



SOLENT  
**LOCAL**  
ENTERPRISE  
**PARTNERSHIP**

**Solent Local Enterprise Partnership**

**Land, Property and Infrastructure Advisory Panel**

**Terms of Reference**

**Revision: June 2018**

## Background

The Solent Local Enterprise Partnership (LEP) is the key interface and lead for economic development in the Solent, and has published a [Strategic Economic Plan](#) (SEP). Transforming Solent seeks to focus investment on those parts of the economy that need to develop or change the most to accelerate growth. The Plan targets six strategic priorities:

- Supporting new businesses, enterprise and ensuring SME survival and growth.
- Enabling infrastructure priorities including land assets, transport and housing, reducing flood risk and improving access to superfast broadband.
- Establishing a single inward investment model to encourage companies to open new sites in the region, supported by effective marketing.
- Investing in skills to establish a sustainable pattern of growth, ensuring local residents are equipped to take up the jobs that are created and businesses can source local skills and labour to underpin growth.
- Developing strategic sectors and clusters (interconnected groups and businesses) of marine, aerospace and defence, advanced manufacturing, engineering, transport and logistics businesses, low carbon, digital and creative and the visitor economy – establishing the area as a business gateway, at both local and international levels and developing local supply chains.
- Building on our substantial knowledge assets to support innovation and build innovative capacity in the Solent area to stimulate growth in Solent businesses and in new high growth sectors, particularly linked to our HE excellence.

To reflect the shift in focus in national policy to raise productivity levels, and as a precursor to a full refresh of the Strategic Economic Plan in 2018 and the development of a Local Industrial Strategy, the Solent LEP has published a number of key updates to our evidence base which provide a renewed focus on driving productivity, underpinning our work across all strategic priority areas. These include:

- Transforming Solent Growth Strategy January 2015
- Transport Investment Plan 2016
- Growth and Productivity Supplement January 2017
- Solent LEP response to the Industrial Strategy Green Paper April 2017

This is set against the backdrop of:

- BREXIT;
- Technological change which is driving long-term economic growth, productivity and improvement in living standards. The emergence and adoption of new ideas, products and production techniques throughout the economy is creating “market disruption”;
- The Publication of the Industrial Strategy White Paper – Building a Britain Fit for the Future;
- The wider review of LEPs which Government is undertaking with a view to strengthening.

In 2017 Solent LEP consulted widely on the Industrial Strategy green paper and business set out their views on why the productivity gap exists and they also articulated what they want to see from a modern industrial strategy. The key drivers for improving productivity (and delivering a fairer society where all parts of the Solent see the benefits of economic growth) emerging from the roundtable discussions were as follows:

- **Supporting the development of skills and talent of the current and potential workforce** including ensuring stronger school performance and attracting and retaining skills and talent from around the world to the area; and

- **Supporting improvements in connectivity to better connect people to places and widen access to labour** through strategic transport investment, improvements to digital connectivity and capability and enabling/accelerating delivery of new housing
- **Supporting the scale up agenda and the growth of SME's** to secure a higher level of export and innovation
- Supporting our areas of **global strengths and key sectors**
- **Supporting and responding to the technology revolution** and embracing market disruption and change as part of increasing our competitiveness.

## Objectives

The Solent LEP has been given a key role by central Government in coordinating and unlocking land and property assets within the Solent area to deliver economic growth. This will be achieved through land assembly, bringing relevant partners together, and overcoming barriers including through developing the necessary enabling infrastructure priorities including transport, digital infrastructure, housing, employment land, new energy solutions and flood mitigation amongst others. Infrastructure is an important enabler of economic growth, and therefore the Land, Property and Infrastructure Advisory Panel will advise the Solent LEP Board on the identification, evaluation and prioritisation of future infrastructure schemes and their business cases in support of delivery of the Solent Strategic Economic Plan (SEP).

The Solent LEP has identified a number of priorities, which will inform the role and objectives for this Panel:

- Use housing and commercial development to enable Portsmouth, Southampton and the wider Solent area to realise their economic potential;
- Improve strategic connectivity as well as connectivity to open up access to key employment and housing and to improve the Solent's global connectivity;
- Bring available under-utilised land and property into more productive economic use; and
- To work with other Solent LEP Panels on shared objectives.

The specific objectives for the Panel will include the following:

### Future Plans

- To engage with key stakeholders, including land owners, developers, Local Authorities, the business community (business representative organisations and individual businesses), Solent Transport, Partnership for Urban South Hampshire, Government Agencies and adjacent LEPs, on future infrastructure schemes to support the future growth of the Solent region;
- To provide advice on emerging transport issues, including Solent LEP transport strategies.
- To propose policy papers in support of future infrastructure projects; and source relevant research and intelligence;
- To identify specific development sites and any barriers that could reduce their ability to play a key role in the future economic prosperity of the region,
- To review and assess business cases for submission into the Solent SEP on an annual basis; as requested by the Board;
- To provide strategic and expert advice to the LEP Board on land, commercial development, housing and infrastructure issues.

## Funded Schemes

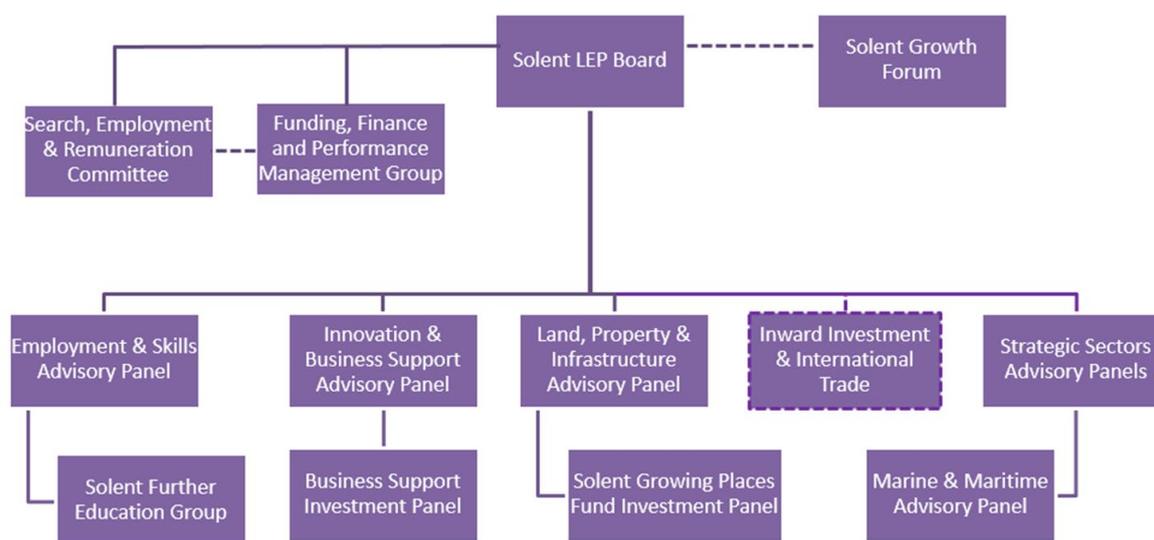
- To lead on the identification of potential infrastructure schemes to unlock land and property assets and realise economic growth;
- To lead the engagement and consultation with stakeholders on funded infrastructure schemes to ensure timely delivery;
- To maintain an up-to-date risk register of funded projects;
- To provide accountability to the main Solent LEP Board through updates on programme and project delivery as requested.

## Role of the Panel

The Solent LEP Board is the lead decision-making entity within the LEP governance structure. The LEP Board provides strategic leadership, determines policy direction, and is the ultimate decision-making body of the Solent LEP. The role of the Board is to establish the vision, mission, and set the strategy and structure for the Solent LEP (further details available in the Solent LEP Board Terms of Reference).

Within this context the role of the Land, Property and Infrastructure Panel is advisory. The Solent LEP Board is seeking to secure expert, business-led, strategic advice in relation to the area of land, property and infrastructure and the Land, Property and Infrastructure Panel will play a key role in providing this to the Board. Advice received from the Panel will help shape the strategic approach to land, property and infrastructure which will help underpin the wider Solent Strategic Economic Plan and Local Industrial Strategy. In addition, the Panel will also provide advice in relation to the LEPs delivery of the Solent Growth Deal and other Government funded programmes of activity, including provision of advice on the use of the LEPs annual budget allocation to support land, property and infrastructure, both at a programme level and in relation to specific projects where required.

## Relationship with Solent LEP Governance Structure



The Panel sits within the Solent LEP Governance Structure as seen above. The Panel will have regard to, and act in accordance with, the relevant scheme of delegation and the Solent LEP Assurance Framework.

## **Membership and Structure**

The Panel will comprise private, public, and education representation. This diverse mix of members ensures that the decision making process benefits from the business acumen of private sector representation, whilst the participation of high level representatives from the public and education sectors are also required in order that their roles as service providers and major employers are reflected on the Panel.

The membership of the Panel should be made up of:

- A Chairman of the Panel, to be recruited externally from the private sector;
- A LEP Board Director will be appointed by the LEP Board to the Panel, who will have accountability to the LEP Board, and will have delegated authority from the LEP Board to commission work of the Land, Property and Infrastructure Panel within the delegated budget allocation;
- At least 50% of the Panel will be drawn from the private sector and their representative organisations, with a focus on those businesses operating in the Planning, Property and Infrastructure sectors in the Solent area;
- Representation from the public sector from across the area and relevant central Government agencies; and
- Solent LEP Executive team

## **Organisation of the Land, Property and Infrastructure Panel**

The Panel consists of up to 21 members including the Chair. Membership shall be comprised of:

- Private Sector Chairman
- Solent LEP Business Board Member
- Solent LEP Chief Executive or nominate deputy
- Port of Southampton
- Portsmouth Commercial Port
- 5 Private sector representatives from the Commercial Financing, Commercial Property Commercial Planning and logistics/distribution sectors (including at least one energy representative from the Isle of Wight)
- Private Sector Member of the Marine and Maritime Steering Group
- Representative from South Hampshire Bus Operators Association (SHBOA)
- Homes England
- Ministry of Defence (or DIO)
- Highways England
- Network Rail
- Environment Agency
- Partnership for Urban South Hampshire
- Solent Transport
- Universities Representative
- Business representative organisation

## **Accountability**

The Solent LEP is committed to transparency, and to ensuring that the Panels remain accountable for their actions and have the required legitimacy in order to direct the use of public funds. Panel members will have due regard to this commitment to transparency in all activities of the panel, whilst from time-to-time be expected to consider commercially confidential information.

## **Quorum**

No business decisions shall be agreed at a meeting of the Panel unless at least six members are present, two of whom must be from the private sector, including one member of the LEP Executive with delegated authority.

## **Directions on Appointments**

The Chair must be drawn from the private sector and will be appointed by the Solent LEP Board.

Ordinarily, private sector Board members will be appointed by the Chair of the Panel and/or the relevant Solent LEP Board Director lead, through an open recruitment process.

The Chair and members of the Panel shall be appointed for a period of three years and are eligible for reappointment with the maximum term of office being six years. The reappointment of the Chair shall be at the discretion of the relevant Solent LEP Board Director lead. The reappointment of members of the Panel shall be at the discretion of the Panel Chair and the relevant Solent LEP Board Director lead. Solent LEP Board Director leads, Solent LEP Executive and Accountable Body representatives are not subject to retirement requirements in relation to Panel Membership.

Members of the Panel may resign their position at any time by giving notice in writing to the Panel Chair. The Chair of the Panel may resign by giving notice in writing to the Chair of the Solent LEP.

## **Removal from Office**

A member of the Panel may be removed from office by the Panel by notice in writing if he or she has been absent from meetings of the Panel for a period longer than three consecutive meetings without the Chair's permission or is unable or unfit to carry out the functions of a member.

## **Decisions and Voting**

It is expected that the decisions of the Panel will normally be reached by consensus after due debate but if a vote is required decisions shall be made on the basis of a majority of those members attending and voting at a quorate meeting. In the event of an equality of votes being cast, the Chair of the meeting shall have a casting vote.

Members of the Panel may not vote by proxy or by post. A member will be deemed to be in attendance if the meeting is conducted using electronic mail, tele-conferencing or video-conferencing facilities.

## **The Role of the Chair**

The Chair will be responsible for agreeing the agenda for each meeting and deciding the order of matters to be discussed.

The Chair will agree in partnership with the LEP Executive at the start of the new financial year the programme for the forthcoming year.

The Chair will chair all the meetings of the Panel. If the Chair is unable to attend a meeting, the Chair and/or the relevant Solent LEP Board Director lead will nominate a Deputy Chair from amongst the Panel membership to stand in their absence for the duration of the meeting.

The Chair will decide the order in which members will be called to speak ensuring that all members present, who wish to, are given an opportunity to speak and also seeking to ensure that all views are fairly represented.

The Chair may suspend the meeting if in his or her view this is necessary; for whatever period of time he or she thinks appropriate.

Following Panel Meetings, the Panel Chair will provide a short written report to the Solent LEP Board to inform them of the key points from their discussion.

The Chair will act as an ambassador for the Solent LEP and the work of the LEP in relation to land, property and infrastructure.

### **The Role of Members of the Panel**

The Panel will be made up of people with different strengths, interests, views on public accountability and ways of working. The Chair's role is to bring these together to develop an effective group that is capable of working together and respecting each other's point of view.

Members have a valuable role to play and are appointed to reflect, rather than directly represent, their local community or business. The Panel is an advisory role where Members will be providing strategic advice on the budget allocated to land, property and infrastructure.

Ordinarily, Panel members may not send substitutes to represent them if they are unable to attend a meeting as they have been individually appointed. Individual requests to send a substitute will be considered by the Chair.

### **The Role of Ex-Officio Observers**

Ex-officio status is conveyed on advisers supporting the Panel and the Panel can invite others to attend the meeting if they feel this would be helpful to the conduct of business.

Although ex-officio observers are not members of the Panel, the benefit of their experience on the issues under discussion and their feedback on the views and perceptions of the client group they serve are valuable contributions that will be sought by the Chair during debate. They may also be invited to speak on other relevant issues.

Ex-officio observers do not have voting rights and may be asked to leave whilst "in confidence" issues are discussed.

Ordinarily, the Chief Finance Officer or their nominated representative from the accountable body will have a standing invitation as an ex-officio adviser to all Panels. They will have full membership and a vote on Investment Panels.

### **Conduct of panel members**

All Solent LEP Panel Members are expected to follow "The 7 principles of public life" code of conduct and an LEP Code of Conduct has been established which all Panel Members are required to sign. A copy of the LEPs Code of Conduct is [available here](#).

## **Deputations at meetings**

The Land, Property and Infrastructure Panel may receive deputations on a matter from any organisation or individual, where notice has been given, which is deemed relevant to the role of the Land, Property and Infrastructure Panel. The following rules will apply:

- Notice of the intended deputation stating its purpose must be received in writing by the Head of Policy, Communications and Partner Engagement by 12 noon on the working day preceding the meeting.
- Decisions on whether to receive deputations on a matter will be made by the Panel Chair and the Panel Chair may waive the giving of notice in any case they consider appropriate.
- When the deputation is given it must relate to the agreed purpose in respect of which it is made.
- No person may speak for more than 6 minutes per deputation.
- The total time for those in favour and against a proposal will be 12 minutes respectively. If more than 2 people wish to speak for or against a proposition, the time allocated to each will be reduced proportionately, unless they agree otherwise amongst themselves how to apportion the 12 minutes.
- Those attending may make a written or verbal presentation which may be supplemented by a modest visual aid such as a single plan, photograph or video recording. This will be retained by the Solent LEP. Video recording presentations are included within the time allowed to deputations.
- Questions to deputations will be permitted, but only to clarify a statement.

## **Support and Administration Arrangements**

The Solent LEP Executive team will provide the secretariat for the Land, Property and Infrastructure Panel. Details on current members of the LEP team are [available here](#).

Portsmouth City Council is the accountable body for the Solent LEP and a protocol and service support agreement is in place between the accountable body and Solent LEP which is [available here](#).

Independent support may be commissioned by the Solent LEP and Portsmouth City Council to support them with the discharge of their roles and strategic advice in relation to support requirements may, from time to time, be requested from the Land, Property and Infrastructure Panel to inform such commissions. Equally, the Solent LEP and Portsmouth City Council will welcome, consider and respond to any advice from the Land, Property and Infrastructure Panel in relation to future commissions which have the potential to support land, property and infrastructure in the Solent.

## **Working Arrangements and Meeting Frequency**

The Panel shall meet up to three times per year, or as agreed by the Chair in partnership with the Solent LEP.

## **Declarations of Interest**

In accordance with Article 46 of the Solent LEP Articles of Association and the Local Enterprise Partnership Governance and Transparency Best Practice Guidance, a register of interest has been established by the Solent LEP, all Directors have a statutory duty to declare their interests (direct or indirect) in transactions or arrangements involving the Solent Local Enterprise Partnership. This requirement has been extended to all Chairs and Members of dedicated advisory sub-panels of the Solent Local Enterprise Partnership, Section 151 Officers, Chief Executive Officers of any accountable body organisation operating on behalf of the Solent Local Enterprise Partnership, and any other persons with significant influence over the activities of the Solent Local Enterprise Partnership (for example, Solent LEP employees and senior points of contact at accountable body organisations such as legal and financial contacts).

## **Management of Interests**

The overriding principle adhered to by the LEP is that every Panel Member should be, and be seen to be, impartial at the time of participation in any discussion or decision relating to a matter considered by the Land, Property and Infrastructure Panel.

This is recognised to be particularly important in relation to any funding awards which are to be considered by the LEP through the competitive, transparent processes set out under the agreed Assurance Framework and it is a fundamental principle that all parties in such processes are treated equally and fairly and that the parties perceive this to be the case.

The Solent LEP takes a proactive approach to the management of all interests. This includes both direct interests in matters to be considered, which would realistically be affected by its outcome, as well as presumed, unconscious or apparent bias arising from an involvement (found where a fair-minded and informed observer, having considered the facts, would conclude that there was a real possibility that the Panel Member could have been biased).

A Panel Member must declare the nature and extent of any interest, direct or indirect, which she/he has in a proposed transaction or arrangement with the company, or in any transaction or arrangement entered into by the company which has not previously been declared and absent himself or herself from any discussions of the directors in which it is possible that a conflict will arise between his or her duty to act solely in the interests of the company and any personal interest (including but not limited to any personal financial interest).

If a conflict of interests arises for a Panel Member because of a duty of loyalty owed to another, the unconflicted Panel Members may authorise such a conflict of interests where the following conditions apply:

- the conflicted Panel Member is absent from the part of the meeting at which there is discussion of any arrangement or transaction affecting that other person;
- the conflicted Panel Member does not vote on any such matter and is not to be counted when considering whether a quorum of Panel Members is present at the meeting; and
- the unconflicted Panel Members consider it is in the interests of the Panel to authorise the conflict of interests in the circumstances applying.

The notes of meetings of the Panel will record any declarations of interest made, and whether the Panel Member withdrew from the meeting for that item.

In line with the Local Enterprise Partnership Governance and Transparency Best Practice Guidance, each Panel Member shall review their individual register of interests before each Panel meeting and submit any necessary revisions to the LEP and S151 Officer at the start of the meeting.

Even if a meeting has not taken place a Panel Member must, within 28 days of becoming aware of any change to the interests specified, provide written notification to the LEP and S151 Officer, of that change.

### **Gifts and Hospitality**

The Solent LEP also maintains a register of events attended and gifts or hospitality received or given by all persons in their capacity as representatives of the Solent Local Enterprise Partnership or whilst carrying out Solent Local Enterprise Partnership duties. Gifts and hospitality of a significant value arising received by Panel Members in their capacity of representatives of the Solent Local Enterprise Partnership should not be accepted. The giving of gifts or hospitality of significant value should also be avoided. Full information on the Solent LEP Register of events attended and gifts or hospitality received is [available here](#).

### **Equalities**

The Solent LEP recognises that corporate advisory and investment panels perform at their best when they include people who come from a range of perspectives and backgrounds. As such, equality and diversity are considered throughout our governance structures, in line with Portsmouth City Council's Equality & Diversity Strategy. A copy of this strategy is available at: <https://www.portsmouth.gov.uk/ext/community-and-environment/community/equality-and-diversity.aspx>

### **Complaints and Whistle-blowing**

The Solent LEP and Portsmouth City Council as accountable body to the Solent LEP are committed to achieving the highest possible standards of openness, probity and accountability in all of our practices and have established a Complaints and Whistleblowing policy, which complies with that of both Portsmouth City Council and the Local Enterprise Partnership Governance and Transparency Best Practice Guidance. A copy of this policy is available at: <https://solentlep.org.uk/media/2248/enquiry-complaints-and-whistleblowing-policy.pdf>

This procedure outlines the process to follow for a Panel Member when reporting a perceived wrongdoing within the LEP, including something they believe goes against the core values of Standards in Public Life (the Nolan Principles) and the Code of Conduct for LEP Board Members, Panel Members and staff. The Standards in Public Life include the principles of; integrity, honesty, objectivity, accountability, openness, honesty, leadership and impartiality.

All LEP Panel Members, as key advisors to the LEP, have a right and a responsibility to speak up and report behavior that contravenes these values.