

Meeting:	Coast to Capital Board Meeting no. 43
Date:	22 January 2019
Report Title:	Chief Executive Report
Report by:	Jonathan Sharrock
Item No:	8
Part:	A

Recommendation:

The Board is asked to consider the items raised in this paper and:

- **Agree by consent** the South2East Local Energy Strategy, as described in Annex A of this paper (below).

1. Introduction

After an extensive period of negotiation we have now resolved our overlap with Croydon and Lewes. As a result, Government has confirmed that they are making available the full extra allocation of £200,000 in 2018/19 in order to fund the implementation of the LEP Review and the development of our Local Industrial Strategy. Therefore we are able to start to recruit for new roles in the organisation which is set out in more detail below.

Gatwick airport made headline news in December after being closed due to reported drone sightings, affecting around 1,000 flights. Following the incident the government has announced a package of measures which include plans to give police the power to land, seize and search drones. Horsham based defence systems company 'Chess Dynamics' have been selected as one of the companies who will install new technology at Gatwick which includes an early warning system that will identify the point of origin of the drone user.

Board Development

Following a recruitment process which was undertaken in line with our Articles and Assurance Framework I am delighted to confirm that Karen Dukes has been appointed as a Board Director to replace Ravi Shankar. This appointment is subject to the completion of background checks which is being processed at pace.

The Board has also agreed to appoint Jamie Arnell as Steve Allen's successor as a business Board Director, anticipating Steve stepping down from the LEP in May 2019. Jamie will attend the Board as an observer until then. Jamie's appointment is also subject to background checks.

There will be a recruitment process for the new Vice-Chairman of the LEP later in the year.

2. Corporate update

Governance

The focus on LEP governance continues and the main area of focus is our response to the recently published updated National Assurance Framework. This is covered under item 5.

Our Annual Review meeting with Government took place on 17 January and we are expecting a positive outcome across all areas, Governance, Delivery and Strategy. The required paperwork submitted to Government is available on request. Given the close timing of this meeting I will give a verbal update at the Board meeting. Following the success of the Independent Scrutiny review undertaken by Karen Dukes last year we are planning to undertake a follow up review before the end of the financial year which builds on the lessons learnt from the 2018 review.

Organisational Developments

Following the confirmation of the additional funds from Government we will be running a recruitment campaign for new fixed-term posts to support delivery of our Local Industrial Strategy. We will want to talk to local authorities to find appropriate secondment opportunities to fill many of these. In the meantime we have been able to immediately advertise two new posts:

- **Project Coordinator** - to support the delivery of Gatwick 360, specifically our work around skills and workforce development and our European funding investments
- **Marketing and Events Officer** - to support the delivery of marketing and events, enhancing Coast to Capital's digital presence, and delivering consultation events across the region

We regret that Amanda Geel, a long standing member of our Growth Hub team, died on New Year's Eve. Amanda was a much loved colleague and friend to many of us. She had an immense dedication and passion for supporting Sussex businesses, and worked tirelessly to do this. We were pleased to support her through our employee assistance programme in the final stages of her illness. All of the senior team are committed to supporting the wellbeing of everybody in the organisation, Katie is our mental health first aider at work and we have this issue at the forefront of our minds as we lead the organisation forward. As part of this, we will be introducing a new Employee Assistance Programme in 2019, as part of our wider benefits package.

Final due diligence is being conducted by our solicitors on our new premises at Pacific House in Three Bridges, including property searches and enquiries. Final heads of terms have been agreed and we would hope to be able to sign the lease in February. The building will allow us to locate onto a single floor plate of similar size to our current accommodation.

The premises offers excellent value for money in terms of rental costs against specification. We have secured terms for a 5 year lease from 25th March 2019 with a three year break option, three months rent free and then rental charges at £17.50/sqft pa, with a service charge at £6/sqft pa, indexed to CPI. We have secured 12 car parking spaces initially and are in negotiation to secure some additional spaces.

Consultation with staff has commenced and we are involving them in an interactive

design process to ensure the space layout is fit for purpose and embraces company values.

Diversity

Julie Kapsalis has been appointed as our Diversity Champion and the Board has confirmed its commitment to diversity. We were pleased to note that we had a strong range of applicants for the recent Board vacancy, with eight candidates comprising four men and four women. We continue to promote positive diversity messaging and have submitted a 'Celebrating Women in Business' article for the February issue of Platinum Business Magazine. We are also planning a small networking event in March to coincide with International Women's Day to encourage senior female business figures to get involved with the work of Coast to Capital. We need your attendance and contacts to make this event a success.

Corporate Charity

Over the past year we have been supporting [StonePillow](#) as our corporate charity and the highlights include:

- **Hostel Painting** – Jake Daniels, Jane West and Will Challis spent an afternoon painting their Supported Accommodation in Bognor Regis
- **Run Gatwick Half Marathon and 5K** – Jonathan completed the Run Gatwick half marathon in a record time and Katie Nurcombe, Kelly Parkhouse and Lisa Mobbs completed the 5K. In addition to Kelly completing triathlons across the region this raised £295.
- **Harvest Collection** – we donated 120 toilet rolls, 16.5kg of sugar, 750 teabags, 43 packets of biscuits, 12.5kg of spaghetti, 70 tins (various), 6 pies, 10 deodorants, 10 hand washes
- **The Big Sleep Out** – Katie and Jon Alderman took part in the annual Big Sleep Out and raised over £500

The Coast to Capital team has now chosen a new Corporate Charity for 2019 which is [The Marine Conservation Society](#) and we will be undertaking various activities across the year to support this charity.

3. Communications and stakeholder engagement

We continue to deliver our communications framework which is resulting in increased and strategic communications. During November and December we issued the following press releases:

- [Coast to Capital Board Enjoy Local Growth Fund Tour of Brighton](#)
- [Coast to Capital Escalator Programme Launches](#) (Featured in [The District Post](#), [Bognor Observer](#), [Midhurst Observer](#), [Observer Series](#))
- [Coast to Capital Invited to Agree Local Industrial Strategy with Government](#)
- [High Level Support for Growing Businesses Based in the Coast to Capital Area](#)
- [Brighton Mainline Alliance Supports Plans to Address Croydon Bottleneck](#)

Our strategic approach to stakeholder engagement is ongoing and will be kept under review. We are also undertaking a project to introduce an organisational-wide CRM system in early 2019 to support our stakeholder engagement work.

We are working closely with the Strategy & Policy team to align the communications strategy with the Gatwick 360 priorities and an exploratory piece of work has been

completed to review the corporate branding and communications which will inform this.

A Coast to Capital Communications Network Group will take place in January. This group will consist of an internal Communications Champion from each team designed to improve internal communications and increase the 'pool of content' for publication. We will also be holding more regular all team meetings to ensure a smooth transition to the new offices and improve understanding across teams.

A stakeholder event will take place Thursday 28 February at the recently launched Engineering & Digital Tech Park, University of Chichester. The event provides an opportunity to share progress on the Gatwick 360 strategy since its launch and will be focused on Priority 1 – Delivering Prosperous Urban Centres.

Brighton Mainline Alliance

We continue to promote the Brighton Mainline Alliance. I spoke with Tony Newman at the Network Rail MD at the launch of public consultation on proposals to upgrade the Brighton Main Line and unblock what they are calling "the most challenging bottleneck on Britain's railway network" at Croydon. Coast to Capital and the Brighton Mainline Alliance responded positively to this consultation with a focus on the benefits to the wider economy.

4. Investments Pillar

The LGF programme continues to programme in relation to planned output delivery and is highlighted within the information pack covering the High Risk Report, Risk Register, and Individual High Risk Profile Sheets (see Appendices 1-3). The LGF programme continues to be audited with weekly Level 1 audits on the following projects to support our active management of project risk:

Project	Date
Crawley Growth Programme	11/10/2018
Gatwick Railway Station	18/10/2018
Springman House	29/10/2018
Railway Quay	29/10/2018
A284	02/11/2018
A259	02/11/2018
Dorking STP	06/11/2018
Southern Gateway	26/11/2018
Royal Pavilion	30/11/2018
Crawley Queens Square	12/12/2018
Newhaven Flood Defences	08/01/2018

The Growing Places loan fund programme has been reviewed and is the subject of a separate paper on the Board agenda.

5. Services

Coast to Capital Scale Up Activity (Escalator and Growth Champion)

This highly innovative programme, developed over the last year, has anticipated the government's focus on supporting scaling businesses and the impact supporting these businesses generates for the area. The Escalator Programme has been extremely well received at local and national level being identified by the Scale Up Institute as an example of best practice in its 2018 annual report. We are currently recruiting business leaders to the programme following the appointment of the delivery partners MD Hub.

Coast to Capital Growth Grants

Three panels were held at the end of 2018 and awarded £455,019 to four businesses to support their investment in productivity improvements and the introduction of new technology.

- **Wildtrax Electronics** in Littlehampton were awarded a grant of £44,918 to support production productivity enhancements through the purchase of a new printed circuit board (PCB) and upgraded SMT smart feeders.
- **The Chichester Biltong Company** based in Chichester were awarded a grant of £135,000 to purchase new packing machinery for their expansion project.
- **Roscomac Ltd** in Worthing are approved for a grant of £170,000 to support factory modernisation by purchasing new 5-axis milling machines.
- **Gemini Print Southern Ltd** in Shoreham-by-Sea were awarded a grant of £105,100 to purchase a new high-speed print folder that will increase outputs and efficiencies.

All four of the successful applicants worked very diligently and professionally with the Growth Grant team. They were receptive to feedback and found extra value in the support given with their application documents. The panel members agreed the Growth Grant Team's support was beneficial and the application documents were produced to a high standard. Moving forward, the Growth Grant Team are undertaking a review of the programme and will be working on improving the efficiency of the growth grant process. The plan and criteria for the 2019/20 programme will be presented to the Investment Committee in March 2019.

Coast to Capital Growth Hub

The range of services has been expanded and Account Managers are now able to offer the GrowthMapper diagnostic tool and the DNA Six digital diagnostic tool. This links well with the priorities identified in the SEP and provides a more professional service to growth business clients.

Enterprise Adviser Network

A review of the Enterprise Adviser Network (EAN) is currently being undertaken to ensure this programme, delivered with match funding from the Careers Enterprise Company, maintains a strategic fit following the launch of the Employment and Skills Board.

A recent report from the Careers and Enterprise Company highlighted the general poor performance of schools and colleges in the Coast to Capital area in addressing the Gatsby benchmarks despite recent improvements. Work is underway to address Gatsby benchmark 5 and 6 related to work experience and employer engagements. It should be noted that the gathering of Gatsby benchmark data is not robust as schools and college self report without any moderation from the Careers and Enterprise Company. This work will be referred to the new Skills 360 Board given the importance of Careers advice to their work.

Discussions are planned with the GLA regarding the future delivery of the EAN service in the Croydon area.

International Trade

Uncertainty surrounding Brexit is still having a significant impact on DIT reported successes and the levels of FDI enquiries which are significantly down on previous years. DIT have reported that FDI enquiries are down 30% year on year nationally and that is reflected in the Coast to Capital area. Successes in the Coast to Capital area is currently running at 17 against a yearend performance of 31 last year.

6. Strategy and Policy Pillar

Energy Strategy

The draft South2East Local Energy Strategy has now been completed and signed off by Enterprise M3 and SELEP in December last year.

The recommendation at the top of this Chief Executive's report asks Board to approve the energy strategy, enabling the strategy to be formally be launched and submitted to BEIS.

Annex A provides a short summary of the three energy strategy documents. It outlines future energy work at the local and national level. The full South2East Local Energy Strategy documents have been emailed separately to Board members.

European Structural Investment Funds

i. ERDF

We now have £12m worth of projects in the ERDF pipeline after one project, worth £5m ERDF, was rejected by MHCLG because of due diligence issues. We have a contingency plan for this funding and are doing everything we can to support the pipeline applicants.

The £5.5m ERDF innovation call launched in early October saw five outline applications for funding, totalling in excess of £20m ERDF, to build an innovation centre. These applications are currently being assessed at MHCLG.

We are currently drafting funding calls totalling £8.4m ERDF to go out in the spring 2019 call window; £7m to fund up to fourteen business support projects and £1.4m to fund up to two low carbon projects.

ii. ESF

There has been no significant movement in the 11 projects that are currently in the ESF pipeline since October 2018. This is due to the fact that DWP Managing Authority have not progressed any of the applications currently in the pipeline. At present DWP are concentrating efforts on processing project claims in order to meet their N+3 target (the financial target set by the EU commission where ESF funds must be spent within three years of money being formally committed by EU), which will enable them to draw down further ESF funds. Normal activities at DWP are expected to resume in January 2019.

The Education and Skills Funding Agency have now assessed the applications for their opt-in national tenders and the successful applicants for each of the calls will be notified on 14 January. These projects, which are for skills support for the unemployed, skills for the workforce, and to engage a managing agent to undertake a community grants scheme, will commence in April 2019.

Newhaven Enterprise Zone

We have agreed a two year continued involvement on the Newhaven Enterprise Zone, as part of our transitional arrangements with SELEP in relation to Lewes District.

We are discussing with SELEP a proposal to reconstitute this work under a new Enterprise Zone delivery company, limited by guarantee and with involvement of both LEPs and wider local Government and business partners. There would be a sunset clause on Coast to Capital involvement in line with our transition period. BEIS are briefed and in full agreement with these proposals.

7. Gatwick 360 – Local Industrial Strategy

Extra capacity funding for LIS preparations and LEP Review implementation

We have received confirmation of our first LEP review allocation, £200k for 2018/19. We understand that it is for LEPs to manage spend in agreement with their Accountable Bodies, so it will be for s151 officers to be content with what LEPs propose to do. We anticipate a further £200k in 2019/2020, if we successfully implement our plans arising from the LEP review and subject to confirmation near the time.

The Board is aware that we will be using a significant proportion of this money to progress recruitment of key new posts that will create the capacity and specialism within the organisation to progress the priorities within Gatwick 360° and deliver a successful LIS negotiation. These posts will be offered as fixed term-contracts and as potential secondments to partners.

Update on Programme Governance

We have been progressing Board member and senior management leadership for each of the Gatwick 360° projects, as described in the table below. Board members have had initial briefings on their particular priorities. These conversations will increase as work progresses to finalise preparatory work and formally initiate the projects.

Project	Board Sponsor	SMT Leads
1. Deliver prosperous urban centres	David Joy	Tony Middleton
2. Develop business infrastructure and support	Rosaleen Liard	Malcolm Brabon
3. Invest in sustainable growth	tbc	Kirsten Trussell
4. Create skills for the future	Nick Juba	Kirsten Trussell
5. Pioneer innovation in core strengths	Adam Tickell	tbc
6. Promote better transport and mobility	Martin Harris	Katie Nurcombe
7. Improve digital network capability	Phil Jones	Kirsten Trussell
8. Build a strong national and international identity	Julie Kapsalis	Malcolm Brabon
9. Local Industrial Strategy	-	Jonathan Sharrock plus Kirsten Trussell

Update on priorities

Work is underway to progress each of the Priorities, with internal planning for how Gatwick 360° programme delivery (including LIS negotiation) will be managed across the organisation, to ensure there is appropriate capacity and a consistent approach to data, with a draft toolkit produced and shared among SMT leads.

Each Priority will produce a formal project initiation document for sign off, with relevant information on scope, resourcing and project plan. Board will receive periodic reports on progress after project initiation. The following provides a short update on progress under each of the Priorities and the LIS in the meantime.

Priority 1: Deliver prosperous urban centres

Bilateral meetings have started to take place between Coast to Capital and local authorities to build a more strategic and long term understanding of local economic and regeneration priorities, beginning with those local authorities immediately around Gatwick airport. Constructive meetings in Reigate, Horsham and Crawley to understand local plans will be followed by further visits in the next few weeks.

David Joy will chair a meeting of all authorities in the spring, to consider how we scale up infrastructure requirements across the area and manage this engagement in the LIS negotiations. We are also expecting LEPs to have a role in administration of the Government's new high street regeneration fund, and are awaiting more details on this.

Priority 2: Develop business infrastructure and support

All LGF and ESIF projects underway, completed or in pipeline have been mapped and a review undertaken of the key business infrastructure projects in the Coast to Capital area.

There is currently an evidence gap in relation to activity, supply and demand of property and we propose to engage with specialists to undertake a review. It is also proposed that Coast to Capital will procure a property database that will help identify current availability, activity and demand.

Coast to Capital has launched the Coast to Capital Escalator programme that has achieved considerable local and national visibility. Scale up businesses are being recruited to the peer to peer groups following a tender process which selected an experienced professional delivery partner, MD Hub.

The new Intentional Trade Manager post will be key to providing business support for post-Brexit international trading opportunities (see Priority 8 below).

We are also planning to issue an ERDF call under Priority Axis 3 (Business Support) this spring, which would help us to invest in the actions for this Priority in Gatwick 360°.

Priority 3: Invest in sustainable growth

We are progressing our Gatwick 360° action to support delivery of the Governments' 25 Year Environment Plan by initiating new work with Surrey, Sussex and Kent Local Nature Partnerships (LNPs) to submit a proposal to DEFRA to pilot a Local Natural Capital Investment Plan for the tri-LEP area (Coast to Capital, EM3 and SELEP). This will be linked closely to Government's proposal to deliver 'net gain' (an overall increase) in natural capital from new developments.

We are also planning to issue an ERDF call under Priority Axis 4 (Low Carbon) this spring, which would help us to invest in the actions for this Priority in Gatwick 360° and also the tri-LEP Local Energy Strategy.

The tri-LEP South2East Local Energy Strategy has now been finalised and is included in this report for sign-off by Board (see the recommendation at the top of this paper and the summary in the Annex).

Priority 4: Create skills for the future

Following a successful recruitment campaign we have appointed nine experienced business leaders to the Skills 360° Board. They represent a range of industry sectors and business sizes, and include two public sector organisations. They will be joined by Debra Humphris, Vice Chancellor of the University of Brighton and Frances Rutter, CEO and Principal of NESOT. A full list of the members appointed so far can be found at Appendix 1.

Recruitment is underway for community and voluntary sector and independent training provider representation.

The Skills 360° Board will act as the Skills Advisory Panel (SAP) for the Coast to Capital area, bringing employers and skills providers together to better understand and address local skills challenges and gaps. SAPs were announced in the Industrial Strategy and £75K seed funding per LEP is on offer from the Department for

Education to carry out the extensive research and analysis required of them.

The first meeting of the Skills 360° Board will take place on 7th February at Gatwick Airport.

Priority 5: Pioneer innovation in core strengths

This is one area that we have offered support, for example through investments from the Growing Places Fund and Business Growth Grants, but arguably lacked capacity to offer the level of strategic leadership set out in Gatwick 360°.

There is a growing conversation about the value of a new University presence in Croydon, to support long term regeneration of the Borough. This item is one of three highlighted in our strategic agreement with the GLA about the development of a shared local industrial strategy for the London- Gatwick corridor.

Delivery of this Priority Innovation South can be developed with future plans for Innovation South. This would allow collective deliver on the recommendations of the Science and Innovation audit with the opportunity to work at scale across the region with neighbouring LEAs as part of LIS negotiation with Government.

Our £5.5m ERDF innovation call launched in early October saw five outline applications for funding, totalling in excess of £20m ERDF, to build an innovation centre. These applications are currently being assessed at MHCLG but we are hopeful that this call will help us to deliver the actions for this Priority in Gatwick 360°.

Priority 6: Promote better transport and mobility

We continue to prioritise our support for investment in the Brighton mainline at Croydon. Further research will be commissioned on the non-transport benefits of this scheme before the end of the financial year which will support Network Rail's Outline Business Case. Coast to Capital and the Brighton Mainline Alliance responded positively to the recent Network Rail consultation on this scheme with a focus on the benefits to the wider economy.

We continue to engage with Network Rail on railway programme oversight as there are multiple railway projects across the Coast to Capital area which are either underway or planned and at various stages. We are also working closely with them to align their branding and communications with our approach.

We continue to support Transport for the South East (TfSE) in its bid to become a Sub-national Transport Body and their proposal will come to the Board for approval in July. A small member TfSE sub-group has been formed to lead the development of the Proposal to Government who have identified the need for all constituent authorities and Board members to be in agreement over the requested powers and responsibilities prior to the full public consultation exercise. Jonathan and Martin Harris attend TfSE Shadow Board meetings and are content with the current proposal.

We are working closely with Gatwick Airport to build a strong area-wide consensus in support of the growth of Gatwick airport within its existing capacity. We recently responded positively to their Master Plan 2018 consultation which will help to deliver growth at the airport in line with the vision set out in Gatwick 360°. Gatwick Airport's Consultative Committee (GATCOM) now has a new Chair in place and we will be looking to support Gatwick to maximise the strategic opportunities through engagement with this group.

Priority 7: Improve digital network capability

Unfortunately our Expression of Interest (EOI) to the Local Full Fibre Network Challenge Fund (Wave 3) was not successful. We received comprehensive feedback and whilst the ambition and collaborative nature of the proposal was viewed positively, there were significant concerns around deliverability within the timescales, linked to the large proportion of fibre that would be need to be laid trackside on the Brighton Mainline.

We are working closely with East Sussex who have been invited through to the next stage as their proposal includes fibre to Newhaven and Brighton.

We have met with LA partners to discuss the outcome of the EOI and are fully supportive of their efforts to seek alternative funding to progress the plans for the rural West Sussex and coast West Sussex spines and the Croydon Loop. We will work with them and others to identify how the Local Industrial Strategy can bring the most benefit to the area, complementing existing efforts. We are exploring other investment opportunities with Network Rail to bring world class mobile, fibre and 5G connectivity to the Brighton Mainline. This includes participation in senior discussions with a private investor with global experience in delivering transport and telephony infrastructure. We are continuing to pursue this work as a priority.

Priority 8: Build a strong national and international identity

We are recruiting an International Manager who will sit within the Growth Hub to identify opportunities for international trade and investment related to our sectoral strengths and develop corresponding support to local businesses. This is particularly pertinent given the short and longer term impact of Brexit on Foreign Direct Investment (FDI) enquiries. The post will provide much needed capacity to deliver the actions set out for this Priority in Gatwick 360°.

8. Dashboards

For this meeting the usual suite of dashboards (previously listed as Appendices to the Chief Executive Report) can now be found in the Board portal for further information. Going forward we will be reviewing these to ensure we are providing the right level of background reading and information in advance of Board meetings. For future meetings we will be including new dashboards to provide updates on the economic priorities set out under Gatwick 360°.

Annex A – South2East Local Energy Strategy

Tri-LEP Energy Strategy - South2East Local Energy Strategy and Action Plan

1. Purpose

- 1.1 To seek approval from the Board on the final version of the South2East Local Energy Strategy and Action Plan. Please note that the full strategy documents are emailed separately to Board members for reference.
- 1.2 Approval has already been given by Enterprise M3 LEP and SELEP Boards on 29th November and 07 December 2018 respectively, to enable publication of the strategy in February 2019, in line with the BEIS Local Energy Programme timeframe.

2. Recommendations

- **Agree by consent** the South2East Local Energy Strategy, as described in this Annex

3. Background

- 3.1 Coast to Capital, SELEP and Enterprise M3 LEPs entered into a tri-LEP collaboration – pooling Government funding and staff resource – to produce the a local energy strategy 2018, as required under the BEIS Local Energy Programme
- 3.2 Siemens undertook this work on behalf of the three LEPs, managed by SELEP as recipient of the grant funding from BEIS, and overseen by a tri-LEP Energy Project Steering Group of LEP leads and technical officers.
- 3.3 The project has delivered a series of engagement events and stakeholder-specific meetings to raise awareness, gather evidence and seek stakeholder views on local energy actions and priorities.
- 3.4 The overall approach has been to identify local energy interventions that are applicable to the tri-LEP geography (demonstrable by case studies and/or projects already in train), which can be rolled out at multiples locations across the region to attract investment at scale and achieve significant carbon emission savings at the same time.
- 3.5 The intervention types are called Project Models and 18 have been identified across the priority themes of heat, power and transport. An action plan has been developed for these project models, as part of the strategy documentation, to facilitate delivery once the strategy has been published.
- 3.6 The Project Models have been established using evidence from the stakeholder engagement workshops and meetings, which generated over 300 project ideas. These were analysed and ranked for consistency, technological and project readiness, ease of funding, social consensus and scale of carbon emissions savings. This analysis resulted in the 18 Project Models now proposed.
- 3.7 Board members were engaged by Siemens at their meeting in July 2018. The draft strategy was circulated to all three LEP Boards in October 2018 for

comment. The strategy documentation was extensively revised to incorporate comments, prior to the final version being issued for approval.

4. Key points of the Local Energy Strategy and Action Plan

4.1 The South2East Local Energy Strategy comprises three documents:

- Strategy – sets out our ambitious strategic aim to support the national trajectory to reduce carbon emissions as part of the clean growth agenda, and to help meet our statutory climate change targets for 2032 and 2050
- Action Plan – sets out the 18 Project Models identified as feasible local energy interventions that can be rolled out across the tri-LEP geography
- Companion Document – sets out evidence and data relating to the strategy and action plan

4.2 The strategy identifies five Priority Themes against which the Project Models need to deliver:

- Low carbon heating – alternative heating schemes to reduce fossil fuel use
- Energy saving and efficiency – intelligent consumption and efficient use of energy supplies
- Renewable generation – local energy generation using renewable sources to complement national infrastructure
- Smart energy systems – using technologies to achieve a better balance between supply and demand across the energy networks
- Transport revolution – changing the way transport is fuelled and used

4.3 The Action Plan describes the type and number of interventions, with associated investment estimates (for which funding is yet to be identified) that will achieve carbon emission savings proportionate to the tri-LEP region, which are required to meet UK statutory targets. These are broken down into short/medium term interventions for delivery by 2032, and long-term interventions through to 2050.

4.4 Delivery will be iterative and will be reactive to Governments ambitions to achieve clean growth nationally, responding specifically to new public funding and policy changes. If the recommendations are implemented in full over the coming decades, the tri-LEP region will see:

- investment in the region of £14.755 billion in commercially and technically viable projects
- a reduction in CO₂e emissions across the electricity, heat and transport sectors of 13,615 kT (equivalent to removing 5 million cars from the roads)
- a reduction in energy consumption by 47,455 GWh (equivalent to providing 3 million homes with a low-carbon supply of both electricity and heating)
- the creation of 75,652 jobs across the tri-LEP area

5 Next Steps

5.1 Following endorsement from all three LEP Boards in November, December and January, the South2East Local Energy Strategy will be published and launched in February 2019. This is in line with BEIS expectations as part of their national Local Energy Programme, to enable a number of next steps:

- The Greater South East Local Energy Hub (GSE Hub) – one of five Hubs funded by BEIS as part of their Local Energy Programme – will identify and

support the delivery of a pipeline of local energy projects and/or programmes to leverage public and private investment at scale. The GSE Hub comprises a new operational team of eight specialists servicing 11 LEPs that form the GSE Hub strand who are overseen by a GSE Hub Board on which SELEP is represented. The Hub operational team will work with Local Authorities and the private sector to undertake feasibility studies and business cases to the point where investment can be secured for projects in the pipeline;

- In Coast to Capital, local delivery of the Local Energy Strategy will be part of the Gatwick 360° programme delivery, under Priority 3: Invest in Sustainable Growth. Work will be led by the Strategy & Policy Team, as it has to date, and involved local stakeholders;
- The strategy and action plan will also contribute to the evidence base required to inform Local Industrial Strategies, further strengthening the mechanisms through which future funding, such as the UKSPF, can be accessed for delivery. Note that confirmation from Government on the structure, administration and value of the UKSPF is expected before the European Structural Investment Funding programme ends in December 2020;
- SELEP, Coast to Capital and Enterprise M3 will continue to collaborate, via a new tri-LEP Local Energy Delivery Group, to facilitate delivery and report on progress;
- BEIS will collate and review all LEP Local Energy Strategies to identify commonalities and establish actions to address nationally persistent issues and barriers.