



**European Union**

European Structural  
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**European Structural and Investment  
Funds  
2014 - 2020**

**Growth Programme for England**

## **Coventry and Warwickshire ESI Funds Sub-Committee Review Meeting**

**Minutes of meeting held 11/11/2019**

### **Agenda:**

1. Apologies.
2. Minutes of previous meeting and actions.
3. EAFRD Programme Updates.
4. ERDF Programme Update
5. ERDF Applications

#### ***Outline Assessments***

- i) 5G SME Demonstrator
- ii) Aston Small Business Growth
- iii) C&W Business Support
- iv) C&W Innovation Test Bed
- v) CCC Solar PV Self Supply
- vi) C&W Business – Start Grow & Scale
- vii) C&W Digital Innovation for Manufacturing
- viii) C&W Green Business Programme
- ix) Demand HUB
- x) EBRI
- xi) Enhanced Export Growth
- xii) Manufacturing Growth Programme II
- xiii) Promoting Functional Materials in SME's
- xiv) SMART Factory Hub (SmartFub)
- xv) WM5G CW

#### ***Full Appraisal***

AMCASH

6. ESF Programme Update
7. ESF Applications
8. MEIF Uplift
9. Other Business

## 1. Apologies

1.1. **Michael Balenski (MB)**, The Deputy Chair welcomed the members of the Sub-Committee to the meeting. Apologies from John Latham (JL) Mark Ryder (MR) Louise Saddler (LS) Paula Deas (PD) Gill Banks (GB) Kate Morrison (KM)

## 2. Minutes of previous meeting

2.1. **MB** reviewed the minutes with the sub-committee with Joanna Wright (JW) making amendments via email. These have been updated and final minutes issued.

## 3. EAFRD Programme Update

**Jo Jury (JJ)** provided an update confirming The RDPE Growth programme has reopened to expressions of interest on Monday 4 November 2019.

This opportunity has been achieved through agreement with LEP areas to establish the EAFRD Growth Programme National Reserve Fund (NRF) and to run a new round of national calls for Expressions of Interest. The new calls will be in the three themes of Business Development, Food Processing and Rural Tourism Infrastructure, as was the case in the previous calls. As national calls all three themes will be available in all 36 LEP areas that had an EAFRD allocation.

This will be a minimum £35 million fund to boost rural productivity and create local jobs. For this funding round of the Growth Programme, the threshold for minimum grants has come down from £35,000 to £20,000, meaning that more small or micro-businesses can be eligible for a grant for their projects. If there are many high-quality applications for this funding round, the overall budget could increase to up to £50m to fund worthy projects.

- The proposed new calls will operate in a very similar way to the previous round.

There are a few changes to note.

- The minimum grant for all 3 themes is now £20,000 (previously £35,000)
- The maximum grant for Business Development and all Tourism infrastructure is €200,000 as state aid is de minimis – currently around £175,000
- The maximum grant for Food Processing is capped at £750,000 for projects where the outputs are Annex I products. Where the output of the project is non-Annex I products will usually be limited to €200,000. Please see the Food Processing Handbook for more detail on grant rates for different types of project. Please note some of this activity can occur in urban areas.

### **JJ confirmed the Key Dates as-**

- EOI application window will be open Monday 4<sup>th</sup> November 2019 to midnight Sunday 16<sup>th</sup> February 2020
- Contracting to be completed by December 2020
- Final claims September 2021

The timeline for bringing forward applications is extremely tight so The RPA will be working closely with applicants to ensure that they submit quality applications. The applicants need to be aware that full planning permission and match funding will need to be in place when they submit.

## JJ confirmed there will be a Relaunch Activity as follows-

- RPA Rural Development Team led workshops to provide advice on completing Expressions of Interest have been scheduled in various regional RPA offices. There will be 3 workshops at Worcester County Hall on:-
  - 1) Friday 29/11/19
  - 2) Monday 2/12/19
  - 3) Friday 03/01/20

Limited funding will be available for LEPs to allow you to hold workshops in areas and venues convenient to you and the rural businesses. CWLEP have indicated they would like to hold 2 workshops with Location and time tbc. The RPA are working with Warwickshire County Council and other local partners on the organisation.

- Friday 6<sup>th</sup> December 2019
- Monday 9<sup>th</sup> December 2019

## JJ gave the ESIF Sub Committee Advice on Local Strategic Fit -

- As the RPA team complete assessments of the new EOIs, we will once again be seeking advice from the LEP area ESIF Sub-Committees on the Local Strategic Fit of the projects on against your LEP area local priorities as shown in the LEP directory of the relevant handbook. It is likely that some assessments will be ready for the February meeting.

Information points & Contact details

- For more information on how to apply to the Growth programme, go to:  
<https://www.gov.uk/government/publications/rdpe-growth-programme>
- Rural Payments Agency helpline: 03000 200 301
- Email: [GPEnquiries@rpa.gov.uk](mailto:GPEnquiries@rpa.gov.uk)

JJ discussed and mentioned that the dropout rate of endorsed EOI applications was high across the EAFRD scheme. This is due to a number of reasons such as inability to obtain planning permission, difficulty in securing 60% match funding and also, we have detected nervousness of some business to invest in current economic climate. However, it should be noted that the CWLEP drop of rate was significantly less than other LEPs in the WM area. JJ clarified to sub-committee members that these are now national calls, and that applications will be appraised and assessed on a national basis.

## 4. ERDF Programme Updates

MB provided an update on the ERDF Programme alongside an overview of the associated management information documentation, advising the financial position of the priority axis on the below table.

LEP	Priority	CoR	Outline	Full	Funding Agreement	Live	ERDF sterling 2023	Total	Balance	Percentage
Coventry and Warwickshire	1	MD	£3,156,295	£3,735,773	£106,739	£10,507,920	£18,358,472	£17,506,727	£851,745	95%
Coventry and Warwickshire	2	MD	£3,069,696	£0	£0	£2,970,144	£7,254,627	£6,039,840	£1,214,787	83%
Coventry and Warwickshire	3	MD	£5,605,668	£500,000	£0	£17,557,559	£23,874,405	£23,663,227	£211,178	99%
Coventry and Warwickshire	4	MD	£2,999,229	£858,613	£0	£6,136,939	£11,690,676	£9,994,781	£1,695,895	88%

- 4.1. Members of the sub-committee discussed the remaining funds left within each Priority Axis and what assurance was available that the funds could be allocated within the C&W area. Members also discussed the three failed PA4 applications as this has been systemic for all infrastructure projects under PA4 from previous calls and it is important that lessons are learnt for future publicly funded economic development programmes.
- 4.2. **MB** commented that, along with PA2, PA4 has been the hardest to commit to nationally across the programme and 83% commitment is good overall. Plus, the later agenda item will debate what to do with unallocated funding within C&W.

## **5. ERDF Applications**

### **5.1 5G SME Demonstrator**

**Chris Tate (CT)** outlined that this was a new project for three years, to establish a 5G Demonstrator to enable innovative start-ups and SME's to generate economic value from the adoption and application of 5G.

Declarations of Interest – Clive Winters (CW), Matthew Epps (ME)

The members of the sub-committee discussed the application and it was noted that the project was a good strategic fit; although it was heavily conditioned, the sub-committee felt this was necessary; it was noted that 5G is vital technology and the application contained good ideas to utilise it. There was a feeling that the VFM was low and this may need to be increased in the full application.

**ACTION:** Supported. It was agreed that this proposal would need to come back to the ESIF sub-committee at full application stage.

### **5.2 Aston Small Business Growth**

**CT** outlined that this was a project extension for twelve months, to deliver a comprehensive growth programme to one final cohort of small business owners to produce an increase in their turnover and staff as per the original application within the same area.

Declarations of Interest – None

The members of the sub-committee discussed the application and agreed it was very good VFM; an extension would be supported; and the current project is working well. It was also noted that in the past, Aston university has been good at engaging outside of the GBSLEP area and has made contact with the Technical Assistance team and sits on the local strategic group of ERDF business support projects operating in the sub-region.

**ACTION:** Supported. It was agreed that this proposal would not need to return to the ESIF sub-committee at full application stage.

### **5.3 C&W Business Support**

**CT** outlined that this was a project extension for eighteen months, to deliver business support and outputs as per the original application within the same area.

Declarations of Interest – David Hope (DH), Navjot Johal (NJ), CW

The members of the sub-committee discussed the application and it was agreed that it is strategically critical. It was noted that geographically it may be more nuanced than the appraisal suggests; although this is a minor point in the greater scheme, it is critical. It was also noted that further work was required on the deliverability of the grant scheme given the time period for delivery.

**ACTION:** Supported. It was agreed that proposal this would not need to return to the ESIF sub-committee at full application stage.

Following committee query, MB confirmed that in the case of extensions, if there were no/minor changes then this would be via the PCR route. However, if there were significant changes to the current project then a full application would be needed.

#### **5.4 C&W Innovation Test Bed**

CT outlined that this was a project extension for eighteen months, to continue to develop and test new products services and technologies in C&W and outputs as per the original application within the same area.

Declarations of Interest – DH, NJ, ME, CW

The members of the sub-committee discussed the application and queried why Strategic Fit was considered to only be 'partially' met. The MA confirmed this was because greater detail was needed to provide a line the '4 Grand Challenges'. While the information given was adequate for the outline appraisal, at full stage much more detail would be needed. The committee noted that sensible conditions had been applied and agreed to support this application.

**ACTION:** Supported. It was agreed that this proposal would not need to return to the ESIF sub-committee at full application stage.

#### **CONDITION:**

- Clarification to be provided of how the project presents additionality/avoids duplication relative to other innovation support that is being delivered in the area to the Advanced Manufacturing sector.
- Confirmation to be provided of mechanisms that will be used to recruit Coventry & Warwickshire SMEs, and in particular how the project will engage with CWLEP Growth Hub and other relevant local stakeholders to ensure a sufficient pipeline and that the activities are responding effectively to the needs/opportunities faced by local SMEs.

#### **5.5 CCC Solar PV Self Supply**

CT outlined that this was a new project for three years to deliver an increase to the amount of renewable self-generation capacity across the public buildings of Coventry City Council. These installations are all roof mounted applications with the purpose of maximising the use of renewable energy onsite.

Declarations of Interest – DH, NJ,

The members of the sub-committee discussed the application and it was noted that carbon projects are much more challenging. It was agreed that this is an important project, but it would need more work, liaising with the P4 lead. The sub-committee agreed that although it was a very good application it may be under ambitious and it would be expected that it would be further developed at full application stage i.e. to include actions around energy storage and smart controls and potentially also to consider a wider geography. The sub-committee agreed that it would be good to have a strong and eligible application in this area and it was a good opportunity for lessons to be shared around partners in the area.

**ACTION:** Supported. It was agreed that this proposal would need to come back to the ESIF sub-committee at full application stage.

### **5.6 C&W Business Start Grow & Scale**

**Jane Hall (JH)** outlined that this was a project extension for eighteen months, to deliver start-up support, Business Ready support, Creative Springboard and Business and Investment support and outputs as per the original application within the same area.

Declarations of Interest – Louise Bennett (LB) Helen Hunt (HH), ME, Ian McFarlane-Toms (IM)

This project received support for strategic fit and value for money. Comments of praise were raised at how good this project is at targeting businesses.

**ACTION:** Supported. It was agreed that this proposal would not need to come back to the ESIF sub-committee at full application stage.

### **5.7 C&W Digital Innovation for Manufacturing**

**JH** outlined that this was a project extension for eighteen months and will enable manufacturing SMEs to access the extensive capabilities at WMG centre High Value Manufacturing (HVM) Catapult, de-risking and accelerating innovation across the region resulting in improved competitiveness in the supply-chain business base and an increase in new products and processes in the market and outputs as per the original application within the same area.

Declarations of Interest – Sam Hardy (SH) DH.

This project received support for strategic fit and value for money. Comments were raised regarding all the single applications being combined into one and will need scrutiny. It was noted this project appears similar to project Institute for Product & Service Sector Innovation (IPSSI) delivered through the 2007-2013 ERDF Programme plus SmartFub and AMCASH in the current programme. The subcommittee commented on how are these linked and what differences between them. Is there a clear definition about additionality for all the various manufacturing projects and how they can best work together/cross refer to deliver the best possible outcomes for the SME beneficiaries?

**ACTION:** Supported subject to condition. It was agreed that this proposal would need to come back to the ESIF sub-committee at full application stage.

**CONDITION:**

- The applicant needs to determine the similarities and differences between this proposal and similar proposals such as SmartFub and IPSI and what additionality each project will bring to the Coventry and Warwickshire area.
- Clarification to be provided of how the project presents additionality/avoids duplication relative to other innovation support that is being delivered in the area to the Advanced Manufacturing sector.
- Confirmation to be provided of mechanisms that will be used to recruit Coventry & Warwickshire SMEs, and in particular how the project will engage with CWLEP Growth Hub and other relevant local stakeholders to ensure a sufficient pipeline and that the activities are responding effectively to the needs/opportunities faced by local SMEs.

**5.8 C&W Green Business Programme**

**JH** outlined that this was a project extension for eighteen months to continue to supporting Coventry & Warwickshire SMEs to improve energy and resource efficiency, introduce new innovative products and services, and reduce Greenhouse Gas emissions and outputs as per the original application within the same area.

Declarations of Interest – CW, DH & NJ

This project received support for strategic fit and value for money.

**ACTION:** Supported. It was agreed that this proposal would not need to come back to the ESIF sub-committee at full application stage.

**5.9 Demand HUB**

**JH** outlined that this was a new project for three years, to deliver and extend the footprint of medical technology innovation in the West Midlands region from a strong academic-clinical axis in the Birmingham area (driven principally through Birmingham Health Partners through projects such as the ERDF-supported MD-TEC infrastructure) into a wider digital healthcare technologies space

Declarations of Interest – None

This project received support for broad strategic fit and reasonable value for money. It was noted the applicant needs to enhance local strategic fit and that the project does not become Birmingham centric. The sub-committee noted the project has partnered with University Hospitals Birmingham NHS Foundation Trust, but no other partners from other ESIF areas, when there is valued expertise within C&W that could be utilised for instance (e.g. University Hospital Coventry & Warwickshire).

Comments were also raised regarding other projects that deliver in life sciences, manufacturing & Digital sectors – recognising that Health & Life Sciences is not as large a sector in Coventry & Warwickshire as Greater Birmingham, more could be made of the potential this project has to support manufacturing SMEs to diversify in terms of sectors they supply and could provide more detail on how the support would enable this diversification to take place. It was noted,

could this project support these through the growth hub and Technical Assistance functions. Is there need and demand for local stakeholders? Should the NHS not be providing the problems, for the project to provide solutions and test them?

**ACTION:** Supported. It was agreed that this proposal would need to come back to the ESIF sub-committee at full application stage.

**CONDITION:**

- Local strategic fit and value for money need to be enhanced in the full application. Also demand and additionality needs to be developed to ensure businesses in C&W benefit.
- Clarification to be provided of how the project presents additionality/avoids duplication relative to other innovation support that is being delivered in the area to the Advanced Manufacturing sector.
- Confirmation to be provided of mechanisms that will be used to recruit Coventry & Warwickshire SMEs, and in particular how the project will engage with CWLEP Growth Hub and other relevant local stakeholders to ensure a sufficient pipeline and that the activities are responding effectively to the needs/opportunities faced by local SMEs.

### **5.10 EBRI**

**JH** outlined that this was a project extension for twelve months, to support companies which will allow them to benefit from the growth of opportunities in the fields of bioenergy, bioproducts and associated energy systems and outputs as per the original application within the same area.

Declarations of Interest – None

This project received support for strategic fit and value for money. Effective ongoing collaboration with CW Green Business and cross-referrals will play an important part in ensuring this is a success.

**ACTION:** Supported. It was agreed that this proposal would not need to come back to the ESIF sub-committee at full application stage.

### **5.11 Enhanced Export Growth**

**MB** outlined that this was a project extension for twelve months, providing elements addressing business needs and encouraging SMEs to investigate and take advantage of overseas opportunities and outputs as per the original application within the same area.

Declarations of Interest – LB & CW

This project received support for strategic fit and value for money. Comments were raised to state how vital this support was in the current political environment, and also how it is well aligned with global market opportunities facing many SMEs.



**ACTION:** Supported. It was agreed that this proposal would not need to come back to the ESIF sub-committee at full application stage

### **5.12 Manufacturing Growth programme II**

**MB** outlined that this was a project extension for 14 fourteen months to deliver the same support and outputs as the original application to new SME within the area.

Declarations of Interest – None

This project received support for strategic fit and value for money. Comments were raised to state that members of the sub-committee felt there were collaboration issues between the grant recipient and the local stakeholders. That there was a lack of connectivity and partners being able to input into the project. It was noted, there are many manufacturing projects in the area so what additionality does this offer? What outcomes will be achieved?

**ACTION:** Supported - subject to condition. It was agreed that this proposal would need to come back to the ESIF sub-committee at full application stage.

#### **CONDITION:**

- Local strategic fit and value for money need to be enhanced in the full application. Also demand and additionality needs to be developed to ensure businesses in C&W benefit.
- Clarification to be provided of how the project presents additionality/avoids duplication relative to other innovation support that is being delivered in the area to the Advanced Manufacturing sector.
- Confirmation to be provided of mechanisms that will be used to recruit Coventry & Warwickshire SMEs, and in particular how the project will engage with CWLEP Growth Hub and other relevant local stakeholders to ensure a sufficient pipeline and that the activities are responding effectively to the needs/opportunities faced by local SMEs.

### **5.13 Promoting Functional Materials in SME's**

**MB** outlined that this was a project extension for twenty-one months, to deliver the same support and outputs as the original application to new SME within the area.

This project received support for strategic fit and value for money. Comments were raised regarding projects being brought forward to the sub-committee that appear to be duplicating each other. The sub-committee asked for confirmation there is no duplication, and would benefit from reassurance that there is sufficient demand for the project from CW SMEs and that businesses are benefiting positively from the support. The project will need to align to the growth Hub.

**ACTION:** Supported - subject to condition. It was agreed that this proposal would need to come back to the ESIF sub-committee at full application stage.

**CONDITION:**

- Local strategic fit and value for money need to be enhanced in the full application. Also demand and additionality needs to be developed to ensure businesses in C&W benefit.
- Clarification to be provided of how the project presents additionality/avoids duplication relative to other innovation support that is being delivered in the area to the Advanced Manufacturing sector.
- Confirmation to be provided of mechanisms that will be used to recruit Coventry & Warwickshire SMEs, and in particular how the project will engage with CWLEP Growth Hub and other relevant local stakeholders to ensure a sufficient pipeline and that the activities are responding effectively to the needs/opportunities faced by local SMEs.

#### **5.14 SMART Factory Hub (SmartFub)**

**MB** outlined that this was a project extension for three years, to support manufacturing SMEs to innovate, improve their productivity & competitiveness as per the original application to new SME within the area.

Declarations of Interest – None

This project received support for strategic fit and value for money. Comments were raised regarding duplication of provisions as C&W already has vast expertise and knowledge in this area – the Committee was specifically seeking clarification on how this project for example adds value to activities delivered through WMG and Coventry University covering the Advanced Manufacturing sector, and also the extent to which it would either complement or utilise the facilities and expertise at the High Value Manufacturing Catapult/Manufacturing Technology Centre. Concerns regarding underperformance of the current project were also raised. It was noted more development on cross referrals, evidence of demand and how they will interact with partners needs to be developed.

**ACTION:** Supported - subject to condition. It was agreed that this proposal would need to come back to the ESIF sub-committee at full application stage.

**CONDITION:**

- Local strategic fit and value for money need to be enhanced in the full application. Also demand and additonality needs to be developed to ensure businesses in C&W benefit.
- Clarification to be provided of how the project presents additionality/avoids duplication relative to other innovation support that is being delivered in the area to the Advanced Manufacturing sector.
- Confirmation to be provided of mechanisms that will be used to recruit Coventry & Warwickshire SMEs, and in particular how the project will engage with CWLEP Growth

Hub and other relevant local stakeholders to ensure a sufficient pipeline and that the activities are responding effectively to the needs/opportunities faced by local SMEs.

### **5.15 WM5G CW**

**MB** outlined that this was a new project for three years, to Create a facility to allow approximately 100 Small and Medium Size enterprises to learn about and engage with the 5G technology with suitable technical and business support, to accelerate the take-up of the technology and apply it to their business.

Declarations of Interest – CW, DH

This project received broad support for strategic fit and value for money. Comments were raised that this project is high risk as it stands. It was noted there is no site confirmed or how the support service will operate. The project appears to still be early in development in regard its specification and if the project will be covering all of Coventry and Warwickshire. Concerns regarding procurement and outsourced services were also noted by the sub-committee. Plus, will the project become Birmingham centric and how will this project link up with other services and the Growth Hub?

**ACTION:** Supported - subject to condition It was agreed that this proposal would need to come back to the ESIF sub-committee at full application stage.

**CONDITION:** Local strategic fit and value for money will need to be enhanced in the full application. Also demand and additionality needs to be developed to ensure businesses in C&W benefit.

### **5.16 AMCASH**

**MB** outlined that this was an established project but wishing to extend into the C&W area for two years. The project will offer comprehensive support on research and development for local business and will work closely with the Growth Hub, to promote business investment in research and innovation in two of the key, high value sectors (i.e. Advanced Manufacturing and Low Carbon Technologies).

Declarations of Interest – None

The project was supported for strategic fit, but Comments were raised regarding whether this project will collaborate or duplicate existing provisions in the area – notably the other ERDF P1 projects that are targeting the Advanced Manufacturing sector. Further clarity was also required regarding how the project would engage with CWLEP Growth Hub and other relevant support providers and projects to secure the pipeline of beneficiaries.

**ACTION:** Supported – subjected to condition.

**CONDITION:**

- Local strategic fit and value for money need to be enhanced in the full application. Also demand and additionality needs to be developed to ensure businesses in C&W benefit.

- Clarification to be provided of how the project presents additionality/avoids duplication relative to other innovation support that is being delivered in the area to the Advanced Manufacturing sector.
- Confirmation to be provided of mechanisms that will be used to recruit Coventry & Warwickshire SMEs, and in particular how the project will engage with CWLEP Growth Hub and other relevant local stakeholders to ensure a sufficient pipeline and that the activities are responding effectively to the needs/opportunities faced by local SMEs.

## **6. ESF Programme Update.**

**JW** gave an overview of the current CWLEP ESF Programme, there are currently no live calls and there were the following full applications. One full application in appraisal in IP1.1, two full applications in appraisal in IP1.2 and there had been a £4.4m application submitted to extend Coventry Youth Employment Initiative under P1.3. There were two applications received in IP 1.4 and one in equal access to lifelong learning (P2.1).

The ESF reserve fund is now open and the sub-committee members stated that a call will be brought forward for IP2.

Opt-ins partner statuses were clarified as follows: DWP will not be contributing further match funding, Big Lottery Fund is in final talks and approval is imminent and ESFA is also still in talks regarding further developing the bid.

## **7. ESF – Full Applications**

### **Succeed**

**JW** outlined that this was a new project for three years that follows the Exceed project, Succeed will further enhance the existing achievements to date. The project will look to increase numbers of people in employment, increase the number of people benefiting from the National Living and Minimum Wages and increase the number of people in apprenticeships by using the excellent linkages with the Employer Hub, CWCCT and CUG and local employers with apprenticeship and placement offers.

Declarations of Interest – NJ & DH

This project received support for strategic fit and value for money. Comments were raised to state the project was a good fit to a tried and tested methodology. Members supported the project's ability to connect services between groups and is a good fit for social inclusion. The sub-committee were supportive of the higher costs as these are based on actual costing from the delivery of Exceed and the value to the community outweighs the traditional VFM calculations.

## **8. Midlands Engine Investment Fund (MEIF) Update**

**MB** outlined CWLEP collaborated with the other nine LEP areas in the Midlands to pool part of their ERDF allocation to establish the MEIF. The MEIF is managed by British Business Bank and provides debt and equity finance to small and medium sized enterprises across the

Midlands to address supply side constraints which would otherwise prevent these businesses accessing the finance that they need to grow.

There is now the opportunity to use unallocated ERDF to increase equity investment through the MEIF is being made to all Midlands LEP area ESIF sub-committees which have funding remaining in PA1, PA3 or PA4.

MB asked sub-committee members to vote if unallocated funds are used in MEIF which will be retained in the midlands or if the funds are given to the National Reserve Fund.

The members confirmed that they were in favour of provisionally allocating unspent funds to MEIF. Members also acknowledged the strong demand for equity and proof of concept finance from CW SMEs. The Sub-Committee was happy to also add unallocated P1, P3 & P4 funds to MEIF.

## **9. Any Other Business**

No other business was discussed.

### **Date, time and venue of future meetings:**

- 12:00 – 14:00, Tuesday 10 December – Coventry University – Alan Berry Building


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## Attendance List

<b>Attendee</b>	<b>Sector Represented</b>
Michael Balenski	Managing Authority (MHCLG);
Chris Tate	Managing Authority (MHCLG – Secretariat)
Jane Hall	Managing Authority (MHCLG – Secretariat)
Jo Jury	Managing Authority (EAFRD)
Joanne Wright	Managing Authority (ESF)
David Hope	Local Authority (alternate) and Technical Working Group
Matthew Epps	Local Authority (alternate) and Technical Working Group
Clive Winters	Coventry University – Technical Working Group
Navjot Johal	Local Authority and Technical Working Group
Mary Dunlevy	Department for Works & Pensions
Sukhjeeven Nat	Santander Bank
Sam Hardy	University of Warwick
Gemma Gathercole	CWLEP
Louise Bennett	Chamber of Commerce
Helen Hunt	Warwickshire CC - Technical Working Group
Ian McFarlane-Toms	UWSP