change. He considered that some general considerations for any proposals for a change in boundaries should be:

- 1) For a solution to benefit all areas
- 2) For a consensus to be reached in time for the new Growth Deal funding round
- 3) To continue to engage with local MPs

The Chairman commented that a review of boundaries would be undertaken in a progressive way. He reflected that he had a genuine concern that dividing the LEP would result in disadvantaging investment potential.

The recommendations from the Chairman's paper were AGREED providing minutes accurately reflected the debate held.

Action: Proposals would be prepared by federated areas independently and the SE LEP secretariat would provide support if required.

3.2 General & Local Elections

Peter Jones reflected that regardless of the outcome of boundary discussions, there remained a number of large scale strategic issues that SE LEP could effectively influence, including the high profile issues such as the London Plan, Aviation capacity and the Lower Thames Crossing

David Godfrey referred to Appendix 2 of the papers. Reflecting the desire of the Board, he proposed not much time should be spent discussing these issues in detail at this meeting, but highlighted the critical strategic role that SE LEP should play in all. It was suggested that one or more of these strategic issues should be taken to future board meetings to enable a high level discussion and action.

Board members agreed that these should be priorities and in whatever guise the SE LEP boundaries took. Issues such as those highlighted should be considered, as they were far reaching in their impact.

The Thames Crossing was discussed as an immediate major issue and it was agreed that a further business survey should be undertaken at an appropriate time to inform the Government's work on the location of the Crossing.

Action: Secretariat to commission a business survey at an appropriate time

3.3 Strategic Work Programme: Skills

Mike Rayner provided an overview of SE LEP Skills Capital Fund totalling £22million across the SE LEP area.

He reported that five FE colleges had been awarded funding to the tune of £18m and further opportunities for skills equipment funding would be released in the coming month.

Board members complimented the scheme, which offered tangible impact across the SE LEP area.

Angela O'Donoghue spoke of her support for SE LEP working together with the SFA to deliver the scheme showing that colleges and providers could work well together.

As indicated by its inclusion appendix 2 to the paper, skills remained a key strategic priority requiring a fuller and more detailed discussion. Matters such as revenue funding, apprenticeships and access to training all required collective solutions and Graham Razey as Chair of the Skills Group would be working with Mike Rayner and partners to prepare for a future Board meeting, where these issues would be presented for discussion.

The decision was taken to NOTE the report and to welcome a more detailed discussion at a future Board meeting

4. Enterprise Zone delivery

The Chairman welcomed presentations on both Enterprise Zones in the SE LEP area.

4.1 Harlow Enterprise Zone

Andrew Bambridge provided an update on Harlow Enterprise Zone which included an overview of the background, location and their aspirations for providing a high quality offer in Harlow.

This development operated in conjunction with planned regeneration and housing within their town centre and linked to significant scope for economic growth within the M11 Corridor.

Andrew updated on progress to date and stated that Harlow Council had started the procurement process for a development partner. The work programme for the coming year was in progress and a new science park and road were expected at the end of the year.

In response to a question from Doug Thorogood, Andrew confirmed that the Enterprise Zone would offer significant incentives for businesses via business rate subsidies and planning flexibilities, which offered a real impact for SMEs and ease for developers who wouldn't need to go through planning processes if they fitted in to the agreed designs.

Kevin Bentley praised Andrew and his team on their success to date and confirmed that he would be looking at putting a plan together for other areas in Essex.

4.2 Discovery Park Enterprise Zone

Paul Barber and Paul Watkins presented on Discovery Park and included background and context on this highly successful Enterprise Zone.

They provided a summary of 3 years work which has resulted in 60% occupied space, 115 companies and 2,300 jobs. Typically the tenants expanded their businesses and stayed on site.

The partnership with East Kent College has had a positive impact both on students and businesses, by providing a mature working environment and offering training and recruitment opportunities.

Public sector support has been fantastic. The way the Enterprise Zone Board operated with Local & Central Government, including direct links with the Civil Service has had a very positive influence on decision-making. There had also been significant inward investment in the areas and a positive interaction between companies.

As a result of its success, proposals for an extension to the existing site were currently underway

Paul Carter reflected on the phenomenal difference that Discovery Park has made in East Kent and supported its success.

Peter Jones commented on the excellent progress made by both Enterprise Zones and thanked them for their presentations.

5. Assisted Area Opportunities

In reference to the report prepared by Tendring Borough Council on behalf of all Coastal Areas, Kevin Bentley presented an update on progress and opportunities for the Four Assisted Areas within the SELEP area, including wards within the following districts:

- Hastings & Rother (East Sussex)
- Swale & Medway (Kent)
- Thanet & Dover (Kent)
- Tendring (Essex)

In reference to the covering report, Kevin updated on how local areas had taken forward various actions in order to support the economic transformation of their Assisted Areas.

While there had been progress to date, a wider programme of action was needed to support business growth within the SE LEP's Assisted Areas, and to take this forward the Board were asked to agree that:

- A further workshop is arranged to bring together key speakers from Assisted Areas outside the SE LEP area to share their approach and success;
- Assisted Areas are added specifically to the SE LEP Strategic Board's Terms of Reference to ensure a pan-LEP approach is pursued in order to ensure that the SELEP benefits from the status conferred;
- Identify and highlight the benefits afforded the four Assisted Areas on the SE LEP's website;
- Recognise the potential of Assisted Area Status in future local and SELEP prioritisation and in the SEFUND investment strategy;
- Identify linkages with ESIF funding; and
- In respect of the Tendring Assisted Area, work with New Anglia LEP to coordinate area focussed interventions.
- All recommendations are to be delivered with support of the Secretariat, who will make recommendations for further opportunities at a future meeting.

The decision was taken to AGREE these recommendations.

6. ESIF/EU Funding

George Kieffer and Lorraine George updated the Board on the progress made and confirmed that the first calls for applications were now under way in all three EU Funding programmes ERDF, ESF and EAFRD.

SE LEP was one of only 5 pilot areas in England running an EAFRD call for applications.

There is a high level of interest and strong project pipeline in all three funding programmes. Since the last Board meeting, under ERDF there has been one workshop and two ERDF project surgeries. The Rural strategy and EAFRD call for applications had been launched and the ESF programme would be launched on the 10 June in London.

Recommendations:

The Board were asked to NOTE that:

- The first calls for applications were announced prior to the General Election with the European Regional Development Fund (ERDF) and European Social Fund (ESF) calls closing by the end of May, and the European Agricultural Fund for Rural Development (EAFRD) call closing at the end of June.
- The SE LEP ESIF Committee meeting will meet on the 30th June 2015 to consider and endorse the strategic fit of the ERDF outline project applications recommended for approval by DCLG. It is expected that outline project applications submitted under the ESF and EAFRD calls for applications will be circulated for endorsement of strategic fit by written procedure.

- The SE LEP ESIF Committee will also consider future calls for applications including the project call templates.
- The SE LEP secretariat is working closing with the Government departments which are the Managing Authorities (MAs) and local partners to ensure a strong project pipeline. A number of launch events including project workshops and surgeries have taken place across the area and will continue in the future.
- A ERDF Technical Assistance bid is under preparation for the next call 30th June 2015 for applications to support the project pipeline

It was reflected that this programme is a marathon and not a sprint and there are many lessons to be learned from the 1st calls.

The Chairman thanked George & Lorraine for their excellent progress to date.

The Decision was taken to NOTE these recommendations

7. SEFUND, incorporating GPF

7.1 SEFUND Update

Following agreement for SEFUND at the March Board meeting, David Godfrey updated the Board on progress in establishing its operation.

Given discussions on SE LEP Boundaries, the timing for moving forward and establishing the SEFUND Board was questioned by the group. David Godfrey clarified that while the Board had agreed in March to establish SEFUND by re-naming GPF funding and had agreed a new investment strategy, they had asked the Accountable Body to investigate the fund structure further and consequently no action had been taken to procure investment managers or to launch the fund. It was agreed that this discussion would be taken outside of the meeting, at a future SEFUND Board meeting in the first instance.

It was recognised that SEFUND remained a real opportunity for the SE LEP area and that interest had already come forward from major investors. The Chairman highlighted that those putting proposals together should consider SEFUND as a real option. He reminded members that there was an opportunity to promote more development through refinancing GPF monies, and encouraged them to contact CBRE for support in doing so.

The Board NOTED the report

7.2 Growing Places Fund (GBF) Update

Suzanne Bennett updated members on the deployment of GPF and referred to the latest position as covered in Appendix 4.

Decision was taken to NOTE the update.

8. Discussion by Exception

8.1 Growth Hub Update

David Godfrey referred to the covering note, confirming that progress was moving forward and that the LEP-wide Steering Group was continuing to drive the agenda.

Websites and other activity was being built incrementally at both SELEP and local level and business support mapping exercise was being undertaken to inform content.

Future challenges included organising a launch event (required by BIS) and assembling an application for ERDF funding to ensure the sustainability of the Hub.

8.2 Accountability Board agenda

The agenda was then outlined by David Godfrey.

8.3 Forthcoming events

The Board were informed that a large scale event to mark the launch of the European Social Fund Programme would take place on 10th June, where co-funding agencies would be on hand to inform stakeholders, training providers and colleges about forthcoming opportunities starting from this July

Decision was taken to NOTE the updates and APPROVE the agenda.

9. Close & Lunch

The Chairman thanked all Board members, presenters and guests for their attendance and contribution and the meeting concluded at 12.00pm

SE LEP Annual Assembly

Friday 17th July 2015, 11.30am – 1.00pm

High House Production Park, Purfleet, Essex RM19 1RJ

South East

Local Enterprise Partnership



Annual Assembly Notes

1. Welcome

The Chairman welcomed local MP Jackie Doyle-Price, Whitehall sponsor Graham Pendelbury, Board members and supporters to the SE LEP Annual Assembly.

Apologies had been received from Graham Brown, Graham Razey, David Rayner, Nick Sandford and Julian Crampton.

2. Chairmanship

Vice Chair Geoff Miles reported that the Accountability Board which he chaired had met earlier that morning and had agreed formally the procedure to consider the Chairman's contract the 2 year term of which would end on 31st July.

Geoff Miles recommended to the Annual Assembly that the Nominations Sub Group set up for this purpose and consisting of the 3 vice chairs and 3 county leaders should consider this issue and referred those present to the Accountability Board paper circulated.

The Assembly agreed unanimously that this process should proceed.

3. Annual Review

The Director introduced the Annual Review published and circulated at the meeting.

The Annual Assembly heard how SE LEP had attracted over £480m investment from its Growth Deal with Government, much of which was going towards key infrastructure projects and FE colleges across East Sussex, Essex, Kent, Medway, Southend and Thurrock. An additional £180m in European funding was also now available and first calls for applications had already been completed.

The meeting heard how the work done in securing Growth Deal and EU finance had helped SE LEP grow strong relationships with key Government Departments. SE LEP also now had in place a robust and sensible assurance process to give Government the confidence it needed in devolving funds for local investment.

Held against the backdrop of an ongoing debate over the future structure of the LEP, the Director assured delegates that whatever the outcome, the organisation was in good shape following a strong year.

The Director thanked the SE LEP Secretariat, Board members and Government officials for their support over a highly successful year.

4. Government Perspective

SE LEP's Whitehall sponsor Graham Pendlebury outlined the new Government's agenda for growth and prosperity, indicating the 4 priorities it had set for the new administration.

Welcoming the success of the SE LEP Growth Deal, Graham Pendlebury highlighted potential, new opportunities through the Local Growth Fund as indicated in the Spending Review proposals, those presented by the Government's Productivity Plan and the recent call for new Enterprise Zone bids. He urged SE LEP to prepare for these.

In the context of new devolution proposals coming forward to Government, Mr Pendlebury advised SE LEP to consider the story for the South East in developing coherent proposals alongside those of the Midlands and the North.

The Chairman thanked Graham Pendlebury for his strong and continuing support and advice over the year.

5. Chairman's Report

Building on the success of the Growth Deal, Peter Jones congratulated SE LEP Board members and supporters.

Introducing vice chairs George Kieffer and Graham Peters, he asked them to give brief updates on the European ESIF programme and the SEFUND investment fund respectively. Both reports were received positively.

The Chairman considered that the first Growth Deal had begun to address several generations of infrastructure under-investment by winning funds for local schemes that affected local communities. He urged Board members and supporters now to try to identify those large transformational projects that would make a real economic difference to these communities.

The Chairman noted the progress in HE and FE institutions across SE LEP and the changed funding environments they operated within, with the potential for greater collaboration and possible mergers to build scale.

The Chairman concluded that the LEP had been successful but it should now raise its sights still further if we were to access serious investment, above the average.

Addressing the ongoing debate on LEP boundaries and the alternative proposals submitted by Kent & Medway and Essex, the Chairman commented that whatever happened we were going to do things in a dignified and decent way and were not going to fall out over it.

6. Jackie Doyle-Price MP

Local MP Jackie Doyle-Price reinforced the positive and ambitious messages the Annual Assembly had heard, inviting partners to take notice of all the good things they had helped to make happen.

Believing this to be a critical time, Jackie Doyle-Price encouraged the LEP and supporters to argue for what was best for the area in terms of economic infrastructure, to focus on outcomes and to deliver. The LEP should tackle London dominance for investment, identifying and supporting new public/private dialogues to support growth.

Time was limited and SE LEP should take advantage now of the exciting but potentially short political window presented by the new Government with its emphasis on devolution and growth.

7. Questions and Answers

Issues raised in an open session included:

- The devolution achieved by Manchester and others and the need to look beyond boundaries
- The differences with other LEPs with co-terminus boundaries
- Changes to the HE and FE sectors, including funding, and collaboration between
- Provision of local courses to ensure local employment to meet skills needs

8. AOB and Close

The Chairman thanked all for attending and for their support and encouraged all to join him for a drink and lunch to celebrate the year's success.

Approval of Accountability Board Recommendations

1. Purpose

The purpose of this paper is:

- To approve the decisions of the SE LEP Accountability Board

2. Recommendations

The Board is asked:

Skills Equipment Fund Approval (Accountability Board item 5)

- To approve the recommendations from the Assessment Group to allocate a total of £194,105 to the following projects:
 - South Essex College – purchase of Engineering Equipment - £73,475
 - Writtle College – Science Lab Equipment - £73,910
 - South Downs College – Science Lab Equipment - £46,720
- To approve the recommendations from the Assessment Group to allocate £508,259 of funding, subject to confirmation from the Skills Funding Agency of a robust financial plan being in place, for the following projects:
 - Colchester Institute – purchase of advanced manufacturing and fabrication and welding equipment - £161,687
 - Harlow College – purchase of Engineering Equipment - £346,572
- To note the remaining funding of £3.3m is proposed to be allocated in a further funding round in line with previous Skills Funding Agency (SFA) guidance.

Southend Central Area Action Plan (Accountability Board Item 6, appendix 2)

- To approve the re-profile of the funding allocated to the project for spend in 2015/16 subject to business case approval and funding availability

3. Background

The SE LEP Accountability Board met in shadow form for the second time on 11th September. Papers included those to allocate skills equipment funding and to bring forward the Southend Central Area Action Plan (SCAAP) in the SE LEP capital programme, subject to business case approval and funding availability.

To be fully constituted, the Accountability Board requires all partners to have signed the Joint Committee agreement until which time decisions are subject to endorsement by the SE LEP Strategic Board. These recommendations were unanimously agreed by the Accountability Board and now seek formal Board approval before they can be implemented.

4. Supporting Papers

Appendix 1: Skills Equipment Fund Approval (Accountability Board item 5)

Appendix 2: Southend Central Area Action Plan (Accountability Board Item 6, appendix 2)

Author: David Godfrey/Kim Mayo

Position: Director/Principal Solicitor

Contact details: david.godfrey@kent.gov.uk, kim.mayo@essex.gov.uk

Date: 16 September 2015

Appendix 1: Skills Equipment Fund Approval

Report to Accountability Board	Forward Plan reference number: N/A
Date of Accountability Board Meeting: 11/9/15 Date of report: 27/8/15	
Title of report: Skills Equipment Fund Approval	
Report by: Mike Rayner. Skills Lead	
Enquiries to : mike.rayner@kent.gov.uk	

1. Purpose of report

- 1.1 The purpose of this paper is to present recommendations regarding the recent Skills Equipment bidding round to inform the board's decisions about whether or not to accept the applications for funding.

2. Recommendations

- 2.1 The Board is asked to:
- 2.1.1 Approve the recommendations from the Assessment Group to allocate a total of £194,105 to the following projects:
- 2.1.1.1 South Essex College – purchase of Engineering Equipment - £73,475
 - 2.1.1.2 Writtle College – Science Lab Equipment - £73,910
 - 2.1.1.3 South Downs College – Science Lab Equipment - £46,720
- 2.1.2 Approve the recommendations from the Assessment Group to allocate £508,259 of funding, subject to confirmation from the Skills Funding Agency of a robust financial plan being in place, for the following projects:
- 2.1.2.1 Colchester Institute – purchase of advanced manufacturing and fabrication and welding equipment - £161,687
 - 2.1.2.2 Harlow College – purchase of Engineering Equipment - £346,572
- 2.1.3 Note the remaining funding of £3.3m is proposed to be allocated in a further funding round in line with previous Skills Funding Agency (SFA) guidance.

3. Background

- 3.1 SELEP was awarded £22m for skills capital projects (£11m to be received per annum in 2015/16 and 2016/17). This was divided into £18m for capital building projects and £4m for provision of equipment. The £18m building capital has already been allocated and approved by the Strategic Board. This report is seeking to allocate funding for provision of equipment to colleges and approved training providers following a bidding process.

- 3.2 SELEP initiated a bidding process for the capital equipment grant in July 2015. Organisations eligible to bid for the grant were defined as FE colleges and approved training organisations within the SELEP area that are on the Register of Training Organisations and hold a direct contract with the Skills Funding Agency to deliver education and training.
- 3.3 Bidders were expected to match fund 66% of the total cost of the equipment; where bidders were only able to provide a lower level of match funding, bids were required to be assessed as compelling (i.e. score greater than 85 out of 96 in the evaluation) to be funded.
- 3.4 Bids in excess of £150,000 required an additional financial assessment by the Skills Funding Agency to provide assurance with regard to their financial plan.
- 3.5 Bidding for capital equipment has now ended and the bids have been assessed in line with the agreed evaluation process by the Assessment Group; this group consisted of members from each Employment and Skills Board and the Skills Funding Agency.

Summary of Findings by the Assessment Group

- 3.6 Appendix 8.1 sets out the findings of the Assessment Group; these are summarised as follows:
- Bids were received from seven organisations totalling £803,935.03, of which:
 - Projects from South Essex College, Writtle College and South Downs College totalling £194,105 are recommended for funding;
 - The project from Harlow college totalling £346,572 is recommended for funding, subject to the outcome of the financial assessment from the Skills Funding Agency;
 - The project from Colchester Institute has requested funding at a lower match funding level than the minimum 66%, however, their business case has been judged as compelling so is recommended for funding, subject to the outcome of the financial assessment from the Skills Funding Agency;
 - The project from Chelmsford College has requested funding at a lower match funding level than the minimum 66%, however, their business case has not been judged as compelling so is not recommended for funding in this round. Feedback has been provided to the college to apply in the next round with sufficient detail to support their bid
 - SEEVIC college bid has not been recommended for funding as their bid failed to score sufficiently in the evaluation.
- 3.7 The process to evaluate the bids has been robust and in line with the Assurance Framework and advice from the SFA and that allocations are made in line with the agreed evaluation approach.
- 3.8 Recognising feedback from the Skills advisory Group and the sector around timing and match funding there will be a further bidding round for unallocated funds based on 50:50 match funding for any type of capital projects (equipment and refurbishment/modernisation). Allocations will remain in the range of £50,000 to £500,000.

4 Financial Implications

- 4.1 SELEP has received a £11m allocation in 2015/16 of Skills Funding of which £2m is available to fund the Skills Equipment Capital bids. A total of £702,364 is currently requested for approval in this report. A further £2m of funding for Skills Equipment Capital is expected to be allocated in 2016/17. The remaining funding is planned to be made available through a further bidding round.

5 Legal Implications

5.1 All accepted bids will be required to enter into a Grant Agreement with the Accountable Body, which contains the obligations for monitoring and reporting, which will allow for updates to be received going forward.

6 Staffing and other resource implications

6.1 Resources will be required to monitor the spend and the targets to be achieved as agreed with the bidders.

7 Equality and Diversity implications

7.1 None

8 List of Appendices

8.1 Skills Equipment bids collated with recommendations

(available at www.essex.gov.uk if not circulated with this report)

9 List of Background Papers

9.1 Full bid documents can be made available to board members confidentially and on request to the author.

(Any request for any background papers listed here should be made to the person named at the front of the report who will be able to help with any enquiries)

Role	Date
Accountable Body sign off	
Accountable Body sign off Lorna Norris On behalf of Margaret Lee	3rd September 2015

Appendix 2: Southend Central Area Action Plan

Report to Accountability Board	Forward Plan reference number: FP/AB/0001
Date of Accountability Board Meeting: 11 th September 2015 Date of report: 20 th August 2015	
Title of report: Southend Central Area Action Plan (SCAAP) – Phase 1	
Report by: Emma Cooney	
Enquiries to: Emma Cooney	

4. Purpose of report

4.1 The purpose of this paper is:

4.1.1 To provide an update to the business case submitted 18 months ago for the Growth Deal

4.1.2 To seek a reprofile of the funding allocated to this project in order to enable immediate delivery subject to business case approval and funding availability

5. Recommendations

2.1 The Board is asked:

2.1.1

2.1.2 To approve the re-profile of the funding allocated to the project for spend in 2015/16 subject to business case approval and funding availability

3 Background

3.1 In the July 2014 Growth Deal announcement £6.7m capital was awarded to the SCAAP growth point on the basis of the business case submitted. This was to spend £0.72m over the term of the Growth Deal supporting the Growth Hub and a further £6m addressing the challenges of employment space and housing provision in Southend's town centre, with particular regard to Victoria Avenue and the derelict buildings there.

3.2 Since then the situation in Southend has progressed on the back of both public and private sector activity and investment. As a result the focus of the SCAAP growth point needs to shift to maximise on this recent investment.

3.3 The growth point funding allocation continues to be split in two phases and this report relates to the first phase of works.

- 3.4 Phase one of the Central Area Growth Point project combines multiple priorities in a project which can be delivered quickly but with long term benefits with regards to job creation, skills, investment confidence in a deprived area, key sector support and, perhaps most significantly, environmental benefit. This will be achieved through new heating and improved ventilation to the former central library (home to the Beecroft Art Gallery and The Hive Enterprise Centre) and the Central Museum using a Biomass boiler, solar PV and new lifts within the Gallery and Enterprise Centre ensuring their sustainability for the long term.
- 3.5 Specifically the project will deliver:
- Biomass boiler to replace defunct boilers at both former Central Library and Museum
 - New Building Management System to manage boilers and ventilation
 - Programmable valves to generate savings by allowing programming on individual rooms
 - New heating circuits in ground floor reception
 - Solar on the plant room roof
 - Ventilation improvements to make the system fit for purpose, last and to reduce noise currently making parts of the Hive unusable
 - New lifts to replace the current end of life equipment
- 3.6 The former central library and museum are co-located on Victoria Avenue adjacent to Southend Victoria train station. The former central library benefitted from investment by the Council and through Southend's City Deal in 2013-14 totalling £1.2m. The museum is also home to the planetarium and is a key feature of Southend's cultural offer to residents and visitors.
- 3.7 The museum and art gallery are vital aspects of Southend's visitor offer, particularly in the transition to a culture led tourism provision. Tourism is a key sector, attracting some 5.5m visitors
- 3.8 p.a. to Southend. However the average spend is historically low; driven by a traditional seaside town offer. Work is underway to address this by both the public and private sectors and investment in facilities such as these, ensuring their sustainability and interest, will continue that work and spend potential of that sector.
- 3.9 The Hive was delivered through Southend's City Deal and firmly embeds entrepreneurship as a career option in an area of Southend which struggles with deprivation and low aspiration. As a result job creation opportunities will arise, supported by on-site training, events and networks making these sustainable and long lasting businesses and jobs.
- 3.10 The Hive is also home to the Business Essex, Southend and Thurrock (BEST) Growth Hub which has grown from the Business Southend Growth Hub, another product of Southend's City Deal. The Hive was completed earlier in 2015. Business occupants of the building are low but increasing. Bringing forward this project now, rather than later, will minimise disruption to the Hive's operation as occupier numbers are set to increase and therefore both respond to business needs and support the centre's longevity.
- 3.11 In addition to the commercial knowledge and skills uplift outlined above for businesses using the Hive, the project presents further educational opportunities via the museum and Beecroft Art Galleries as key proponents of formal and informal learning through exhibitions, lectures, events and a customer friendly way of engaging people with learning through innovative, informal and accessible methods. The other aspect of learning associated with this project is that linked to the biomass boiler itself. Its installation presents a learning opportunity for visitors to the buildings to

see how biomass works, its benefits, the impact of sustainable energy sources and opportunities for careers in the sector. Engaging people in this way will be a feature of the installation.

3.12 Victoria Avenue has been blighted by derelict buildings for more than a decade. These have deterred investors, lowered confidence, triggered anti-social behaviour and been an unwelcoming gateway to the town centre for visitors and businesses alike. Recent investment and activity by the public sector has been the catalyst for private investment which will see some buildings brought back into use.

3.13 Through the introduction of the biomass boiler and solar PV both buildings become sustainable economically and, perhaps more unusually for Growth Deal projects, environmentally. Together they will save 265 tCO₂ which equates to 0.33% of total Southend emissions. It will also set a precedent for investment and development on Victoria Avenue to include sustainability in their design. Quality of the environment in Southend is a key aspect of its visitor offer as aspects like water quality are monitored year round for those using our beaches and poor results can severely negatively impact visitor numbers thereby damaging the economy.

4 Financial Implications

4.1 £6.72m was allocated to the SCAAP Growth Point in the July 2014 Growth Deal announcement. This has been broken down into two phases. The first of these is £720,000.

4.2 A reprofile of the spend is required to deliver the project in a timely manner while maximising economies of scale with funding subject to business plan approval and availability of finance through the Local Growth Fund.

4.3 A capital investment of £372,000 by Southend-on-Sea Borough Council will match fund the investment

5 Legal Implications

5.1 The part of Victoria Avenue which this business case relates to is within Southend-on-Sea Borough Council ownership

5.2 A planning application has been submitted for the works to be undertaken

5.3 Cabinet approval for the capital spend is also being sought

6 Staffing and other resource implications

6.1 Additional staff resources required to undertake the work have been accounted for within the financial calculations and therefore no further impact on staffing is anticipated.

7 Equality and Diversity implications

7.1 The replacement of the lifts within the Beecroft/Hive will ensure on-going access for all users which could otherwise be compromised through mechanical failure.

8 List of Appendices

8.1 None

(available at www.essex.gov.uk if not circulated with this report)

9 List of Background Papers

9.1 Business case

(Any request for any background papers listed here should be made to the person named at the front of the report who will be able to help with any enquiries)

Role	Date
Accountable Body sign off	

Review of arrangements for recruiting a Chairman for the LEP

Purpose

- 1.1 This reports sets out the background and chronology to the recent decision not to extend the Chairman's contract. It also sets out the interim arrangements put in place to ensure there is appropriate leadership and governance of the SELEP in the interim and provides a suggestion for how a new chairman might be recruited in the future, once the future shape and direction of the LEP going forward is known.

Recommendations

- 1.2 It is recommended that:
- 1.2.1 A Vice Chairmen is appointed as acting Chairman until such time as a new chairman has been formally recruited;
 - 1.2.2 The Vice Chairman, acting as Chairman, shall not receive an allowance during the interim chairmanship (but expenses will continue to be recoverable in accordance with the appropriate ECC policy);
 - 1.2.3 Recruitment of a new Chairman be undertaken as soon as possible;
 - 1.2.4 A review of the current Chairman role profile and personal specification is carried out by the Accountable Body;
 - 1.2.5 That a review of the arrangements for assessing the performance of the new Chairman in accordance with the Terms of Reference be undertaken.
 - 1.2.6 A working protocol is agreed between the 3 vice chairmen to ensure an appropriate consultation during the interim chairmanship

Background

- 1.2 In September 2012, the Strategic Board (the Board), then known as the 'Executive Board', had in place Terms of Reference (see Appendix 1) which provided that:
- 2.2.9. The LEP Board shall have a private sector Chair.
 - 2.2.10. The chair shall be appointed by the Board, with their performance subject to annual review.

- 2.2.34. Excepting the provisions in Section 2.3 below, the Board may initiate task and finish groups to undertake work to further the Board's objectives. Such groups shall be fully accountable to the Board and shall cease operation when their work is complete.
- 1.3 At the Board meeting on 15th March 2013, the Board considered options for appointing a successor to the then chairman, John Spence, as he was standing for election to Essex County Council at the local elections on 2nd May 2013. A long stop date of September 2013 was thought to provide for a managed transition and would coincide with the conclusion of John Spence's term of office. The Board established a sub-group of Vice Chairs and Leaders to appoint a new Chairman, who would be sought from local networks in the first instance. The services of a professional agency would be sourced if that proved unsuccessful.
- 1.4 On 28th June 2013 the Board noted that an appointment panel had been identified to progress the appointment of a new SE LEP Chair. That panel would consist of the three Vice Chairs and three Leaders of the County Councils.
- 1.5 On 17th July 2013 the Panel met to consider the appointment of the new Chairman. The Panel consisted of:
- a. George Kieffer – chair of panel;
 - b. Geoff Miles;
 - c. Derek Godfrey;
 - d. Cllr David Finch;
 - e. Cllr Paul Carter; and
 - f. Cllr Keith Glazier.
 - g. Susan Priest – note taker (Managing Director).
- 1.6 The panel unanimously determined that Peter Jones should be offered the position of Chairman and that the role would take effect from 1st August 2013 for a period of 2 years.
- 1.7 On 13 December 2013, the Board agreed to update their terms of reference, which were placed before the Board on 14 February 2014. A copy of the amended terms of reference were attached to the agenda pack and circulated to all Board members. The provisions set out above in respect of the appointment of the chairman and the ability to delegate tasks to sub groups remained unchanged, but now appeared at paragraph 2.2.5, 2.2.6 and 2.2.30. The amended terms of reference were approved, with minor alterations by the Board, none of which effected the provisions for which this report are concerned.

The Chairman's contract

- 1.8 As the Chairman's contract was due to expire on 31st July 2015, the Accountable Body indicated that a decision was needed on whether to extend the contract or whether to allow it to expire at its natural end. A report was prepared for the Board to consider at its next meeting in July (which happened to be its AGM) but the report was also taken to the Accountability Board that was meeting earlier the same day in order to facilitate a more detailed discussion with a smaller sub-set of members before considering the issue formally at the subsequent Board meeting.

1.9 Accordingly, on 17th July 2015, the Accountability Board met and considered a report from the Monitoring Officer for the Accountable Body under AOB. Members present for the meeting were:

Geoff Miles	Chairman
Kevin Bentley	Essex County Council
Paul Carter	Kent County Council
Rodney Chambers	Medway Council
Keith Glazier	East Sussex Council
John Kent	Thurrock Council
Ron Woodley	Southend Borough Council

1.10 The report suggested that a Panel be established, with the same or similar membership to the panel that appointed Peter Jones originally, to consider whether to extend his contract. The report provided four possible options available to the panel:

1. To allow the contract to expire at its end date of 31st July and to commence a process for the appointment of a new chairman (in which case a temporary chairman should also be appointed from the existing board members for the interim period);
2. To extend the term of office of the current chairman for a further 3 months, or until such time as the SELEP is wound up or reconfigured.
3. To extend the terms of office of the current chairman for a further 6 months, or until such time as the SELEP is wound up or reconfigured.
4. To extend the terms of office of the current chairman for a further 8 months (i.e. until the end of the financial year), or until such time as the SELEP is wound up or reconfigured.

1.11 The following recommendations were agreed by the Accountability Board, and recorded in the minutes:

- To note the timetable for appointment of the Chairman of the Board
- To agree to recommend to the main Board that a Panel be established to consider whether to extend the term of office of the Chairman of the Board and to delegate to that Panel power to determine the length of any extension so agreed
- To agree to recommend to the board that the following representatives of the upper tier authorities and business sector be appointed to the Panel, namely:
 - George Kieffer – chairman of panel
 - Geoff Miles
 - Graham Peters
 - Essex CC (Cllr Kevin Bentley)
 - Kent CC (Cllr Paul Carter)
 - East Sussex CC (Cllr Keith Glazier)

1.12 The main Board met immediately afterwards and on the agenda for that meeting there was an item on chairmanship. Geoff Miles, Chairman of the Accountability Board, addressed the main Board meeting on the subject and the Board indicated its agreement to the recommended approach. A copy of the report from the Monitoring Officer that had been considered by the Accountability Board earlier that day was circulated to all Board members shortly after the meeting.

- 1.13 In preparation for the panel meeting on 31st July, David Godfrey circulated an appraisal form to all Board Members seeking feedback on the Chairman's performance. Vice Chairman, George Kieffer, also consulted Graham Pendlebury, Senior Whitehall Sponsor, prior to the panel meeting.
- 1.14 A total of 11 responses were received, 7 from business and 4 from Local Authorities. An appraisal of the feedback received, including the verbal feedback received from Graham Pendlebury, was prepared by Mr. Kieffer and submitted to the Panel to assist in the Panel's determination). It is also understood that Graham Pendlebury and representatives from government were consulted by David Godfrey prior to the panel meeting in order to ensure
- that everyone was fully engaged in the process. The responses were consistent both geographically and across sectors (business and local government) 3 from East Sussex, 3 from Essex and 2 from Kent and Medway and 3 from TGSE. Only one respondent proposed an extension of the Chairman's term for the rest of the financial year, although that was not one of the questions asked.
- 1.15 At the Panel meeting, it was apparent that there was a clear majority in favour of not extending the current contract. The notes of the meeting are attached at Appendix 2. The Accountable Body was duly notified on 12 August 2015.
- 1.16 It became apparent very quickly after the meeting that Peter Jones had himself informed central government that he had been 'sacked'. This happened before any of the vice chairmen had been able to speak to government. Since then the Accountable Body has written to the Secretary of State to reassure him of the appropriateness of the decision taken by the Panel and the plans being made to recruit a new, permanent chairman.

Interim arrangements

- 1.17 In the absence of a Chairman the 3 vice chairmen will all, as one would expect, assume a greater level of responsibility in terms of strategic leadership until such time as a new chairman is appointed. It is recommended that just one of the vice chairmen should act as the lead for the time being so that there is a single point of contact for the government and other stakeholders and to provide clear leadership albeit for an interim period.
- 1.18 The Board are asked to appoint one of the Vice Chairman to act as interim Chairman of the Board.
- 1.19 It is recommended that the new Acting Chairman arranges regular liaison meetings with appropriate ministers and government officials and with the Accountable Body.
- 1.20 It is also recommended that the 3 vice chairmen agree a working protocol between them to ensure the business of the SELEP can continue as smoothly as possible and that, in particular, there is appropriate consultation and liaison between them.
- 1.21 In accordance with the terms of reference the Board are asked to approve these interim arrangements until such time as a new Chairman is appointed.

Recruitment

- 1.22 The Accountable Body will work with the Managing Director for SELEP to undertake a recruitment process for the appointment of a new Chairman as soon as possible.

- 1.23 Preparation work is underway and a review of the role profile, the person specification and terms of that office to ensure the LEP can attract the best candidates.
- 1.24 A timetable for recruitment now needs to be formulated and this will be led by the Managing Director. Consultation will take place with each of the Upper Tier Authorities on the revision of the role profile and specification, and members will be engaged in discussing the membership of the interview panel. At the appropriate time, advertisements will be placed in the national and professional press and on partner websites, which will enable applications to be received from internal and external candidates.
- 1.25 The Accountable Body will also seek to identify and appoint an appropriate recruitment consultant who will assist in obtaining applications at an appropriate level to meet the needs of the SELEP. The process by which the performance of the chairman is assessed will be reviewed in accordance with section 2.2.10 of the Terms of Reference of the Board (Appendix 1).
- 1.26 Currently the proposed process for the recruitment will be as follows:
- Full timetable to be set
 - Role profile and job specification to be revised
 - Job advert to be prepared
 - Recruitment consultant to be identified
 - Advert to be placed in national and professional press and on partner websites
 - Interview panel to be identified and approved by the Board
 - Selection criteria to be determined and approved by the Board
 - Shortlisting
 - Interviews
 - Selection of chairman by Panel
 - Approval of appointment by Board
 - Enter into formal agreement with Accountable Body
- 1.27 The Board are asked to approve the proposed recruitment arrangements.

Appendices

1. Strategic Board (Executive Board) terms of reference 2014
2. Panel minutes dated 31 July 2015

Author: Terry Osborne
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Contact details: terry.osborne@essex.gov.uk
Date: 18 September 2015

Terms of Reference

DECEMBER 2014

1. PURPOSE, OBJECTS AND PRINCIPLES

1.1. Role of the Local Enterprise Partnership

1.1.1. The South East Local Enterprise Partnership (the LEP) is a strategic body, which brings together the public and private sectors to support economic growth in its constituent areas.

1.1.2. It shall:

- a) Progress priorities of cross-border economic importance where there is real synergy and added value in working together;
- b) Support the conditions through which a more creative, responsive and flexible working relationship can exist between business and government at all levels;
- c) Seek resources, freedoms and flexibilities to progress strategic growth priorities; and
- d) Operate in the spirit of transparency, openness and collaboration to support the public interest.

1.1.3. In pursuit of this role, the LEP may act to bring together intelligence, expertise and community and business support to identify priorities and develop solutions to maximise the LEP area's economic opportunities and address barriers to growth.

1.2. Legal status

1.2.1. The LEP is an informal partnership. It does not have legal status to enter into contracts and will act through one of its county/unitary local authority partners as Accountable body.

1.3. Subsidiarity

1.3.1. The LEP operates on the principle of subsidiarity. This means that decisions should be taken at the practical level closest to the communities and businesses affected by those decisions.

1.3.2. The LEP therefore:

- a) Only considers priorities consistent with 1.1 above; and
- b) Devolves responsibility for local prioritisation, funding and delivery to local partners as appropriate.

1.3.3. The LEP does not seek to establish a uniform sub-structure. Rather it recognises that partners may come together in a variety of forms to address particular issues; that these may change over time; and that this dynamism is part of the LEP's success.

2. GOVERNANCE

2.1. General

2.1.1. The LEP shall be governed by the SE LEP Strategic Board.

2.2. Local Enterprise Partnership Strategic Board

2.2.1. The LEP Board shall be responsible for:

- a. setting the strategic direction and priorities of the LEP;

- b. satisfying themselves that the business plan is in accordance with the strategic direction and that the milestones are sufficiently ambitious;
- c. considering and agreeing a position on major items of strategic importance;
- d. monitoring performance of the operations and activities of the LEP;
- e. ensuring that funds delegated or assigned to the LEP for investment, where the Board has determined a method of allocation, are being implemented to best effect on behalf of government; and
- f. deciding how the activities of the LEP should be delegated.

Additionally, the SE LEP Strategic Board should take a leading role in:

- a. Providing strategic leadership in agreeing SE LEP's overarching strategic vision and priorities (ie Strategic Economic Plan)
- b. Championing the SE LEP area as a whole where appropriate for growth and jobs
- c. Supporting pan-LEP activity on SEFUND, Rural and Coastal regeneration, U9 Universities activity, CORE, priority sectors as appropriate (eg Creative) and the Growth Deal
- d. Using the scale and influence of the LEP to promote and communicate shared priorities to Government and those of local importance.

The LEP Strategic Board shall also establish in partnership with the county/unitary authorities a SE LEP Accountability Board to become the main performance management structure within the LEP. Working closely with local area accountability arrangements, the SE LEP Accountability Board will provide the accountability structure for decision-making and approval funding within the overarching vision of the Board which will satisfy the accountability processes for the Accountable Body.

The membership and terms of reference of the SE LEP Accountability Board shall become an Appendix to this paper.

LEP Board membership

2.2.2. The LEP Board shall be constituted as follows:

- a) The Chair of the LEP Board (in addition to the representatives below);
- b) 5 business representatives from Essex, Southend & Thurrock;
- c) 4 business representatives from Kent and Medway;
- d) 3 business representatives from East Sussex;
- e) 5 local government representatives from Essex, Southend & Thurrock, of which 3 must be from Thames Gateway South Essex;
- f) 4 local government representatives from Kent and Medway;
- g) 3 local government representatives from East Sussex;
- h) 1 representative of the higher education sector;
- i) 1 representative of the further education and skills sector.

2.2.3. Each of the areas shall determine their own processes for the selection and term of office of their representatives.

2.2.4. The process for selecting representatives from business and local government shall be determined within each of the areas. The process for selecting the HE/ FE representatives shall be determined by the HE/FE sectors.

Chair

2.2.5. The LEP Board shall have a private sector Chair.

2.2.6. The chair shall be appointed by the Board, with their performance subject to annual review.

2.2.7. Duties of the Chair will be:

- a) to chair and ensure the smooth and effective operation of the Board;
- b) to lead on the development of strategy;
- c) to participate in the appointment of and directly manage the Director of the LEP bringing any significant performance or staffing issues to the attention of the Board and the accountable body;
- d) to ensure the secretariat is operating effectively and within its mandate, that budgets are appropriately applied and that proper policies and processes are in place and observed;
- e) to ensure effective liaison with all constituents of the LEP and government and to undertake representation / communication / lobbying activity as required according to the business plan or emerging strategies or needs; and
- f) to comply with any reporting requirements of the accountable body.

2.2.8. The Board will have three vice-chairs, one each covering Essex, Southend & Thurrock; Kent & Medway; and East Sussex. The vice-chairs will be drawn from the private sector and will be determined by each of the three areas.

Representation and attendance

2.2.9. It is important that attendance at the LEP Board is at a consistent and senior level. For local authorities, this will normally be at Leader level or equivalent.

2.2.10. Each member of the Board can name one alternate to attend in his / her place who is authorised to take decisions on his / her behalf. Alternates from local authorities shall be elected members or a representative of the Leader mandated to take decisions.

2.2.11. For the Board to be quorate at least 14 members must be present. Of these at least 3 representatives must be from the 6 county/unitary councils. In addition there must also be 1 business representative from each of the areas of: Essex, Southend & Thurrock; Kent & Medway; and East Sussex.

2.2.12. Only members of the Board or their alternates may sit at the meeting table and vote. Others may attend and take part by the invitation of the Chair.

2.2.13. Officers and members of bodies participating in the LEP but not invited to attend and participate may attend as observers. The number of observers may be limited at the discretion of the Chair.

2.2.14. Meetings of the Board are open to the press and public as observers, with the exception of any items that should be treated confidentially for commercial or other reasons. Filming or recording of proceedings need to be agreed in advance with the Secretariat.

Decisions

- 2.2.15. The Board shall operate on the basis of consensus.
- 2.2.16. In the event that a consensus cannot be achieved on a matter requiring decision, that decision shall be taken by vote and carried if it is supported by over 50% of those present. All matters to be considered for decision must have been circulated in writing to all members of the Board at least 2 clear working days before the meeting. No decision can be taken without notice having been given.
- 2.2.17. In the event that a decision is required outside of a scheduled meeting, the Chair may decide to hold an Extraordinary Meeting. Such meetings shall be coordinated by the Secretariat, and shall operate according to the provisions of paragraph 2.2.16.
- 2.2.18. Alternatively, the Chair may decide to seek agreement to a proposal via Electronic Procedure. In such cases, the Secretariat shall write to each Board member requesting agreement to a specified course of action. Board Members shall be given no fewer than five working days to respond to the Secretariat. For a decision to be made, the provisions of paragraph 2.2.16 shall apply. For a decision to be taken by Electronic Procedure, the number of members participating and the composition of those members must be as required for a quorate meeting. Over 50% of members responding to the request must indicate agreement to the proposal.
- 2.2.19. All decisions made by Electronic Procedure shall be ratified at the next scheduled meeting of the Board.

Meetings and papers

- 2.2.20. The Board will meet 3-4 times a year. A calendar of future meetings will be set for a year at a time.
- 2.2.21. The agenda and papers for meetings shall be approved by the Chair and issued at least 5 working days in advance of the meeting.
- 2.2.22. The agenda and papers shall be disseminated by the Secretariat, with the agreement of the Chair. Board members wishing to propose items for the agenda should contact the Secretariat. Final papers for Board discussion shall be made available on the LEP website as soon as they are disseminated to the Board, except for papers which are not suitable for release into the public domain for example due to them containing personal information about individuals or commercially sensitive data.
- 2.2.23. Minutes of meetings of the Board shall be approved in draft form by the Chair and disseminated to Board members no later than ten working days following the meeting. Minutes shall remain in draft until approval by the Board at the Board's next meeting.
- 2.2.24. Minutes shall be made publicly available on the LEP website no more than five working days following approval by the Board, except for minutes which are not suitable for release into the public domain for example due to them containing personal information about individuals or commercially sensitive data. Any minutes which are not released into the public domain will be stored confidentially by the secretariat.

Conflicts of interest

- 2.2.25. The Board shall ensure that all conflicts of interest are fully disclosed.
- 2.2.26. The Secretariat shall maintain a Register of Board Members' Interests. This shall include all company directorships, trusteeships, elected offices, remunerated posts and other relevant interests. The Register of Board Members' Interests shall be made available to any interested party at any time. Board members shall supply information to the Secretariat for inclusion in the register, or a nil return, on joining the Board, in response to any request for an update and on

becoming aware of any new interest. The secretariat will circulate a request for information about interests annually.

- 2.2.27. Should a Board Member's interests change, s/he shall inform the Secretariat at the earliest opportunity.
- 2.2.28. Should an issue be discussed by the Board which presents a conflict of interest to a Board member, the Board Member shall declare the conflict of interest, regardless of whether s/he has previously declared the interest in the Register of Board Members' Interests. Such declarations shall be minuted. A Conflict of Interest may pertain to the interest of a partner, family member, close friend or organisation associated with a Board member. For example if a partner, family member or close friend may be affected by a decision (to a greater extent than the majority of Council tax payers in the area will be affected) then the member should declare an interest and abstain from discussion and may be asked to withdraw at the Chairman's discretion. If the member is associated with an organisation (other than a local authority) as employee, director, contractor, trustee, member or shareholder and that organisation may be particularly affected by a decision then that board member should withdraw from any discussion and may not vote on the matter.
- 2.2.29. Board Members shall not vote or participate in discussions on any issues on which they have registered an interest.

Sub groups

- 2.2.30. The Board may initiate task and finish groups to undertake work to further the Board's objectives. Such groups must have clear terms of reference agreed with the Chair, shall be fully accountable to the Board and shall cease operation when their work is complete. Each sub group must have both elected council member and business representation or involvement.
- 2.2.34. Within this framework, the Board may agree sub-committees such as that for an investment fund, establish technical working groups to support activities and recognise linked sector or geographical groupings which support the LEP's ambitions and operation.

3. SECRETARIAT AND ADMINISTRATION

3.1. Secretariat

- 3.1.1. The Board shall appoint a Secretariat. The Secretariat shall consist of one or more named individuals with specific responsibility for:
- a) ensuring the efficient administration of the Board;
 - b) ensuring the Board operate within their terms of reference;
 - c) providing information and support to the Chair;
 - d) monitoring work commissioned by the Board and reporting on progress to the Board;
 - e) co-ordinating the production of papers and agenda items, in liaison with the officer Support Group (see Section 3.2);
 - f) managing communications activity on behalf of the LEP;
 - g) undertaking such tasks as directed by the Board, Chair and Vice Chairs;
 - h) ensuring compliance with Financial Regulations of the Accountable Body;
 - i) ensuring that an appropriate process is followed for setting of budgets and preparation of accounts within the LEP which are approved by the accountable body; and

- j) Reporting to the Accountable Body as required by it.

The secretariat will be employed by an upper tier local authority and will work within the policies and procedures of the employing body.

- 3.1.2. The costs of the Secretariat and any financial liabilities of the accountable body resulting from being the accountable body of the LEP shall be borne equitably between the six upper tier authorities using population figures as the basis for calculating their contribution. Financial contribution towards secretariat costs may be used as a contribution to match funding made available from government or other sources and should be agreed annually.

3.2. Senior Officer Group

- 3.2.1 The Secretariat shall be supported by a Senior Officer Group (SOG). The SOG shall consist of officers employed by LEP Board member organisations (presently usually one from each of the county/unitary authorities but other officers may also participate from time to time), and shall be responsible for preparing papers as required, undertaking specific pieces of work as mandated by the Board or Executive Group.

- 3.2.2 The SOG shall be convened by the Secretariat according to business need. It shall have no fixed membership, and may expand or contract over time.

- 3.2.3 The SOG shall have no decision-making powers. It exists purely to expedite the business of the LEP and to provide support and advice to the Secretariat.

3.3 Communications

- 3.3.1 The Board shall operate on the basis of transparency, openness and good communications.

- 3.3.2 The Board shall be responsible for the LEP's communications strategy. This shall include communications to Board members, participating organisations and the wider public and shall include the maintenance of an up-to-date, relevant and accessible website. The Secretariat shall be responsible for implementation of the communications strategy.

4 AMENDMENTS TO TERMS OF REFERENCE

- 4.1 The Board may amend these terms of reference at any time, according to the procedure in paragraph 2.2.16.

Amendments were agreed by the Board in December 2014 to establish the SE LEP Accountability Framework. They were previously amended in December 2013 and agreed by the SE LEP Board on 14th February, 2014. (These replace those drafted September 2012 and agreed by SE LEP Full Board on 12th October 2012 and the Governance & Terms of Reference agreed at the Interim SE LEP Board Meeting 14th March 2011).

APPENDIX 2

PRIVATE AND CONFIDENTIAL

South East Local Enterprise Partnership

Nominations Sub-Group

31st July, 2015

Note of meeting to consider options for Chairmanship of SE LEP

Present:

George Kieffer (Chairman)

Kevin Bentley

Geoff Miles

Paul Carter

Keith Glazier

Graham Peters (by telecall)

In attendance:

David Godfrey

Introduction

- The Accountability Board report entitled “*Update from the Accountable Body*” provided the only paper for the Nominations Sub-Group meeting.
- It was noted within the paper that the Nominations Sub-Group was established to consider the possible extension of the chairman’s contract and that it had had the power delegated to it by the Accountability Board to decide this matter.
- The recommendations from the paper had been agreed at the Accountability Board on 17th July and endorsed by the SE LEP Annual Meeting of the same date. The paper had also been circulated to all members of the SE LEP Strategic Board, together with a feedback questionnaire.
- George Kieffer reported on feedback from this consultation to which there were 11 responses from Strategic Board Members: 7 from business and 4 from local authorities. These were split between East Sussex (3), Essex (3), Kent & Medway (2) and the Growth Partnership South Essex (3). It was noted there were additional views from some businesses and these were reported to the meeting.
- David Godfrey presented broad feedback from the Whitehall officials who were in close contact with SE LEP.

Options

- The Accountability Board paper presented 4 options for decision.
- While it was noted that both Graham Peters and Keith Glazier favoured an 8 month extension (to the end of the financial year) of the chairman’s contract, it was agreed that only 2 of the 4 options should be considered:
 - *To allow the contract to expire at its end date of 31st July [and to commence a process for the appointment of a new chairman] (in which case a temporary chairman should also be appointed from the existing board members for the interim period);*

- *To extend the terms of office of the current chairman for a further 6 months, or until such time as the SE LEP Board is wound up or reconfigured.*
- In discussions, points raised included:
 - The context of the alternative boundary propositions presented by Kent & Medway and Essex to which a response from Ministers was expected by October;
 - The potential for a hybrid decision, retaining the current chairman to provide security until the end of the financial year, but with the provision that this would end should SE LEP be disaggregated;
 - The difference between the current chairman's role and the immediate and future role (should SE LEP remain with boundaries unchanged);
 - The desire for even greater empowerment of federal areas should SE LEP continue within existing boundaries and the impact that this would have on the longer-term role of the SE LEP chairman;
 - The need to change existing terms of reference for the role of SE LEP chairman for any continuing or new appointment to better reflect this federal model and future operation;
 - The difficulty in recruiting a new chairman (with new terms of reference) for a limited period while alternative proposals were being considered;
 - The perception of Government to any change and the need to maintain their confidence in SE LEP and federal areas;
 - The need for honesty and respect in whatever decision was taken and in dealings with the current chairman;
 - The need for complete confidentiality whatever the decision while this was discussed with the current chairman.

Decision

- By a vote of 4 to 2, the Nominations Sub-Group agreed:
 - To instruct the Chairman of the Nominations Sub-Group to discuss the outcome with the current chairman;
 - To allow the chairman's contract to expire at its end date of 31st July
 - To commence a process for the appointment of a new chairman only when a decision from Government was received on the proposals by Kent & Medway and Essex;
 - To place responsibility for chairing SE LEP with the 3 vice chairs for this interim period.
- The SE LEP Accountability Board and SE LEP Strategic Board would be requested formally to adopt the interim, shared chairmanship arrangement at their meetings in September



Strengthening SE LEP's Federal Arrangements

1. Purpose of report

The purpose of this paper is:

- To present for discussion initial recommendations to strengthen SE LEP's federal model of operation.

2. Recommendations

The Board is asked:

- To consider potential changes to SE LEP's operation to *"strengthen the federal model...improving local influence, local accountability and local delivery"*.

Potential changes may include:

- Revising the role of Chairman to reflect the strength of the federal areas
- Reducing the size of the Strategic Board to ensure a single focus on strategic issues as defined in the revised terms of reference
- Increasing tolerance levels to provide even greater flexibility for local capital programme management
- Re-stating strategic/local arrangements to ensure clear local prioritisation included within any future pan-LEP funding bids
- Providing greater financial support to the federal Boards

3. Background

In considering future Chairmanship arrangements for SE LEP, it was agreed that a paper should be presented to the SE LEP Strategic Board on 25th September to consider options to strengthen further the federal arrangements of the LEP.

At a telecall meeting between the Vice Chairs and the Accountable Body on 14th August, it was agreed that the SE LEP Director, *"with support from the Senior Officers Group, to draft a paper for the Vice Chairs, in consultation with business boards, proposing options to strengthen the federal model to achieve the outcome of improving local influence, local accountability and local delivery. Outcomes to be tested and clarified as part of this process"*.

Proposals should strike a balance with the requirements of Government and its expectations of LEPs corporately. They should also build on the recommendations made in response to the Irene Lucas Delivery review that embedded the federal model of the LEP.

In addition, it should be noted that letters of intent/devolution deals were submitted to Government earlier this month by Essex, Thurrock and Southend and East Sussex with West Sussex and Surrey, proposing additional powers locally. Clear alignment with LEP strategies is likely to be critical to their success.

This short paper introduces several options for initial comment and discussion prior to further development by the SE LEP Secretariat and wider discussion through Federal Boards.

Some options for change

Initial options for change may include the following:

- **Revising the role of Chairman to reflect the strength of the federal areas**
Currently under consideration as part of the Chairmanship proposals, the Nominations Sub Group noted that the role of the Chairman should now be revised to reflect the federal model. This could include greater joint-working arrangements with the Vice Chairs, required attendance at Federal Board meetings and a reduced representative role to reflect the strength of the federal areas. The role of the Vice Chairs would also need to reflect these changes to the Chairman's role.
- **Reducing the size of the Strategic Board to ensure a single focus on strategic issues as defined in the revised terms of reference**
Following the Irene Lucas Delivery Review, the SE LEP Assurance Framework and Terms of Reference clearly define the more focussed role of the Strategic Board, the role of the Accountability Board and the breadth of responsibility of the Federal Boards. Reflecting these increased responsibilities elsewhere, the Strategic Board could be reduced significantly from its existing 27 members while maintaining its private sector majority in line with the Assurance Framework.
- **Increasing tolerance levels to provide even greater flexibility for local capital programme management**
Almost £60m has now been devolved to Federal Boards through their county/unitary councils. The intention has always been to increase tolerance levels for local capital programme management and this should be explored further as part of our Assurance Framework arrangements with Government (recognising that all changes currently have to be reported and agreed with Government through the Accountability Board process and that greater flexibility must be balanced with wider programme management across the LEP). Representations on this issue have already been received including both tolerance levels and an extension of the understanding of local S151 officers (Statutory Finance Directors) holding local accountability for LEP investments and decisions within federal areas.
- **Re-stating strategic/local arrangements to ensure clear local prioritisation for each of the 4 federal areas included within any future pan-LEP funding bids**
Local priorities defined by Federal Boards were clearly followed in the allocation of the £46m Growth Deal extension funding in December putting Federal Boards fully in charge of project

prioritisation. This approach could be cemented for any future bids with pro-rata allocations of 85% of funding for Federal Board prioritisation with 15% retained for pan-LEP priorities to be defined by the SE LEP Board (though it is noted that not all partners would agree the specific apportionments).

- **Providing greater financial support to the federal Boards**

Funding of £100k has been agreed to support Federal Boards through their county/unitary councils for local capital programme management. Options for further funding could be developed to reflect wider Federal Board responsibilities including project pipeline development while retaining the slim-line SE LEP Secretariat.

In considering the above, it should be noted that this preliminary paper has been developed prior to full consultation with Federal Boards or the Senior Officers Group.

Equally, any changes to arrangements must have the support of the Board members and of Government through our Assurance Framework.

These initial options aim to build on the model agreed by the SE LEP Board in December 2014 in response to the Delivery Review undertaken by Irene Lucas CBE which are reflected in the published Assurance Framework and amended SE LEP Terms of Reference.

A further paper will be presented to the Strategic Board in December.

Author: David Godfrey

Position: Director

Contact details: david.godfrey@kent.gov.uk

Date: 16 September 2015



SELEP STRATEGIC BOARD MEETING

Friday 25th September 2015

Agenda Item: 6

Pages: 7

SE LEP EU Structural Investment Fund (ESIF) Update

1. Purpose

The purpose of this paper is to update Board members on:

- The national (England) picture regarding delivery of the Structural Funds programmes
- The outcome of the first round calls for applications for ESIF funding
- Current calls for applications and our work to support the project pipeline
- The ESIF Strategy refresh to reflect the agreement of national programmes

2. Recommendations

The Board is asked to note:

- The national picture regarding the EU Structural funds: European Social Fund (ESF), the European Regional Development Fund (ERDF) and the European Agricultural Fund for Rural Development (EAFRD).
- The outcome of the SELEP ESIF Committee meeting and projects invited to full application stage
- The second round calls for applications under ERDF
- The SE LEP ESIF refresh required to be submitted to DCLG by the 30 October

3. Background

After considerable frustration at the delays and slow start of the ESIF programme nationally, a great deal of activity has taken place and significant progress made since the last Board meeting to deliver the SELEP EU Structural Investment Funds.

Despite the restrictions of purdah around election time, there was an excellent response to the first 5 Calls for scheme applications and funds will start to flow in the first quarter of 2016.

3.1 The national picture

The **National Growth Programme Board**/Monitoring Committee for the ESF and ERDF programmes will meet on Thursday 24 September. George Kieffer, Chair of the SELEP ESIF Committee is a member and he will give an oral update to the SELEP Strategic Board.

The ERDF and EAFRD programmes are now formally approved with the ESF programme expected to receive formal approval in early autumn.

The three Structural Funds programmes (ERDF, ESF and EAFRD) are all subject to **exchange rate fluctuations** throughout. From now, the sterling value of notional LEP area allocations will be revalued twice annually and that the first set of updated sterling figures was provided on 28 August. The indicative value of the SELEP allocation for ERDF and ESF is €185.1 million which was initially valued at £165 million and is now valued at £131.4. This will of course change again in the course of the 7 year programmes. We have not yet received the revised indicative allocation figures for the EAFRD programme.

The **first calls for applications under the ERDF programme** have taken place across England with more than 450 applications submitted. The high level of response, although excellent was not anticipated by DCLG and this, together with the unfavourable re-valuation of the Euro against the Pound sterling has led to successful project applicants under the first Call for applications being encouraged to reduce their budgets. This is in order to try to control the spending of funds against targets. The third call for applications under ERDF is now not expected to take place until the New Year.

3.2 Outcome of the first ESIF Calls for Applications

The SELEP ESIF Committee Chaired by George Kieffer met on the 23 July 2015 and made the following recommendations:

ERDF

- 13 applications were received (+1 for Technical Assistance) of which 2 were ineligible.
- Priority axis 1 (innovation) x 4
- Priority axis 3 (sme support) x7
- Priority axis 4 (low carbon) x2
- A total of 9 projects have been invited to go to full application approximately £20 million grant value

ESF

- 4 applications were received for the Youth Employment initiative – only the Thurrock area is eligible for this funding
- 1 application was invited to go to full application stage worth £1.3 million grant value

EAFRD

- 17 submissions were received to support projects in support of rural SMEs
- 10 have been invited to full application worth approximately £1.3 million in total

Those projects selected will now go to full application stage, returning to the ESIF Committee for formal endorsement and are expected to reach contract stage by January 2016.

It is important to note that the performance of the SELEP ESIF will be monitored and measured on outputs and results as well as spend against the priority axis as laid out in our ESIF strategy and underpinned by the three Operational programmes.

3.3 Second round of calls for applications under ERDF

The second round of calls for ERDF is entirely focussed on Priority Axis 3, support for SMEs:

- 3 BIS national products for business
Launched 29 July and closed 11 September
£6 million in total
- Growth Hubs
Launched 3rd August and closing 25 September
£3 million in total
- £10 million Grants and loans scheme

The project applications will be processed through the Gateway and Core Selection criteria by DCLG and then considered for strategic fit by the SELEP ESIF Committee which will take place in November. There will be no further calls for applications under ERDF until the New Year.

The Community Led Local Development (CLLD) Call for applications is expected imminently. 5 areas are interested in applying for funding: these are Hastings, Thurrock, Dover Ramsgate and Folkestone. The funds are for the most deprived areas and offer Local Action Groups the opportunity to target the most needy with ERDF and ESF interventions that would not be possible using the larger mainstream programmes of EU funds.

ESF Planning continues with the Opt-in agencies, SFA, DWP Job Centre+ and the Big Lottery with a Call for applications expected to be announced by the Big Lottery in October, closely followed by a DWP Job Centre+ open tender. The SFA Opt-in has been subject to a number of delays nationally.

EAFRD: After the successful first Call for applications, the second call is now expected take place in January 2016 with ongoing discussions around what the focus of the call will be.

3.4 ESIF refresh

Government requires LEPs to update and finalise their ESIF strategies in line with the final Operational Programmes agree with the European Commission, mainly in respect of ERDF and ESF. The update exercise is expected to be “focused and proportionate and concentrate just on those aspects which are necessary for the purpose of making ESIF strategies consistent with OPs”. (Guidance note, July 2015). The Output targets and revised notional financial allocations also have to be taken into account. The refreshed strategies are required to be submitted by the end of October 2015.

4. Supporting Documents

Appendix 1: ERDF Factsheet

Author: Lorraine George
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 Contact details: lorraine.george@essex.gov.uk
 Date: 15 September 2015

FACTSHEET

The basics



The European Structural and Investment Funds (ESIF) are the EU's main funding programmes for supporting growth and jobs across EU member states. They form a small but significant part of the UK Government's overall growth activity.



In England, for 2014-20 they comprise the European Regional Development Fund (ERDF), European Social Fund (ESF) and part of the European Agricultural Fund for Rural Development (EAFRD) brought together into a single Growth Programme with individual operational programmes aligned to maximise support for jobs and growth.



The Growth programme is delivered through 39 ESIF strategies drawn up by Local Enterprise Partnerships (LEPs) and partners. The £6bn funds within the Growth Programme have been notionally allocated to LEP areas and will be spent in accordance with the priorities set out in the ESIF strategies agreed by Government.



EU funds require national co financing from either public or private sources. They must be additional to, and not replace, existing national funding. The contribution that EU funds can make to the UK's overall growth activity should therefore be a key consideration in all our growth programme work.



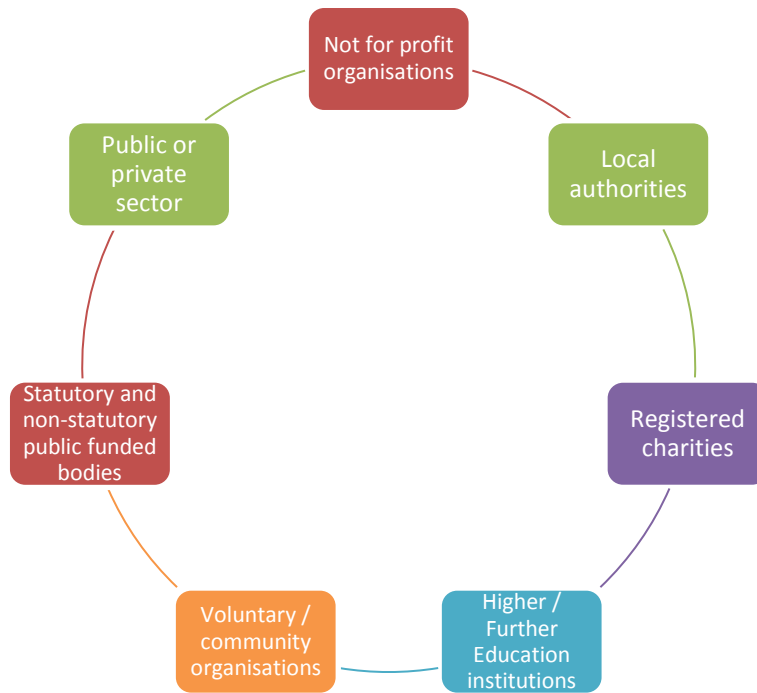
ESIF strategies complement other programmes, including LEP Strategic Economic Plans, which draw on the Local Growth Fund (LGF). ERDF can fund activity such as support to SMEs, ICT, Low Carbon and research and innovation. ESF supports skills and social inclusion.



£2.6bn is available for the 2014-20 ERDF Programme.

DCLG (European Programmes and Local Growth Delivery Directorate) acts as the Managing Authority for ERDF in England.

Who can apply?



ERDF support is limited to projects offering substantial benefits which meet the needs of an area and would not take place without support or debt finance provided through a number of Financial Instruments

What can be funded?

<p>Activities that can be funded are grouped into priorities:</p> <ul style="list-style-type: none"> SME Competitiveness £1,095m Low carbon approaches £103m Research and innovation £585m ICT and broadband £103m Environmental protection £81m Climate change adaptation £52m Transport for Cornwall/Isles of Scilly £43m Social inclusion £38m 	<p>Eligible capital costs include:</p> <ul style="list-style-type: none"> Land acquisition Building acquisition Site investigation Site preparation Building and construction Plant and machinery Research equipment Associated fees
<p>Eligible revenue costs include:</p> <ul style="list-style-type: none"> Staffing costs for personnel directly engaged on the project Consultants' fees Accounting and audit costs Marketing and publicity costs 	<p>Contributions in kind are ineligible except for the donation of land and buildings subject to certain conditions.</p> <p>Typically:</p> <ul style="list-style-type: none"> 50% matched funded needed Projects require output-driven activities that support the economic growth of an area Monitoring and management of projects must comply with EC requirements including: publicity / procurement/ State Aid / cost apportionment / audit requirements

When to apply?

The 2014-20 ERDF programme was launched in March 2015 with the publication of invitations (calls) for project applications for the first tranche of £590m funding covering priorities innovation and support for SMEs.

A second round of calls was issued at the end of July and a third round is planned for October.

Links to DCLG and other Government Departments work

- ERDF contributes directly to DCLG's priority for supporting businesses to grow and create jobs

- LEPs work with their local Growth Delivery Teams and local partners to develop projects for funding ensuring they align with their ESIF strategies and deliver agreed growth outcomes.

- As ESIF strategies complement the objectives in LEP SEPs, projects awarded LGF funding via a Growth Deal might potentially serve as match funding to allow ESIF to be invested too eg LGF supports investment in transport, housing and skills and some of these elements may be eligible match funding for the ESIF funds.

- Additionally the LGF for 2015/16 is entirely capital funding. ESIF funding can be used for capital and revenue projects, so the two funds are potentially complementary in this way.

- For OGDs, ERDF supports a number of BIS priorities, including innovation research and development, support for SMEs, the low carbon economy and skills. ERDF interventions can therefore support BIS priorities where appropriate and opportunities for match funding should be explored.

- DWP have policy responsibility for the ESF. Again it should be possible to join up between the different EU Funds, to exploit their strategic synergies (eg ERDF might fund an innovation centre and ESF might support skills provision for its users).

How can we work together to deliver local growth?

We need to ensure that opportunities for integrating ESIF funding into wider policy development and for using ESIF funds to match fund policy interventions that overlap with ESIF fund priorities are maximised.

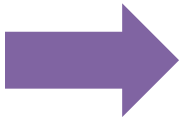
Policy areas can do this in a number of ways:



Think about how ESIF funding can be integrated and complement your growth policy development/intervention (eg devolution, awarding of further Growth Deals and welfare reform).



Engage with the ESIF team at an early stage of policy development.



Raise awareness of how ESIF funding can provide match funding for interventions in your policy/localities area including the nature of the next set of project calls and when they are due.



Contact the Growth Delivery Teams covering your localities; they will be happy to speak to you and share local knowledge and skills.

Further information

The ERDF team would welcome talking to policy teams about ESIF funds and how they might be used to complement and help develop your policy area. Contact: Nick Dexter/Naeem Chaudhry in the ESIF Team.

Useful links:

Further details on ESIF/ERDF funding:

<https://www.gov.uk/government/policies/making-european-funding-work-better-for-the-uk-economy%20>

<https://www.gov.uk/government/publications/draft-european-regional-development-fund-operational-programme-2014-to-2020>

GDT contacts:

<https://intranet.communities.gov.uk/how-to/growth-delivery-teams/>



SEFUND/Growing Places Fund

1. Purpose

The purpose of this paper is:

- To seek Board approval for investment of revolving funds now available through the Growing Places Fund and to agree changes to an existing scheme to accelerate its delivery.

2. Recommendations

The Board is asked:

- To consider the re-investment of £1m of Growing Places Fund through the selection of one of the options below:
 - a) Issuing a limited call for local authority sponsored projects to come forward for consideration against previous GPF criteria
 - b) Issuing a call for projects under the agreed SEFUND investment strategy
 - c) Increasing allocation to an existing GPF project where there is proven need
 - d) Postponing an investment decision to the December Board

Secretariat and the Accountable Body recommend that the Board select option A, as this will result in the quickest allocation of funds whilst ensuring equitable access for all areas of the partnership.

- To agree changes to the delivery of the Live Margate project; these changes have no impact on the levels of investment, the payback period or the outcomes of the project.
- To note that full paper on SEFUND will be presented for decision to the Strategic Board meeting in December.

3. Background

At the SE LEP Strategic Board meeting on 20th March, it was agreed to create SEFUND (a revolving investment fund) and to treat all monies in the Growing Places Fund as the initial contribution to SEFUND to be invested against the agreed SEFUND investment strategy.

Officers were also asked to bring forward for future Board approval a detailed options paper for the longer term management of SEFUND including costing of the Limited Partnership model. Discussions continued between legal advisers Pinsents and Essex County Council as Accountable

Body to establish this. The SEFUND Board met before the Summer to consider next steps and to hear the experience of similarly structured local funds.

A full paper on SEFUND will be brought to the Strategic Board meeting in December.

Existing investments through the Growing Places Fund continue to be delivered - albeit at variable pace - and the fund now has a surplus of £1m to re-invest from loan repayments. With SEFUND not yet formally agreed, but with some limited funding now available, the Board are asked to consider options for re-investment including:

a) Issuing a limited call for local authority sponsored projects to come forward for consideration against previous GPF criteria

While reverting to previous GPF arrangements and requiring a bid to be led by a county/unitary, this would allow an appropriate investment to be made swiftly (when agreed) with minimal due diligence requirements from the Accountable Body other than consultancy support to assess the business case.

b) Issuing a call for projects under the agreed SEFUND investment strategy

Enabling investment against the agreed SEFUND investment strategy, this would require a wider call for projects and, in the absence of an investment manager, would require significant support from the Accountable Body to ensure due diligence, including consultancy support to assess the business case.

c) Increasing allocation to an existing GPF project where there is proven need

As when previously increasing support for our Enterprise Zones, additional support for an existing scheme would be the simplest approach to achieving investment where there is proven need. Due diligence requirements would be minimal.

d) Postponing an investment decision to the December Board

Delaying a decision would mean available funding remaining idle, but would enable a decision to be taken in December within the context of a new approach to investment, whether through SEFUND (as currently envisaged) or an alternative investment strategy.

The Secretariat and Accountable Body recommend that option A is selected. This option would allow for projects across the partnership to be considered and would ensure the relatively small sum of funding to be invested as swiftly as possible.

Work has also continued to enable existing schemes to receive GPF funding to draw down investment and an update report is attached. This includes a proposed change to the Live Margate project specification to accelerate delivery.

4. Supporting Papers

Appendix 1: SEFUND/GPF Monitoring

Appendix 2: Live Margate Project Change and Update

Author: David Godfrey/Suzanne Bennett

Position: Director/Finance Business Partner

Contact details: david.godfrey@kent.gov.uk/suzanne.bennett@essex.gov.uk

Date: 16 September 2015

South East LEP – Growing Places Fund Update September 2015

Name of Project	Area	Status	Allocation £000s	Invested to date - £000s	Repaid to date - £000's
Priory Quarter – Phase 3 Hastings	East Sussex	Investment	7,000	6,965	0
North Queensway, Hastings	East Sussex	Repayment	1,500	1,500	500
Rochester Riverside	Medway	Investment	4,410	4,410	0
Chatham Waterfront	Medway	Investment	2,999	2,999	0
Bexhill Business Mall	East Sussex	Investment	6,000	3,600	0
Parkside Office Village at University of Essex	Essex	Investment	3,250	2,400	0
Chelmsford NE Urban Expansion	Essex	Repayment	1,000	1,000	500
Grays Magistrates Court	Thurrock	Investment	1,400	1,400	0
Sovereign Harbour, Eastbourne	East Sussex	Investment	4,600	4,600	0
Workspace Kent	Kent	Investment	1,500	1,500	0
Enterprise West Essex (Harlow EZ)	Essex	Working to agreement	3,500	0	0
Discovery Park (Sandwich EZ)	Kent	Working to agreement	5,315	0	0
Live Margate	Kent	Working to agreement	5,000	0	0
Harlow EZ – Revenue Grants	Essex	Awarded	1,244	622	
Administration Support Drawdown	n/a	n/a	2	2	
Total			48,720	30,998	1,000

Notes

- Parkside Office Village was allocated a further £850K for Phase 1a of the project. There have been some delays to the agreement between the sponsoring Local Authority and the University have been delayed due to changes in the construction costs. This has now been resolved and agreements should be in place shortly.
- Enterprise West Essex – discussions around the treatment of retained business rates have been continuing and there should now be a clear route to completing funding agreements
- Discovery Park – the business case is coming to the Kent Investment Advisory Board in October for consideration. If the Board advises investment, the agreements will be completed
- Live Margate- agreements are being drafted ahead of the Board's decision on Live Margate today. If the Board endorses the change in approach they will be taken to completion

APPENDIX 2

South East LEP – Growing Places Fund

AP2 - Live Margate Project Change and Update

Background:

The Live Margate project was originally approved for £5m investment in September 2012. The project objective was to regenerate the housing market in Margate through the redevelopment of existing homes. The GPF allocation would allow an extension to a programme that was already underway.

The GPF allocation was to be used to fund the redevelopment of existing homes to address the issues of poor quality, multi-occupancy privately rented homes dominating the market. This redevelopment would result a quality balanced mixed tenure offer.

The project is complex and involves multiple agencies including Kent County Council, Thanet District Council and the HCA. There were a number of delays through the due diligence process and whilst agreement as to how the risk of non-repayment should be treated between partners was reached.

The Live Margate programme continued throughout this period which, along with the uplift in the housing market across the region, has brought noticeable changes in the housing market within Margate itself. As such the market failure is now concentrated around the more problematic properties and larger sites.

Change in Strategy

Three key strategic sites have been identified:

- **Hoser’s Corner** – triangular piece of hard standing of former residential land adjacent to one of the main access routes
- **Eltherbert Crescent** – currently a bowling alley/nightclub/café and amusement arcade in a residential area overlooking the seafront in a prominent location. Currently in a poor state of repair with some elements closed for business
- **St Georges** – a former hotel, demolished a number of years ago leaving a hoarded site with exposed bedrock. Located on the seafront adjacent to other key intervention sites

The proposed approach is the acquisition of the sites, followed by development of residential units on the sites. The sales receipts of the units will be used to repay the loan and any surplus reinvested in the site. The SELEP funding will facilitate the unlocking of institutional/ private sector investment to deliver the three sites as part of the wider programme and the recycling of the existing funds which generates an additional £30 million over the life of the programme.

Funding Source	£’s million
KCC Capital	7.0
TDC Capital	2.0
HCA Cluster Bid	6.0
Institutional Investment for phase 2	9.5
Recycled funds over programme life	30.0
Total	54.5

Revised GPF Drawdowns and Repayments

	2015/16	2016/17	2017/18	2018/19	2019/2020	2020/21
Drawn down	£1.66 million	£3.34 million				
Repayment						£1 million per annum until loan repaid

The initial draw down supports the acquisition of the three sites and the final draw down will part fund the initial investment required to bring the sites forward. A key part of the construction programme is to promote upskilling, local apprenticeships and supporting vulnerable groups back into work with a direct link to our troubled family programme.

Recommendation to Board

The change in strategy from the redevelopment of existing residential units to development of larger sites is a material change from the original project as agreed by the Board and therefore the project requires additional approval to continue.

The outcomes of the project remain the same, as does the investment required. The payback period remains as nine years but is now suggest to be equal repayments of £1 million per annum from 2021/21. The original proposed repayment was back loaded and therefore the revised payback is more advantageous to the cash-flow of SELEP. Sponsoring authorities are no longer required to underwrite the repayments of GPF loans and it is noted that there is likely to be a loss on each of the developments. However, Kent County Council is investing in the project on a non-repayment basis and this funding will be used to finance that gap.

It is recommended that the Board endorses the change to the project and investment be made.

Setting SE LEP's Strategic Direction

1. Purpose of report

The purpose of this paper is:

- To re-visit the paper presented to the SE LEP Board in May

2. Recommendations

The Board is asked:

- To consider the development of a work programme for future Board meetings and to note the agreements of the last meeting to progress at an appropriate time further business survey activity on a Lower Thames Crossing and for a future strategic discussion on skills issues

3. Background

A paper on Strategic Issues (Appendix) was presented to the Board in May.

While there was limited discussion, the Board agreed to commission at an appropriate time a further business survey on the Lower Thames Crossing. Indications are that increased business activity prior to the Spending Review in November would be very helpful in securing the certainty of the scheme.

The Board also agreed that Skills should be a main focus of the next Board meeting. Linked to this was the opportunity presented through the Skills Funding Agency document, "LEPs: Increasing their influence on skills budgets" and the need for a strong evidence base and Skills project pipeline to support future funding opportunities. This linked closely to the work completed through the EU Supporting Skills for the Workforce (SSW) Portal and Labour Market Intelligence project which has developed an online portal to help employers source appropriate training and a labour Market Intelligence tool which enables the production of statistics on skills and employment need across all council areas and across the LEP. Both are currently being tested and opportunities being explored to fund and run it by local partners independently of ESF funding to implement it faster and remain in control of the project.

4. Supporting Papers

Appendix: Setting SE LEP's Strategic Direction: Major Issues (SE LEP Strategic Board, May 2015)

Author: David Godfrey

Position: Director

Contact details: david.godfrey@kent.gov.uk

Date: 16 September 2015

APPENDIX 1

SELEP Strategic Board meeting

Friday 22nd May 2015

Agenda Item: 3

Pages: 3



Setting SE LEP's Strategic Direction: Major issues

Purpose

The purpose of this paper is:

- To update the Board following the General and Local Elections
- To facilitate a discussion on major strategic issues on which a clear SE LEP policy line is required for maximum influence and impact
- To set the context for a full discussion at the next SE LEP Strategic Board meeting on how local Skills delivery can be influenced through the Growth Deal
- To consider the future work programme of the SE LEP Strategic Board

Recommendations

The Board is asked:

- To agree immediate actions to ensure the collective voice of SE LEP is heard on major strategic issues in which there is shared interest
- To agree the work programme of the SE LEP Strategic Board

Supporting Detail

The appendices to this paper contain:

- Setting SE LEP's Strategic Direction – Issues to prompt discussion
- The Skills Funding Agency's "Local Enterprise Partnerships (LEPs): Increasing their influence on skills budgets"
- The latest Cabinet and Government appointments
- The General and Local Election results for the SE LEP area

Background

Our response to the Delivery Review conducted by Irene Lucas established the **SE LEP Strategic Board** to ensure SE LEP could consider, and act upon, strategic issues of shared importance to all partners within the LEP.

In doing so, Board members asked specifically for the following to be added to the Strategic Board's remit:

- *[Use] the scale and influence of the LEP to promote and communicate shared priorities to Government and those of local importance*

What we have achieved together

Over recent months, SE LEP's over-riding focus has rightly been on ensuring that Growth Deal and European funding flows to local areas for delivery as quickly as possible and pressing for maximum flexibility from Government in how we achieve this.

Through joint working across SE LEP we have together:

- **Won a £480m Growth Deal with Government** - £30m has already been devolved to federal areas
- **Designed and delivered an £18m Skills Capital competition**
- **Jointly established a £50m SEFUND investment fund**
- **Launched the first tranche of £180m EU funding for business and skills**
- **Agreed an Assurance Framework giving real confidence in SE LEP** and enabling Growth Deal funding to be received annually in advance
- **Clearly defined the remit of the SE LEP Strategic Board, Accountability Board and Federal Areas** – *local priorities, local project funding and local delivery are all for local areas*
- **Strengthened relationships with Ministers and officials across Westminster**

However, with funding now flowing to local areas, the spotlight rightly turns to scheme delivery, with Federal Areas strongly in control and with reporting through the SE LEP Accountability Board made up of representatives from each County and Unitary authority, Higher and Further Education and the private sector.

Setting SE LEP's Strategic Direction

This provides the opportunity to establish a new way of working for the SE LEP Strategic Board with a focus on those issues where our collective voice could influence or shape national policy or delivery in the interests of business and growth across East Sussex, Essex, Kent, Medway, Southend and Thurrock.

The SE LEP Strategic Board should not duplicate any of the work rightly being undertaken on local priorities by Federal Boards. Returning to the purpose of SE LEP's foundation, it should act strategically to use its size and scale to amplify the voice of all those pursuing growth in the SE LEP area where there are shared concerns, priorities or opportunities.

Issues on which the Strategic Board could make an impact include:

- The Lower Thames Crossing - where a co-ordinated business voice is now sought;
- Aviation - implications for our regional airports and businesses from the imminent release of the final report of the Davies Commission on Aviation Capacity ; and
- Our relationship with London, including the potential for a shared strategic position in response to the GLA's review of the London Plan.

Further strategic issues are included in Appendix 2.

Additionally, our current SE LEP Growth Deal, and the prospect of future Deal discussions, offers real strategic opportunities to influence national programmes and delivery on which we should capitalize.

Influencing Skills

In particular, our current SE LEP Growth Deal provides an immediate opportunity to support local areas in influencing local skills provision.

As such, it is proposed that Skills should be the major discussion item at the September Strategic Board. This item will be led by SE LEP Board member for FE & Skills, Graham Razey, with invited speakers and the involvement (as appropriate) of representatives from local Employment & Skills Boards.

SE LEP Skills Lead Mike Rayner will outline the opportunities in advance at this meeting, drawing particularly from those defined in the Skills Funding Agency document, "LEPs: Increasing their influence on skills budgets" (Appendix 3) and the need for a strong evidence base and Skills project pipeline. He will also note the link to the work completed through the EU Supporting Skills for the Workforce (SSW) Portal and Labour Market Intelligence project which has developed an online portal to help employers source appropriate training and a labour Market Intelligence tool which enables the production of statistics on skills and employment need across districts, counties and the LEP. Both currently being tested.

Agreeing Strategic Action

The intention of this item is to define a clear work programme for the Strategic Board, identifying immediate actions and forthcoming discussions of priority to all.

The grid in Appendix 2 begins to set out these issues and actions as a prompt to discussion at the Board meeting.

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Setting SE LEP's Strategic Direction – Issues to prompt discussion

(Any actions must add strategic value to existing local or partnership activity by increasing influence or impact)

	Strategic Issue	Status	SE LEP Action?
1	Lower Thames Crossing	<ul style="list-style-type: none"> Options report expected in July Encouragement from Government for further business views on location Continuing interest in Financing options 	<ul style="list-style-type: none"> Update business survey Develop clear SE LEP policy line Facilitate discussions with potential investors, working closely with local authorities
2	Aviation	<ul style="list-style-type: none"> Airports Commission recommendations expected in June Major implications for regional airports and business 	<ul style="list-style-type: none"> Develop SE LEP response to each scenario to respond to announcement Draw together views and implications from our regional airports and support partners subsequent positioning Develop clear policy line on how local businesses could most benefit and how SE LEP should support
3	London	<ul style="list-style-type: none"> London Plan out for consultation on amendments until June GLA is currently consulting on the process through which it should engage surrounding partners in the review of the London Plan Mayor's recent summit attended by Councils and SE LEP, with clear direction agreed for LEP's to engage with the review SE LEP established as counterweight to London Consideration of joint lobbying for key linking infrastructure asks 	<ul style="list-style-type: none"> Agree where SE LEP could best support emerging Council positions on housing, transport and growth and their engagement with the London Plan review Drawing on local representations, consider LEP's potential asks, offers and engagement with the London Enterprise Panel (London LEP)
4	Thames Gateway	<ul style="list-style-type: none"> Heightened Ministerial interest pre-election Opportunity to respond to Minister's letter following visits 	<ul style="list-style-type: none"> Meet new Thames Gateway Minister when/if appointed Encourage re-boot of Thames Gateway Strategic Partnership Re-visit Thames Gateway Delivery Plan (p50/51 of SEP) with local leads
5	Garden Cities and urban extensions	<ul style="list-style-type: none"> Growing focus on delivery of Ebbsfleet Garden City through UDC Wider interest and policy continues 	<ul style="list-style-type: none"> Consider support SE LEP could give to UDC Board Members Consider positioning, in support

	Strategic Issue	Status	SE LEP Action?
		to be advanced on similar housing and community growth issues	of federal area housing growth propositions, in future Growth Deals to maximize success
6	Rural and food security	<ul style="list-style-type: none"> • Through EAFRD, SE LEP has taken leading national position • The SE LEP area has international centres of excellence and a strong rural economy • Food security may become a growing issue 	<ul style="list-style-type: none"> • Regular Rural Group update on SE LEP Strategic Board agenda • To update with feedback from launch of SE LEP Rural Strategy
7	Transport/economic growth corridors	<ul style="list-style-type: none"> • Desire from private sector Board/Federal Board members to think more widely around future transport • Encouragement through Growth Deal to consider SE LEP transport corridors • Several very prominent transport corridor groups including local MPs eg A120, A21 Reference Group, London Stansted Cambridge Corridor • Potential through Growth Deal for SE LEP to influence road and rail delivery 	<ul style="list-style-type: none"> • Support of local groups, including promotion • Review key strategic corridors within the SELEP area; identifying key actions for promotion and future Growth Deal support
8	Life Sciences	<ul style="list-style-type: none"> • Identified as a SE LEP Growth Sector • Both EZs have a Life Science/MedTech focus • Previous Ministerial support to “extend” London-Stansted-Cambridge Corridor and strong support for Discovery Park 	<ul style="list-style-type: none"> • Consider potential for sector support across LEP • Work closely with London Stansted Cambridge Corridor • Develop further linkages within split Enterprise Zone
9	Universities and Growth	<ul style="list-style-type: none"> • Witty Review has identified major potential of UK universities • Strong support from Government in linking growth, universities and science in past Ministerial roles • SE LEP recognises value of HE as driver of growth 	<ul style="list-style-type: none"> • Strategic discussion at future Board meeting
10	Creative Industries	<ul style="list-style-type: none"> • Identified as SE LEP Growth Sector • National/international reputation of SE LEP cultural centres • Major developments planned at Purfleet around National College 	<ul style="list-style-type: none"> • Regular Creative Group update on SE LEP Strategic Board agenda • Further analysis of size/potential of Creative sector and cross LEP opportunity for best practice sharing • Potential to publish “Creative Prospectus”
11	Coastal Communities	<ul style="list-style-type: none"> • Coastal regeneration remains an issue across SE LEP • Growth Deal funding won for 	<ul style="list-style-type: none"> • Regular Coastal Group update on SE LEP Strategic Board agenda

	Strategic Issue	Status	SE LEP Action?
		<p>housing project</p> <ul style="list-style-type: none"> • Potential to strengthen message around key issues • Coastal Group of MPs previously formed 	
12	CORE and Ports and Assisted Areas	<ul style="list-style-type: none"> • Identified as SE LEP Growth Sector • SE LEP is supporting the CORE (offshore renewables) Group • Desire to include focus on inward investment and ports • Suggested need for common focus also on the SELEP's Assisted Areas 	<ul style="list-style-type: none"> • Regular Coastal Group update on SE LEP Strategic Board agenda
13	Enterprise Zones	<ul style="list-style-type: none"> • Uniquely, SE LEP has one Enterprise Zone over two sites, both strongly supported through GPF/SEFUND • Discovery Park is the most successful EZ in the country; major progress underway at Harlow • Continuing encouragement by Government to release investment against future NNDR uplift • Potential to shape future policy and delivery 	<ul style="list-style-type: none"> • Enterprise Zone update and discussion at May SE LEP Strategic Board meeting
	Tourism	<ul style="list-style-type: none"> • Identified as SE LEP Growth sector • Recognition of changed national support environment and responsiveness to sector-led growth • Issues around SME competitiveness to build capacity 	<ul style="list-style-type: none"> • Strategic discussion at future Board meeting
14	Mobile telephony and broadband coverage	<ul style="list-style-type: none"> • SE LEP mobile telephony survey commissioned in 2013 • Continuing issue defined by SE LEP Board and agreement to commission further work 	<ul style="list-style-type: none"> • Commission further business survey, as requested at past Board meeting
15	Utilities	<ul style="list-style-type: none"> • Performance of Utility companies continues to be seen as a major barrier to development • Government published "Better Connected" • Commitment by SE LEP to continue work with Localis to gather evidence and encourage national policy change 	<ul style="list-style-type: none"> • Consider appointment of "Utilities Tsar"
16	Social Enterprise	<ul style="list-style-type: none"> • Commitment to create SE as "Capital of Social Enterprise" • Strong support and interest from Cabinet Office and sector • Major potential for growth and jobs 	<ul style="list-style-type: none"> • Draw together activity/work with local areas, sector and Cabinet Office • Discussion at future Strategic Board meeting

	Strategic Issue	Status	SE LEP Action?
		<ul style="list-style-type: none"> • Strong interest in Social Investment 	
17	Skills	<ul style="list-style-type: none"> • Clear gaps identified in SEP and local strategies • Opportunity through SFA to shape national skills programmes and delivery • Strong and emerging Local Employment Skills Boards • SE LEP FE Capital and EU funding now flowing 	<ul style="list-style-type: none"> • Major discussion at next Strategic Board meeting led by SE LEP Skills Group
18	Housing	<ul style="list-style-type: none"> • Ambitious SE LEP and local targets • Implementation of new Government policy including right to buy • Opportunities through Growth Deal to support local delivery • Business concerns around planning 	<ul style="list-style-type: none"> • Major discussion at future Strategic Board meeting led by SE LEP Housing Group • Housing activity, including future meetings to support Growth Deal commitments and approach by Government's Housing & Finance Institute (as reported at last Board meeting)

Application for New Enterprise Zones

1. Purpose

The purpose of this item is:

- To update the Board on the recent submission to Government in response to the call for new Enterprise Zone proposals.
- Consider next steps in promoting our Enterprise Zone bids

2. Recommendation

The Board is asked:

- To note the report and the submission of SE LEP's Enterprise Zone priority proposals sent to Government on 18th September.

3. Background

On 17th July, The Department for Communities & Local Government announced a new call for Enterprise Zone proposals and set a deadline of 18th September for fully worked up submissions to be received from LEPs.

From an initial list of 20 Expressions of Interest, SELEP submitted a suite of proposals last Friday (18th) following Board approval, with a covering letter indicating the top priority sites from each federal area. The sites were as follows:

- A120 Growth Corridor & Haven Gateway Enterprise Zone
- East Sussex Coastal Enterprise Zone
- North Kent Innovation Zone
- Thames Enterprise Park

In addition to the 4 priority sites, the covering letter to the submission asks for consideration of the Channel Tunnel Enterprise Zone proposal (Kent & Medway's second priority) and an extension of full benefits for the Harlow Enterprise Zone.

This approach was formally proposed to Board members by the Vice Chairs and the process and submission agreed by the Board by electronic procedure.

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