

Greater South East Energy Hub (GSEEH) Board Meeting - 29 March 2022

This meeting was conducted via online conference.

Attendees

<p>Ed Barlow (Buckinghamshire Council) - Buckinghamshire LEP (BucksLEP)</p> <p>Alan Downton (AD) - Cambridgeshire and Peterborough Combined Authority (CPCA)</p> <p>Vanessa Ainsworth (VA) - Cambridgeshire and Peterborough Combined Authority (CPCA) – GSEEH Finance Manager</p> <p>Swapna Uddin – Local Energy, Department for Business, Energy, and Industrial Strategy (BEIS)</p> <p>Simon Wyke - Greater London Authority (GLA)</p> <p>Genevieve Dady (GD) – Greater South East Energy Hub (GSEEH) – Supply Chain Engagement Coordinator</p>	<p>Michael David (MD) – Greater South East Energy Hub (GSEEH) – Energy Efficiency Programme Manager</p> <p>Maxine Narburgh (MN) - Greater South East Energy Hub (GSEEH) – Regional Hub Manager</p> <p>Erica Sutton - Greater South East Energy Hub (GSEEH) – Hub Support Coordinator</p> <p>Helen Pollock - Hertfordshire LEP (HertsLEP),</p> <p>Ellen Goodwin - New Anglia LEP (NALEP)</p> <p>Sarah Gilbert - Oxfordshire LEP (OxLEP)</p> <p>Ben Burfoot - (Reading Borough Council) - Thames Valley Berkshire LEP (TVBLEP)</p>
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Minutes

1. Apologies, Introductions

- Apologies were given by Robert Emery, Cambridgeshire and Peterborough Combined Authority (CPCA), Kirsten Trussell, Coast to Capital LEP (C2CLEP), Enterprise M3 LEP (EM3LEP), Chris Starkie, New Anglia LEP (NALEP), Jo Simmons, South East LEP (SELEP) and Arthur Le Geyt, South East Midlands LEP (SEMLEP).
- MN volunteered to chair the meeting on behalf of Board members.

2. Minutes, Actions and Matters Arising

2.1 Minutes

BOARD DECISION: The minutes of the last two GSEEH Board meetings, 25.01.22 and 14.03.22 (an additional meeting for the approval of RCEF Panel recommendations) were agreed as a true account. BucksLEP volunteered to sign these off.

ACTION 1. EB to sign off the minutes of the GSEEH Board meetings 25.01.22 and 14.03.22 as agreed.

2.2 Actions and Matters Arising

- **GSEEH Energy Project Manager, Sam Bosson** – MN announced to the Board that GSEEH Energy Project Manager Sam Bosson is leaving GSEEH to start a new job as Sustainability Manager with Mace on 01.04.22. Sam joined GSEEH at the very beginning of its operations and the GSEEH team will be sorry to lose him.
- **Actions from previous GSEEH Board meetings** – These were confirmed as complete or covered within the agenda, with the following outstanding:
- **EV, Solar and Battery Storage Model for Car Parks (action ref: 25/01/2022 A11)** – The action to send the scope for this model to Board members and share any comments received with the Board, was originally allotted to Sam Bosson, and will now be picked up by GSEEH Energy Project Manager, Paul Kemp.

ACTION 2. GSEEH Energy Project Manager, Paul Kemp to send the EV, Solar and Battery Storage Model for Car Parks scope to GSEEH Board members and share any comments received on it with the Board.

- **Presentation to the Board on DNO Grid Constraint, Strategic Sites and PSDS Funded Projects** – According to the GSEEH Board Forward Plan, Peter Gudde, GSEEH Energy Project Manager was to present to the Board at this meeting on this topic. Due to the skills theme being prioritised on the agenda for 29.03.22, the topic will now be presented to the next Board meeting, 26.04.22.

ACTION 3. PG to present to the Board on DNO grid constraint, strategic sites and PSDS funded projects at the next Board meeting, 26.04.22.

- **Regional Net Zero Development Vehicle** – This technical consultancy support project, recently approved by the Board, is now in contract. Peter Gudde will provide an update on progress in due course.

ACTION 4. PG to provide an update to the Board on progress with the Regional Net Zero Development Vehicle technical consultancy support at a suitable interval(s).

- **Net Zero Investment Design & Scoping Programme** – The programme is a place-based approach to delivering Net Zero at scale, and a partnership between Core Cities, Connected Places Catapult and London Councils. GSEEH has now provided a grant funding agreement to the project lead, Hounslow Council.
- **COP26 Domestic Campaign** – The GSEEH report on the domestic campaign in the Greater South East region has been prepared for BEIS and a copy circulated to the Board with the GSEEH Board Papers 29.03.22. Legacy work, comprising continued promotion of net zero case studies, and marketing support for net zero activities by the Zero Carbon Tour and Regional Roadshow hosts, will continue until November 2022.
- **Local Energy Hubs Evaluation** - This will examine the Local Energy Programme delivery since commencement. The procurement for the evaluation has been agreed by the five Local Energy Hubs. The specification for GSEEH will be sent out 04.04.22.

ACTION 5. MN to circulate to the Board the procurement specification for the Local Energy Programme delivery evaluation.

3. Supply Chain

- The GSEEH Board agenda 29.03.22 focused on the pressing issue of limited supply chain capacity for the energy-efficiency retrofit of homes, both in the region and nationally.

3.1 The Retrofit Academy

- David Pierpoint (DP) founder, and CEO of [The Retrofit Academy](#), provided a presentation to the Board on a way forward for the supply chain capacity issue. A copy of the presentation slides is to be circulated to Board members.

ACTION 6. ES to circulate to the Board a copy of the slides from The Retrofit Academy presentation to the GSEEH Board 29.03.22 about the TRA Partner Licence as a way forward on the supply chain capacity issue.

- Key points from the presentation are set out below:
- The Retrofit Academy (TRA) is a not-for-profit entity focused on domestic retrofit. TRA already works with BEIS and the Local Energy Hubs. It has a mission to train 200,000 people with retrofit knowledge and skills by 2030, which it seeks to do in partnership with LEPs and

- higher and further education institutions. TRA has developed [Ofqual](#)-approved retrofit qualifications, which include the Retrofit Coordinator qualification.
- TRA has a [membership](#) scheme which includes key contractors and sub-contractors. To inform training volumes, TRA has created a national retrofit employer group to define training needs and what number of roles are needed. A National Client Group, to include housing associations in its membership, is to be created, to identify skills gaps within areas.
 - Funding is being made available to TRA, but recruitment for trainers and training is a challenge, and it is an inefficient way to provide training. Defining employer and client needs is the best way to develop an appropriately skilled and sized workforce at local level.
 - TRA is involved in projects funded by Community Renewal, which establish how to identify local people who would benefit from training, provide permanent infrastructure for them and support retrofit programmes.
 - TRA is looking for partners (i.e., LEPs and local authorities) to work with, to address skills gaps. TRA estimates that 400,000 skilled people will be needed by the end of the decade. TRA wants to co-create a UK Retrofit Training Network that enables cross-fertilisation of learning and best practice, with TRA at the heart. TRA is prepared to do the legwork to make it happen. TRA Licence Agreements are already in place with some local authorities, including Belfast, Devon, East Sussex and Essex councils, and conversations are ongoing with others.
 - TRA is developing outline career pathways to make the training attractive to new people. A report of this is to be published shortly. TRA has also published a National Curriculum for Retrofit Education (Volume 1).
 - It is impossible to develop retrofit programmes without more retrofit assessors and coordinators.
 - LEP-level investment is needed. The current proposition for investment is a TRA Partner Licencing fee, which is £25k plus VAT.
 - Colleges are keen to be involved, but training of trainers is needed. Colleges need certainty that there will be people to train. The TRA Partner Licence will help to develop training demand for colleges and connect it to the supply chain.
 - TRA would like a regional initiative which is pan-south-east. This scale of initiative would be more efficient and effective.
 - The Board had the following comments and questions:
 - GLA asked how the licensing process would drive demand. TRA advised that this would work by aggregation of demand. TRA has national employer and client groups, which have been consulted and they have approved TRA to take the process forward. Local research and local supply-chain mapping are still needed to identify SMEs and achieve a proper collaboration. This information would be organised into a national database and pipeline of retrofit projects.
 - AD, CPCA flagged the need to be aware of the potential for Sizewell C to drain potential retrofit supply chain recruits. CPCA advised that it wishes to discuss with BEIS how to design services going forward and welcomes the opportunity to share thoughts with TRA and gain some feedback. CPCA highlighted its interest in retrofit products being supplied. TRA advised that it is involved in products, which are currently adding 40% to costs, which is a major issue. However, costs are expected to reduce as supply increases. CPCA commented that it would like more retrofit products to be manufactured in the UK, as this would bring benefits, however, to do so would require finance and commitment.
 - TRA highlighted to the Board the example of its work with East Sussex County Council, which approached TRA after receiving funding from the Department of Education to launch Decarbonisation Academies. The County Council commissioned a report from TRA which resulted in the National Curriculum, the abandonment of Decarbonisation Academies and the launch of the Retrofit Academies. TRA emphasised its wish to capture such opportunities and bring benefit.

- MN asked whether TRA is looking for SMEs who could transition or upscale. TRA advised that TRA are currently looking for existing SMEs but that it would need to go beyond them to meet need.

3.2 Mace Group

- Matthew Board (MB) Head of Procurement, Mace and Glenn Robinson (GR) Associate Director, Mace, which is the GSEEH lead consultancy for the Local Authority Delivery Phase 2 (LAD2) and Sustainable Warmth domestic retrofit programmes, provided a presentation to the Board on the GSEEH approach for retrofit procurement via the GSEEH Dynamic Purchasing System (DPS). A copy of the presentation slides is to be circulated to Board members.

ACTION 7. ES to circulate to the Board a copy of the slides about the GSEEH DPS from the Mace Group presentation to the GSEEH Board 29.03.22.

- Key points from the presentation are set out below:
- The GSEEH Dynamic Purchasing System for procurement aims to ensure a quality-standards compliant route to the domestic retrofit market, which gives opportunities to local SMEs and enables continuous procurement onboarding.
- The quality standards of many suppliers applying to the DPS has not been adequate. Warmworks, the GSEEH Managing Agent for its retrofit programmes, has approached installers that have not met the required standard. Warmworks has coached these installers to complete the DPS to a better standard, which has improved quality and increased onboarding. To this end, Warmworks held an onboarding and supplier day 16.03.22, which received a good response from installers and attendees were very engaged. Mini-competitions have been reopened to recast the net for suitable suppliers and increase capacity.
- The initial market assessment of capability and capacity continues to be refined. There is evidently capacity for the market to respond, however the challenge is to get the supply chain to focus on GSEEH programmes and not on private work. The LAD1B extension has also resulted in competition for capacity.
- GSEEH Supply Chain Engagement Officer, Genevieve Dady (GD), is engaging with suppliers to explore why they are not applying to the GSEEH DPS. The key reason identified for suppliers not wanting to register is too much private work. Genevieve is trying to raise awareness of the DPS, help suppliers understand it, and bring in smaller SMEs to the market. Furthermore, the issues experienced by installers that were involved in the Green Homes Grant voucher scheme has been off-putting. Confidence in participating in a Government-backed scheme needs to be rebuilt. This situation is national and does not only affect the Greater South East region.
- There are now 54 potential installers registered on the DPS. The key reason for registered installers not applying for mini-competitions is lack of capacity.
- The Board had the following comments and questions:
- NALEP asked whether the LEPs could help support the recruitment of suppliers through communications. MN agreed and advised that [TrustMark](#), as a trusted partner to suppliers, is already promoting the GSEEH DPS and giving a positive message about it. GD confirmed that support from the LEP network has been helpful, but that wider support is also needed. RG advised that the ability of Warmworks to support installers and ensure they were paid, meant that the Managing Agent was developing a good reputation among those involved, that this was spreading through the supply chain by word of mouth, and would encourage other installers to join the DPS.
- HertsLEP queried the matter of suppliers being given support to complete the DPS application and emphasised the importance of the quality criteria being met. RG acknowledged this as a valid point and confirmed that all suppliers on the GSEEH DPS are TrustMark accredited and are monitored by Warmworks. RG also explained that the common response that Warmworks had experienced from suppliers was that they wanted to collaborate with Warmworks and to improve, and that Warmworks was able to work with

suppliers and help them. HertsLEP also emphasised that there is a need for progression and longevity in career growth for people in the industry and that some had been negatively affected by short-term government funding. HertsLEP offered to help promote the scheme, for example through communications via the [BRE Group](#) network. GD welcomed this offer and emphasised that everyone needed to collaborate to address the issue, as it was a national need and would never be resolved by one or two groups.

ACTION 8. HP to introduce GD to BRE Group to help promote the GSEEH DPS to the retrofit supply chain.

3.3 GSEEH Supply Chain Research

- GSEEH Supply Chain Engagement Officer, Genevieve Dady, provided a presentation to the Board about research to be commissioned by GSEEH, into the domestic retrofit supply chain in the region, to better understand the market and skills requirement. A copy of the presentation slides is to be circulated to Board members.

ACTION 9. ES to circulate to the Board a copy of the slides about the domestic supply chain research from the GSEEH Supply Chain Engagement Officer presentation to the GSEEH Board 29.03.22.

- Key points from the presentation are set out below:
- The retrofit supply chain requirement in the region corresponds to 13 million householders, with 1.4 million in fuel poverty. The national context is that 13% of all UK carbon emissions are from domestic heat. This equates to 27 million domestic properties nationally. The number of retrofit workers required by 2025 is 217,000.
- There is some resistance from workers to upskill. A large proportion of the current workforce is expected to retire by 2035, and only a small proportion of workers is under the age of 30. There is a lack of trainers and training infrastructure at scale, and funding provision has been on a stop-start basis. There are sub-sector shortages, for example, heat-pump installers.
- Currently installers are booked up to June/July 2022 with LAD1B and private work. Some installers have allowed their quality accreditations to lapse due to the cost and these not being required for private work. There is reluctance to work on government schemes.
- The GSEEH research proposes to assess current skills provision, assess the level of manufacturing capability and material availability, provide LEP areas with data to inform their policies, and provide a robust evidence base for supply-chain development.
- The research will go out to tender 16.03.22 and is being commissioned as two lots:
 - 1) Domestic energy-efficiency supply chain market intelligence: To map existing capacity, map the supply chain for the manufacture of products, quantify growth in the supply chain to deliver government and local authority programmes, and identify opportunities to attract manufacturing into the region.
 - 2) Skills for energy efficiency: Conduct an analysis of current skills provision, map skills need and identify gaps, understand minimum qualification levels needed and assess market demand for these skills, quantify growth required in skills provision to deliver programmes, and build a 5-10 year plan for strategy development.
- Dissemination and communication of the research needs to be inclusive. This will comprise a launch session, three key workshops with stakeholders and a knowledge-sharing webinar for wider stakeholders.
- Outputs from the research will have LEP-level findings to guide local-level policies. The final report is expected in September 2022.
- The Board had the following comments and questions:
- TVBLEP commented that a benefit of the research would be to add certainty and asked how it will link back into the delivery programme. MN advised that the research would inform the long-term approach when large capital programmes are delivered. A long-term strategy, to set out the scale of funding, is needed to grow the supply chain and meet government targets. It will also inform what can be done in the short term concerning pathways and training provision and more immediate upscaling and upskilling. GD confirmed that information about

scale and metrics was needed to inform the future, but the research would act for the short-term in the meantime.

- HertsLEP commented that the element of manufacturing capability included in the research was important. Manufacturers have a vested interest in people using their products. It will underline for installers that there is longevity in this work. GD confirmed that consolidating manufacturer training is a key component.
- VA, CPCA, asked how closely GSEEH works with local authorities concerning adult education. There is a need for local authorities to be aligned and develop their area of responsibility accordingly. GD advised that the CPCA adult education budget is £550k for retrofit trades. GSEEH is coordinating that and will review how well it works. GSEEH can support other LEPs that wish to take a similar approach.
- AD, CPCA, asked what the way forward is for manufacturers who want to move into this area. GD advised that this will be part of the intelligence gathering.

ACTION 10. GD to keep the Board updated with the supply chain research tender process and keep Board members engaged as it develops.

3.4 Supply Chain Next Steps

- MN asked the Board to consider the TRA proposition, and whether a licence for the Greater South East region was favoured. MN advised that GSEEH could provide the cost of the licence through the LAD capitalisation funds.
- HertsLEP agreed that this was a sensible approach but noted that £25k is a huge ask of LEPs in the current environment. A south-east licence would enable a greater network to be developed which cannot be done individually. MN suggested that the cost of a GSEEH-wide licence could be negotiated. HertsLEP observed that TRA are bringing all the elements, such as employers and clients together, so the LEPs should be linked in.
- TVBLEP highlighted the importance of the supplier conversation, in particular the issue that the requirements of the Government retrofit programmes can be administratively overwhelming for some suppliers, and thus they are turning to private work as it is simpler. To get suppliers involved, a single enterprise that is easy to engage with would work better. MN advised that GSEEH is also creating a DPS for small and large turnkey services, to broaden the type of supplier that can be involved. The new DPS will still have quality requirements, but the turnkey suppliers, who do not need the support of a Managing Agent, will not have to work with a third party. TVBLEP commented that coverage of the quality aspect is reassuring for local authorities. TVBLEP agreed that TRA has an important and cohesive role to play and supported the proposal for a south-east licence.
- BucksLEP agreed and expressed support for the south-east licence proposal. BucksLEP also emphasised the importance of quality standards, as these reflect on the reputation of local authorities. It is important to have balance: enough control to let suppliers in but not so restrictive as to keep them out.
- NALEP expressed support for the proposal, but the LEP has already done some thinking on the issue and wishes to marry the work already done with Energy Systems Catapult.

ACTION 11. EG and GD to discuss the work on supply chain capacity development already done by NALEP with Energy Systems Catapult.

BOARD DECISION: Explore with The Retrofit Academy, the potential for a single Partner licence, covering the whole GSEEH area, for its UK Retrofit Training Network scheme, to make this approach more affordable for LEPs, and to better support development of the supply chain in the region through collective and collaborative action.

ACTION 12. GD to investigate the potential for a single licence with The Retrofit Academy to cover the GSEEH area, and what the strategic role of LEPs will be, and revert to the Board with an update.

4. Finance

- A finance update for GSEEH programmes for the period to 31 January 2021 was provided with the GSEEH Board Papers 29.03.22. Vanessa Ainsworth (VA), CPCA, GSEEH Finance Manager, highlighted the following elements of the finance report to the Board:
- Concerning revenue income, VA updated the Board that a further £2.8 million funding has only recently been received from BEIS, and was therefore not currently shown in the figures presented, but is to be added in. The £2.8 million cannot be spent in the 2021/21 financial year and will go into the 2022/23 budget.
- MN and MD are working in collaboration with the CPCA finance team concerning repatriation of funds from LAD2 back to BEIS, and the RCEF underspend and its transfer to additional projects that have been put forward by other Local Energy Hubs. The £22 million LAD2 funding underspend and return to BEIS will be presented to the CPCA Board 31.03.22. MN added that the latest and final application round of the RCEF programme has awarded a total of £950k to 19 projects, which is an excellent result and reflects the hard work of the RCEF team in supporting those applications coming forward. The GSEEH RCEF programme has a 500k underspend, which is to be redirected to RCEF projects in the North East and North West regions. These projects have been put through the North East and North Energy Hubs respective assessment process, reviewed and agreed by the Local Energy Hubs Officers Group and signed off by the North East and North West Energy Hub Boards.
- VA advised that because there have been several recent changes to the GSEEH financial position, it had been difficult to provide a firm financial forecast at the time of the Board meeting, however, the position is being closely monitored. The year-end position will be clarified over the next two weeks.
- The Board had the following comments and questions:
- TVBLEP raised a question about the difference between the actual committed and forecast outturn and what is causing the gap. VA advised that the CPCA purchase order process has been delayed and does not currently enable all the forecast to be shown, however, it would come into effect from 01.04.22. TVBLEP asked whether there was confidence in the outturn presented. VA advised that the changes in the LAD2 and RCEF funds need to be taken account of. In addition, staffing and recruitment delays relating to the Public Sector Decarbonisation Scheme programme may also cause a difference and will be profiled into the financial year 2022/23. VA assured the Board that all GSEEH funding is ringfenced and will be spent on Energy Hub projects.

6. Regional Hub Manager Report

- An update on the various elements of the GSEEH Programme of Work was set out in the GSEEH Board Papers 29.03.22.
- The Board had the following comments and questions:
- **Report from Mace to the Board** - TVBLEP asked whether the report from Mace could be shared with colleagues as the document was marked as not for circulation. MN advised that the Mace report could be shared with internal colleagues.
- MN highlighted the following point:
- **Interim development resource** – The Net Zero Hub MoU from BEIS is awaited. The GSEEH team is looking at its resource requirement and scale. There needs to be a robust plan to enable development to both upscale and downscale. Mace is supporting GSEEH with this process. Included in this examination is how projects are prioritised, how GSEEH systems and reporting can be made more efficient, and GSEEH governance.
- The Board had the following comments and questions:
- BucksLEP asked what the head count would be. MN advised that there would be 20 people, with eight jobs to be soft-market tested. The GSEEH management structure needs to be considered alongside any new resource, and to understand what GSEEH could pay for and what needs to be outsourced.

- BucksLEP asked whether the current GSEEH Board was fit for purpose; whether it gave a voice to end-users and still enabled the Board to fulfil its function. MN advised that there was a need to understand how stakeholders were heard and represented. A national net zero forum has been created, and there is a need to understand how a local net zero forum can feed in.
- NALEP observed that the LEP review also needed to feed into the governance review. MN agreed that this was another element to be considered.

7. LEP Review

- There was no update.

8. Forward Plan & Horizon Scanning

- **Grid constraint presentation** - The anticipated presentation on grid constraint to the Board by Peter Gudde, GSEEH Energy Project Manager will be made at the next GSEEH Board meeting, 26.04.22.
- **Transport Hub, Study Specification** – The study specification for the Transport Hub will be brought to the next GSEEH Board meeting, 26.04.22. OxLEP asked whether this would be circulated to the Board prior to its next meeting. MN clarified that the specification would be coming to the Board for approval.
- **Sustainable Warmth** – MN proposed that Sustainable Warmth should be a standing item on the Forward Plan.
- **New Forward Plan** – MN proposed to prepare a new draft plan for the Board from April 2022, to include touch points or milestones on new key projects, for example Green Finance. OxLEP commented that the supply chain session had been very useful. MN proposed that the Board should highlight any other key themes that it wished its meetings to focus on and that the topic of skills could be revisited. The GSEEH team could also come to the Board with ideas for focused Board sessions.

BOARD DECISION: A new Forward Plan for the GSEEH Board from April 2022 is to be drawn up by the GSEEH Regional Hub Manger, Maxine Narburgh, to include Sustainable Warmth as a standing item, to revisit skills, and to include touch points or milestones on new key projects, such as Green Finance. The Board will highlight any key themes it wishes to discuss and the GSEEH operations team will also offer ideas for focused Board sessions.

ACTION 13. MN to circulate to the Board a new draft Forward plan from April 2022 for the GSEEH Board.

9. Any Other Business

- **Public Sector Decarbonisation Scheme** – TVBLEP commented that Reading Borough Council had not been successful with its bid and had received an information list as feedback from the assessment process. TVBLEP asked GSEEH to feed back to Salix/BEIS that the competitive process did not help local authorities to get quality deliverable schemes. It appeared that projects with ambitious timeframes were prioritised for funding and yet once successful were given timescale extensions. MN confirmed that the feedback would be passed on. MN acknowledged that the information list request involved a lot of work without a specific reward being offered but suggested that the scheme might have a reserve list for funding.

ACTION 14. MN to pass on to Salix/BEIS the TVBLEP/ Reading Borough Council feedback on their experience of bidding into the Public Sector Decarbonisations Scheme.

10. Dates of Future Meetings

BOARD DECISION: The next GSEEH Board meeting, **26 April 2022**, 10:00-12:30, is to take place virtually, using the Microsoft Teams software facility.

- Subsequent Board meeting dates are scheduled 10:00-12:30, to take place virtually, on the following dates:
 - 7 June 2022

- 19 July 2022
- 6 September 2022
- 18 October 2022
- 6 December 2022
- 24 January 2023
- **GSEEH Board Chair** – MN asked for a volunteer to chair the next GSEEH Board meeting 26.04.22, to which EB, BucksLEP agreed. MN thanked EB for his support and confirmed that the role of chair would be part of the GSEEH governance review.

ACTION 15. EB to chair the next GSEEH Board meeting 26.04.22.

- MN proposed to circulate a rota to the Board for the role of chair subsequent meetings, which was agreed.

BOARD DECISION: Pending the GSEEH governance review, the role of GSEEH Board chair at Board meetings from 07.06.22 onwards will be fulfilled by Board members, which will be decided by a rota to be drawn up on the Board's behalf by the GSEEH Regional Hub Manager, Maxine Narburgh.

ACTION 16. MN to draw up and circulate a rota to Board members for the role of chair at Board meetings from 07.06.22 onwards.

Minutes approved by Ed Barlow (Buckinghamshire Council) – Buckinghamshire Local Enterprise Partnership, as a true and accurate record.	
SIGNATURE	DATE