

South East Local Enterprise Partnership

Delivery Plan April 2020 to March 2021



Contents

| | Pages |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| 1. Summary and strategic objectives | 4-6 |
| <ul style="list-style-type: none">• Background on the region• Refreshed SELEP• Our strategic ambitions• Scope of the plan | |
| 2. Investments, spending and risks | 7-9 |
| <ul style="list-style-type: none">• Value of capital investments• Other spending• Risks | |
| 3. Key activities: Local Growth Deal | 10-14 |
| <ul style="list-style-type: none">• Milestones• Monitoring and evaluation• Outputs | |
| 4. Key activities: Other investments | 15-17 |
| <ul style="list-style-type: none">• Growth Hub• Growing Places Fund• Sector Support Fund | |
| 5. Key activities: Skills | 18-19 |
| <ul style="list-style-type: none">• Priorities• Skills Advisory Panel• Digital Skills Partnership | |
| 6. Strategic activities | 20-27 |
| <ul style="list-style-type: none">• Partnership working• Specific Policies<ul style="list-style-type: none">▪ EU Funding▪ Enterprise Zones▪ Enterprise Advisors▪ Greater South East Energy Hub▪ Towns Fund and other Town Centre initiatives | |



6. Strategic activities (contd)

- Large national schemes and Major Projects Group
- Future strategic direction

7. Key Performance Indicators

28-32

- Macro-economic indicators
- KPIs related to the wider programme
- Investment programme KPIs
- Internal KPIs

8. Quarterly Action Plans

33-39

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1. Summary and strategic objectives

Background on the region

The South East region brings together four established and distinct economic areas in East Sussex, Essex, Kent & Medway and South Essex. It is a highly diverse region with large urban areas (particularly Medway and Southend), but no single centre dominates. Instead, it contains a wide range of settlements, including county towns, university cities, ports, seaside towns and industrial centres, in addition to an extensive network of market towns and rural communities. It also boasts a superb natural environment, including the South Downs National Park and substantial areas of outstanding natural beauty.

The South East is highly significant from a national infrastructure point of view. The region contains all the UK's infrastructure to the east and southeast of London, including two of London's airports (at Stansted and Southend); major ports including Dover, London Gateway and Tilbury, the Haven Ports and Newhaven; the UK's only rail connection to continental Europe and an extensive strategic road and rail network. It is also in close proximity to a wider range of assets including Gatwick, Heathrow and wider motorway and rail network.

With a population of around 4.2 million, the South East is, by some margin, the largest LEP area in England outside London, both in terms of population and economic output. We are a major contributor to the UK economy, providing nearly £90bn in total GVA per annum, making the South East the largest generator of GVA of all LEP areas outside of London.

Recent years have seen rapid population growth in the South East. Total population within SELEP numbered 4,233,820 in 2018, representing 6.4% of the UK total. The population grew 8.7% over the last 10 years, exceeding UK wide growth by just over 1%

The economy has generally been performing well in employment terms. Between 2011 and 2016, the number of jobs in the area grew by 162,000 (an increase of around 9%). Analysis of SELEP's industrial mix indicates that it has considerable diversity – both at the level of the LEP overall and within its four economic areas. Productivity (measured as GVA per filled job) was £49,600 in 2017, about 91% of the UK average. This 'deficit' has been present for many years but has widened since the 2008/09 recession. This productivity 'gap' does not apply everywhere in the South East: the west of Essex and west Kent have productivity levels higher than the UK average. But given SELEP's growth potential and its proximity to London and the rest of the South East, there is an opportunity to improve the area's performance.

Refreshed SELEP

2019/20 was a year of great change for the Partnership. Whilst SELEP was compliant with many components of the LEP Review, there were a number of fundamental structural changes that needed to be implemented and this implementation occupied a large proportion of the resource over the year. As we move towards the start of financial year 2020/21 the new, streamlined and more diverse Board is due to meet for the first time and will be doing so as a Board of Directors for the newly registered South East LEP Ltd (SELEP).

Many of the Directors are either new to SELEP or have joined in the very recent past. With a new governance structure and new faces round the table, the partnership is well placed to start capitalising on the opportunities that the new relationships in the region and the UK as whole, will be forming with the rest of the world, as the transition from EU membership ends in December 2020.

Our strategic ambitions

During the past year we have been working hard to understand our economy better and formulate our ambitions for the future. Following the last few years of uncertainty and stagnation, the UK is now establishing a new trading relationship with Europe and the rest of the world. These new relationships will bring further challenges and opportunities to our region so it is more important than ever for us to have a strong, evidence-based strategy to drive those ambitions. Our Local Industrial Strategy (LIS) is now in the final stages of its development before the final co-design work commences with Government and at the start of the strategy are three distinctive strategic opportunities:

- the South East's critical role as a **global gateway** and as a leading location for inward investment, linking the UK with international markets. We will work with our gateways to strengthen these locations by addressing capacity and reliability associated with transport and digital infrastructure, including routes to London and capitalising on this to increase international trade and enterprise for the region;
- our capacity to deliver **communities for the future** that will create the best places to live and work and support our shift to becoming a net zero carbon economy. We will deliver 41% (110,500 homes of a total 266,995 homes) of the Government's Garden Communities housing programme and use this to drive better design and innovation, which will be applied at scale to share the benefits of this investment with wider housing developments and across our existing communities; and
- creating a **coastal catalyst** to harness the opportunities within our coastal communities and to promote greater inclusion and change. We will improve the economic fabric of our coastal and rural areas by targeting traditional sector evolution and growth, as well as supporting emerging sectors to improve the productive capacity of our coastal areas, encourage private sector investment, supply chain development and job growth.

All of our activities in 2020/21 will be focussed on ensuring that we exploit those opportunities for the communities and businesses in our region and our plan for the year is structured in line with those ambitions.

Following the agreement and adoption of the LIS, a local implementation plan will be developed. This implementation plan will become a key component part of this Delivery Plan. Some activity currently planned may need to be redirected to ensure it aligns with the implementation plan and that the resource available to the Partnership is properly utilised.

The ambitions set out in the LIS will also be supported by individual strategies developed by SELEP's working groups, including the Skills Strategy, Economic Prospectus for the South East

Coast, Rural Strategy, South East Creative Economy Network Prospectus, Social Enterprise Prospectus and the South2East Local Energy Strategy, as well as productivity strategies developed by each of our four federated areas.

Scope of the plan

SELEP sits within a much wider network of partners and organisations who are working to bring economic growth to our area. This Plan covers only those workstreams and projects where SELEP has direct control over the delivery. Section 4 below includes details on the wider network of interventions where SELEP is working to influence delivery and outcomes but doesn't directly control them. Examples of these include our network of Enterprise Zones, European Structural Funds and a City Deal made in our area.

SELEP is a key player in the levelling-up agenda, both through our direct investments, many of which are in the less affluent areas of the region or are focussed on increasing the skills and business support within our communities, and through the support and influence that we bring to bear on other organisations. This includes working with the local authorities in our region who are building proposals for the Towns Fund and those who are constructing business cases for the Future High Streets Fund.

2. Investments, spending and risks

Value of investments

It is currently planned that SELEP will directly invest more than **£140 million** across its programme of interventions this year. These plans are based on assumptions as to the levels of funding that will be available to the partnership during the year. 2020/21 is the final programmed year of the Local Growth Deal and we are working closely with delivery partners to manage the remaining funds available and maximise the final opportunities. On that basis there may be some reallocation of funding during the year.

| Programme | |
|----------------------|-----------------|
| Local Growth Fund | £119.860m |
| Growth Hubs | £0.7m |
| Growing Places Fund* | £20.9m |
| Sector Support Fund | £0.2m |
| Total | £141.66m |

* This assumes full investment of £19.163m GPF, which is available for re-investment in 2020/21

The investment programme is monitored by the Accountability Board and a full update is provided to them on at least a quarterly basis. This update includes spend to date, revised spend for the year and manages risks to both the programme and individual projects.

Details on the individual spending programmes can be found later in the plan.

Other spending

The SELEP Accountability Board has approved a gross operational expenditure budget for the Secretariat of £1.9m for 2020/21. The current levels of resource should allow for the activities outlined in this plan to be delivered. However, if there are major variations to the plan, then resource will need to be diverted or additional funding secured to deliver additional requirements. The Secretariat budget is supported through contributions from local partners, grants from Government and the interest earned on investment funds held. A summarised budget can be found overleaf:

Operational budget 2020/21

| Description | £000 |
|-------------------------------------------------|----------------|
| Staffing (including Accountable Body recharges) | 1,353 |
| Chair and Deputy Chair Allowances | 34 |
| Meetings, consultancy and project work | 526 |
| Total Expenditure | 1,913 |
| Government grants | (500) |
| Contributions from partners | (200) |
| External interest received | (736) |
| Total Income | (1,436) |
| Net Expenditure | 477 |
| Withdrawal from reserves | (477) |
| Total net expenditure | 0 |

Risks

The risks to the delivery of this plan will be reported on a quarterly basis. Risks specific to individual projects and the investment programme are managed in a separate process. The highest rated risk to the delivery of this plan is the uncertainty about policy direction from the UK Government and the future of funding for LEPs beyond the 2020/21 financial year. At the time of drafting of this plan it is unclear what role LEPs will play in the future delivery of economic growth strategy in England or the details of national economic growth policy. The Local Growth Deal programme comes to end in March 2021. Earlier indications from HM Government were that the UK Shared Prosperity Fund (UKSPF) would replace the LGF amongst other funding streams but it seems unlikely that this fund will be in place for April 2021. Therefore, there is a risk that there will be no funding available to LEPs beyond March 2021. The current top-rated risks for the Partnership and mitigations can be seen overleaf.

Extract from Risk Register as at March 2020

| Ref | Risk Description and impact | Likelihood | Impact | Score | Rank | Mitigation | Risk Owner | Dates/ Deadlines |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|--------|-------|------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|---------------------|
| 9 | Increase in scope of work and requirements from Government overwhelm team. Stress increases and with a consequent increase in staff turnover and sickness. Further impacting the ability to achieve deadlines | 4 | 5 | 20 | High | Workloads are still high but eased slightly following the peak of the LEP Review and LIS work programmes and reduction of input required around Brexit. However, a renewed policy focus following budget and requests for information/input in the run up to CSR could impact | AB/SB | Ongoing |
| 20 | Future funding levels change | 5 | 5 | 25 | High | We will shortly begin the final year of the Growth Deal. There are no details on funding streams that might replace LGF or the ESIF funding and the promised white paper on UKSPF still has not been issued. The revenue budget is largely dependent on the interest earned on the capital funds held so the future sustainability of the team is in question. Scenario planning has commenced with the Finance Team. Without capital funding it will be all but impossible to make the interventions needed to deliver the LIS | AB/SB | Ongoing |
| 25 | Change in national government or change in policy direction requires wholesale changes to work plans and direction of travel during the year | 4 | 5 | 20 | High | Current narrative from Government is focussed on Northern areas, coupled with uncertainty about future funding streams, this creates a risk around the future viability of the LEP. A major change in policy now could make our nearly finalised LIS obsolete and require a revised or new strategy to be put into place | AB/SB | Ongoing |

3. Key activities: Local Growth Deal

The major part of our work will continue to be the oversight of the Capital Investment Programme and the majority of that investment is funded through the Local Growth Deal by the Local Growth Fund (LGF).

Our Local Growth Deal totals £570 million and 108 projects. Of those 108 projects, 100 have been awarded funding and we have spent £380 million to date (end of quarter three, 2019/20). In June 2019 we went through a process to prioritise projects for the reallocation of funds if an existing project is unable to proceed.. There are 7 projects that are due to come forward to Accountability Board for final approval for investment during 2020/21. The final project is a Department for Transport (DfT) Retained Scheme and will therefore require approval from the Department before presentation to Accountability Board. It's currently forecast that DfT will be considering the project during 2020/21.

There will be a large amount of activity on projects throughout the year. There are some projects that are 'completed' insofar as the intervention is complete but will continue to deliver both outputs and outcomes in the year and a further 41 projects are planned to complete during the year. A map detailing projects can be found on the SELEP website <https://www.southeastlep.com/projects-map/>

It is currently forecast that SELEP will invest £131.6 million of Local Growth Funding during 2020/21. This includes £31.9m of retained funding from the DfT.

Milestones – starts and completions

In the coming year there are nine projects funded by LGF due to start and 41 projects due to complete. The LGF Programme cuts across the priorities of the LEP and many projects will actually contribute to more than one priority. However, we have grouped each of the projects in train this year by their main priority as per the table one overleaf.

LGF Projects Grouped by Strategic Priority

| Priority | Total number of projects | LGF allocation | Projects approved by Accountability Board to end 2019/20 | Projects due to be considered by Accountability Board in 2020/21 | Projects completed to end 2019/20 | Projects due to Complete in 2020/21 |
|----------------------------|--------------------------|----------------|----------------------------------------------------------|------------------------------------------------------------------|-----------------------------------|-------------------------------------|
| Global Gateway | 10 | £61.9m | 10 | 1 | 6 | 1 |
| Communities for the future | 90 | £492.1m | 82 | 7 | 32 | 30 |
| Coastal catalyst | 8 | £12.5m | 7 | 1 | 5 | 1 |
| Total | 108 | £566.5m | 99 | 9 | 43 | 41 |

LGF Projects due to Commence in 2020/21

| Name of Project | Name of Project |
|----------------------------------------------------------------|------------------------------------------------------------------------------|
| Exceat Bridge Replacement | Thanet Parkway |
| Eastbourne Fisherman's Quayside and Infrastructure Development | Kent and Medway Medical School – Phase 2 |
| A127/A130 Fairglens Interchange new link road | Innovation Park Medway northern site extension (Rochester Airport – Phase 3) |
| Basildon Innovation Warehouse | Southend Town Centre – Tranche 2 |
| New Construction Centre, Chelmsford College | |

Projects due to Complete in 2020/21

| Name of Project | Name of Project |
|--------------------------------------------------------------------------------------------|------------------------------------------------------------------|
| Eastbourne and South Wealden Walking and Cycling LSTF package | Tunbridge Wells Junction Improvement Package |
| Hailsham, Polegate and Eastbourne Movement and Access scheme | Kent Thameside LSTF |
| Queensway Gateway Road | Kent Strategic Congestion Management Programme |
| Hastings and Bexhill Movement and Access Package | Middle Deal Transport Improvements |
| Eastbourne town centre LSTF access & improvement package | Kent Rights of Way Improvement Plan |
| Bexhill Enterprise Park North | Kent Sustainable Interventions Programme |
| Skills for rural businesses post-Brexit | West Kent LSTF |
| Churchfields Business Centre | Maidstone Integrated Transport Package |
| Bexhill Creative Workspace | Coastal Communities Housing (Thanet) |
| Colchester Integrated Transport Package | Dartford Town Centre Transformation |
| Basildon Integrated Transport Package | Kent and Medway Engineering and Design Growth and Enterprise Hub |
| Chelmsford City Growth Area | Kent and Medway Medical School |
| M11 Junction 8 improvements | M20 Junction 10a |
| Mercury Rising Theatre | Strood Town Centre Journey Time and Accessibility Enhancements |
| Basildon Digital Technologies Campus | Medway City Estate Connectivity Improvement |
| Colchester Institute Groundworks Training Centre | Rochester Airport – Phase 1 |
| USP College Centre of Excellence for Digital Technologies and Immersive Learning, Benfleet | A127 The Bell |
| Flightpath Phase 2 | A127 Essential Bridge and Highway Maintenance – Southend |
| I3 Innovation Investment Loan Scheme | Southend Central Area Action Plan (SCAAP) – Transport Package |
| Sittingbourne Town Centre Regeneration | Southend Town Centre |
| Sandwich Rail Infrastructure | |

Monitoring and Evaluation

Monitoring and evaluation of ALL capital projects is in place and the principles of this evaluation are:

- A proportionate approach to monitoring and evaluation will be implemented, ensuring that evaluation objectives relate back to the business case and builds on assumptions used in the appraisal process
- Outcomes monitored will be those that are most relevant to the impact of the project's objectives as set out in the business case, and evaluation will be made on those Local Growth Deal outcomes that are appropriate for each project
- Organisations delivering or leading projects using SELEP funding are required to report to the SELEP Secretariat on a quarterly basis and the Secretariat reports to both the Accountability Board and Strategic Board on project progress, also on a quarterly basis
- All LGF Projects are required to complete a one-year post completion scheme evaluation and three/five year post scheme evaluation
- The one-year post scheme evaluation focuses on the delivery of the outputs stated within the original Business Case. This provides a review of the lessons learnt through the development and delivery of the project, as well as considering any project outcomes achieved to date. This one-year post scheme completion must be completed by the end of the subsequent financial year following project completion.
- The three/ five-year post scheme evaluation focuses to a greater extent on the delivery of the outcomes of the project. For projects with a total project cost of less than £8m, the tree/five-year post scheme evaluation must be completed within three years of post-scheme evaluation. For projects with a scheme cost of over £8 the three/five-year post scheme evaluation must be completed by within five years of project completion.

Outcomes

Numbers of homes completed

| Priority | Homes Completed | | | | |
|----------------------------|----------------------------|------------------------------------|--------------|-----------------|---------------|
| | To Date (Q3 2019/20) | 2019/20 (remaining forecast) | 2020/21 | Future Years | Total |
| Global Gateway | 1,418 | 480 | 350 | 19,434 | 21,682 |
| Communities for the future | 18,318 | 3,845 | 3,736 | 42,911 | 68,810 |
| Coastal catalyst | 442 | 79 | 90 | 1,250 | 1,861 |
| Total | 20,178 | 4,404 | 4,176 | 63,595 | 92,353 |

Number of jobs created

| Priority | Jobs Created | | | | |
|----------------------------|--------------------------|------------------------------------|---------------|-----------------|----------------|
| | To Date (Q3 19/20) | 2019/20 (remaining forecast) | 2020/21 | Future Years | Total |
| Global Gateway | 1,888 | 671 | 4,836 | 37,511 | 44,906 |
| Communities for the future | 12,602 | 7,301 | 9,881 | 45,681 | 75,465 |
| Coastal catalyst | 300 | 1,414 | 289 | 4,077 | 6,080 |
| Total | 14,790 | 9,386 | 15,006 | 87,269 | 126,451 |

An update on the delivery of jobs and homes outcomes forecast for completion in 2019/20 is not expected until mid to late 2020/21, following collation of the data at a local level.

Outcome information has been provided by the organisations directly responsible for delivery. The assessment of outcomes and the impact of projects is a developing area for both us and our partners and figures are likely to change through the year as we further refine our processes for data collection and assessment.

4. Key Activities: Other investments

Growth Hub – the South East Business Hub

The South East Business Hub is the Growth Hub in the South East. The Hub provides business support, both directly and by signposting to other support provision in both the private and public sector. The support offered by the South East Business Hub is greatly augmented by the business support projects in place that are funded via the European Regional Development Fund (ERDF). Whilst SELEP was key in shaping the offer that these projects provide, the responsibility for the delivery of the projects sits with the managing authority which is MHCLG and therefore delivery targets are not included in our plan.

The South East Business Hub is funded by a grant from the Department of Business, Energy and Industrial Strategy (BEIS) and indicative levels of funding for 2020/21 are £656,000. The funding is used to support both the central Hub, which consists of a website and some central support and consolidation and the three sub-hubs. The three sub-hubs are the Business Essex, Southend and Thurrock (BEST) hub, the Kent and Medway Growth Hub and the Business East Sussex (BES) hub. These sub-hubs provide support in their geography in line with BEIS requirements as set out in the grant offer.

The Growth Hub is the ‘front door’ to SELEP for many of the businesses in our communities and a network of SME businesses who are often hard to reach. The value of the Growth Hub network has been recognised by Government and they are currently using that network to gather intelligence on the impact of Brexit on businesses and broader tracking of local economic conditions as we move through the transition period.

Growing Places Fund (GPF)

The Growing Places Fund (GPF) is SELEP’s longest running programme of support. An original grant of £49.2 million was used to set up a £45m capital revolving fund whilst the revenue elements of the grant have been used to support the Sector Support Fund which is detailed below.

The GPF offers interest-free or low interest loans to projects that will bring forward developments that enable the creation of housing and jobs. The projects often open up sites for development that will be funded commercially but need public sector support in making sites suitable, providing access or reducing risk.

A further round of investment is planned for 2020/21 and will be funded through loan repayments made against earlier projects in the GPF programme. In total, £25.5m is available for reinvestment with the initial £19.2m expected to be drawn down against new projects in 2020/21. A further £1.7m GPF is expected to be drawn down against existing GPF projects in 2020/21 which increases the total expected GPF drawn down to £20.9m in 2020/21.

The process for identifying projects for GPF investment has commenced, and following initial sifting and prioritisation by Federated Boards, 19 Business Cases have been submitted to SELEP for review by the Independent Technical Evaluator. A SELEP-wide prioritisation of these projects will be undertaken by the Investment Panel on 17th April 2020, which will identify those projects in line to receive GPF funding. The final funding decision will be taken by Accountability Board, with the first projects expected to come forward for approval in July 2020.

As with the LGF programme, the GPF programme also cuts across the priorities of the LEP and many projects will actually contribute to more than one priority. However, we have grouped each of the projects due to complete this year by their main priority:

GPF Projects by Strategic Priority

| Priority | Projects Completing in 2020/21 |
|----------------------------|--------------------------------|
| Global Gateway | 0 |
| Communities for the Future | 2 |
| Coastal Catalyst | 1 |
| Total | 3 |

Sector Support Fund

As indicated above, part of the £49.2m was allocated to revenue spending. This funding has been used for some specific, bespoke funding to our Enterprise Zones in the past and is now used to support the Sector Support Fund (SSF). It was recognised through conversations with the SELEP sector based working groups that a lack of access to revenue funding was restricting potential projects coming forward. Whilst there are a number of pots for capital investment, revenue funding is much harder to find and even tighter budgets in local authority partner organisations meant that avenues of support that previously had been available were no longer.

The Sector Support Fund was a £500,000 annual pot of funding available for the last three years that projects can bid into on a competitive basis for support for one-off, discrete pieces of work of a pan-LEP nature with a sector focus. The fund has carried forward £206,000 from 2019/20 to fund projects in 2020/21. The outputs and outcomes of ongoing projects listed below will also be tracked over the next financial year.

To date 12 projects have been endorsed for funding. The nature of these projects mean that they won't always have directly attributable outcomes, but they will enable other interventions to come forward in the future that will impact on the outcomes of the SELEP.

These projects are cross cutting and contribution to all the priorities of the LEP. The projects are often drawn together by the working groups of SELEP and are an example of working together.

Progress on the projects will be reported to Board on a quarterly basis. Projects with approval at time of writing are shown below. More details on the projects can be found by clicking <https://www.southeastlep.com/opportunities/sector-support-fund/>

| Project |
|-----------------------------------------------------------------------------|
| Coastal Communities SSF Project |
| FutureProof: Accelerating Delivery of High Quality Development across SELEP |
| Future skills for Rural Businesses |
| England's Creative Coast |
| Good Food Growth Campaign |
| Gourmet Garden Trails |
| Kent Medical Campus Enterprise Zone – Innovation Centre design work |
| North Kent Enterprise Zone: Enabling and Marketing |
| Delivering Skills for the Future |
| Creative Open Workspace Master Plan |
| Accelerating Opportunities within the Newhaven Enterprise Zone |
| Energy and Clean Growth – Supply Chain Mapping |

5. Key Activities: Skills

Upskilling the population of the South East has been identified as absolutely key in ensuring that we all can share in tomorrow's prosperity. The launch of our highly regarded Skills Strategy demonstrates our commitment to the Skills agenda and the strategy lays out how we are intending to work with partners to deliver better skills outcomes for all. The Skills agenda under-pins all of our strategic ambitions.

Priorities

There is a range of work delivering against the Skills Strategy and responding to the Skills Advisory Panel's emerging priorities:

- The Sector Support funded '**Teaching for Growth**' project offering bursaries and an awareness raising campaign and responding to the shortage of tutors aligned to growth sectors. The bursary has already had excellent take up and a new website and videos will continue to be shared and promoted. The campaign around <https://www.becomealecturer.org/> has already gained a lot of interest from the business community and other LEPs who face similar challenges and would like to learn from the project
- An **analytical toolkit** with local level information on skills, employment and the labour market to update and go beyond the original Skills Strategy evidence base (<https://www.southeastlep.com/our-strategy/skills/reports-and-evidence-base/>) Our ambition is to make this interactive so that local partners can utilise the information. This will inform the Skills Advisory Panel and a local Skills Report to be produced for DfE by March 2021
- Delivery and scrutiny of new and existing **European Social Funding contracts** supporting people into work and people in work to upskill. New calls will continue through 2020 and can respond to skills strategy and Local Industrial Strategy priorities such as leadership and management. Evaluation for calls issued last year (such as supporting SMEs with apprenticeships) will conclude in 2020 and if successful, result in further local delivery and support
- Updating and enhancing information such as the **Apprenticeship Toolkit for SMEs** produced in collaboration with the Learning and Work Institute <https://www.southeastlep.com/our-strategy/skills/apprenticeships/> and adding information on T Levels
- Continuing regular presentations to **Training Provider Networks** across the SELEP Area (Kent Association of Training Organisations, Essex Provider Network and Sussex Council of Training Providers) to ensure the SELEP vision, priorities and delivery are clear. Additionally, continue to share information about SELEP priorities and progress on a **national platform** building on a range of speaking opportunities with Inside Government, Westminster Forum events and local business events
- Engage in government policy and initiatives to ensure maximum benefit for the SELEP area -including Institutes for Technology round 2 and roll out of the National Retraining Scheme

Skills Advisory Panel

SELEP has established a Skills Advisory Panel (SAP) with funding from DfE enabling the recruitment of a Data Analyst who will produce a supporting 'analytical toolkit'. Originally a one year plan, funding for a second year has been confirmed. The panel is employer led (chaired by Colette Bailey of Metal) and with companies reflecting priority sectors and the SELEP geography including DP World London Gateway, Stansted Airport, Bradwell (EDF) Berry Gardens, Screen South and Konica Minolta. The panel is building on the already strong relationships that we have with both employers and providers with a conference planned in autumn 2020 to engage with the business community more widely. The panel has fed into the Local Industrial Strategy and will have strong links to the planned Major Projects Group.

Digital Skills Partnership

SELEP has been successful in a bid to be a pilot Digital Skills Partnership, one of 6 nationally and funded by the Department for Digital, Culture, Media and Sport (DCMS). Initially a one-year programme, funding for a second year has been confirmed. This has enabled the recruitment of a Co-ordinator working closely with DCMS and a range of partners and corporates such as Google and Huawei which has already enabled activity on the ground. A Steering group (co-chaired by Pfizer and Kent FSB) and working groups will deliver an action plan to advance the priorities detailed in our Skills Strategy and the Developing Tomorrow's Workforce in our ESS.

6. Strategic activities

Whilst SELEP has a large and important delivery function as detailed above, it has a wider reach with even more impact. Broadly this work week can be separated into five areas:

- General partnership working within the LEP boundaries including our sectoral working groups, working with all levels of local government, local MPs, further and higher educational institutions
- General partnership working with partners outside of the LEP borders, including neighbouring LEPs, other partnerships/bodies that have responsibilities or interests in economic growth, Government departments and agencies
- Specific policy programmes/projects in our area or including the region that other organisations have responsibility for oversight of outcomes such as EU Structural Funds, Enterprise Zones, South East Energy Hub, City Deals, The Thames Estuary Commission and the Thames Estuary Production Corridor
- Specific policy programmes/projects run by national agencies/Government departments/private companies such the Lower Thames Crossing, Crossrail and Bradwell B
- Our own strategy setting and direction, in 2020/21 this activity will mainly be concerned with the production of a Local Industrial Strategy

Partnership Working

During 2020/21 we will continue to build on our relationships with our neighbouring LEPs; Coast to Capital, New Anglia LEP, Hertfordshire LEP, Cambridgeshire and Peterborough Combined Authority, and the London Economic Action Partnership. We already work together on a number of initiatives and developments including, but not limited to:

- Sub national transport bodies
- Garden Communities, both within and alongside our regional borders
- Greater South East Energy Hub

We also work closely with our neighbours and partners on those economic functioning areas that don't sit within one LEP such as: the greater Brighton area, Cambridge and Stansted corridor and the Haven Gateway in the north of Essex.

During the year we expect the Southern LEPs group to grow stronger and we will work with our partners in that grouping to develop better recognition for us across the wider region and to build the case for investment. The Chair of SELEP is now the Southern LEP representative on the LEP Network Board and will be working to ensure that the voices of

the southern regions are heard by Government in advance of the Comprehensive Spending Review (CSR) expected in autumn 2020.

Partnership working continues to be important as the period of uncertainty for the UK economy continues. The challenges that present themselves with the SELEP area are likely to require solutions from outside our boundaries as well as inside.

Inside our borders we have well established sector based working groups, where key representatives of each sector come together, bringing the views of a much wider group through their own networks. Our current working groups are:

- Coastal Communities
- Enterprise Zones
- Housing & Development
- Skills
- Rural
- Social Enterprise
- South East Creative Economy Network
- Tourism
- Transport Officers
- Universities (U9)
- Growth Hub steering group
- Clean Growth

The working groups play differing roles, in some cases they support direct delivery, such as the Growth Hub steering group. In other cases the groups support policies that other organisations have responsibility for, but the LEP has a role in oversight such as Enterprise Zones and in yet other cases the groups are advisory, subject matter experts, on issues/sectors that are key for the SELEP area such as Skills, Housing and Rural. More detail on each working group can be found at <https://www.southeastlep.com/our-strategy/working-groups/>

The role that working groups play currently may shift over the coming year to recognise the challenges and opportunities that our exit from the EU trading block will bring. For example, we may need to focus on offering support to our small businesses to make changes needed to meet with new or changed regulatory environments and we may need to increase our support for the agri-tech sector as food security risks increase.

We have launched a new working group focussing on Clean Growth in the last 12 months to help enable economic growth whilst reducing our greenhouse gas emissions. This reflects the shifting focus globally on the Climate Emergency and Climate Change Act obligations, which require us to change the ways we live and work to ensure we are carbon neutral by 2050.

We will continue to work with our MPs and our wider stakeholder group. We have been increasing our reach through our newsletter and renewed and invigorated approach to digital channel management including our improved website. We held a very successful Annual General Meeting (AGM) in July 2019 with over 160 attendees and much positive feedback. We want to build on that and hold an even bigger AGM in June 2020, this will also be the first meeting of the SELEP Ltd members. SELEP Ltd is a company limited by Guarantee and we offer membership to up to 200 hundred businesses or business representatives across the region. At the AGM the members will be able to put questions directly to the Directors of SELEP Ltd.

Specific Policies

There are multiple projects, programmes and workstreams that SELEP influences whilst not be directly responsible for delivery. These include:

- European Structural Funds – responsibility for oversight of the delivery of outcomes for these funding streams sit with the relevant managing authorities but SELEP has a key role in influencing how the funds are allocated and providing support and assistance to projects where appropriate
- Enterprise Zones – there are four Enterprise Zones in the South East and we work closely with the organisations hosting and delivering those zones
- Enterprise Advisors – provided through the Careers Enterprise Company but a key policy to ensure that school age children are enabled to make better decisions about the skills they will need for the future
- Greater South East Energy Hub – we have a key role to play on the Energy Hub that covers the wider South East region
- City Deals – Southend-on-Sea is party to a City Deal and we support them in their delivery of the agreed output
- Town Deals – Seven towns in the South East were initially selected to bid in to the £3.6bn Towns Fund, with the opportunity to receive up to £25m each. These were Colchester, Grays, Harlow, Hastings, Margate, Newhaven and Tilbury. This fund aims to bolster economic opportunities with a focus on urban regeneration, improved transport, connectivity, skills and culture. SELEP will play a key role in assisting the development of these bids, with MHCLG noting that LEPs must be represented on Town Deal boards. SELEP are also expected to have a role to play in the forthcoming

Future High Streets Fund, with a number of town centres within the South East making the most recent shortlist.

EU Funding

Over £160 million of European Structural Investment Funding has been allocated to the SELEP area by the managing authorities for the 2014 – 2020 programme. The LEP's role in the application of this funding was to create a strategy for this funding. SELEP does not hold this funding but does assess each application for strategic fit and value for money. The delivery and outcomes of the projects sit with the relevant managing authority.

The majority of SELEPs £80m European Regional Development Funds (ERDF) are now either contracted or allocated to project applications currently in appraisal. This includes the additional funding that has been allocated to SELEP as part of the windfall gain in currency exchange rates. MHCLG as managing authority for ERDF will not be running any new open calls for applications at a LEP scale, as the programme is due to close in December 2020. Instead, final national level calls for projects are expected in early 2020 to distribute the remaining unallocated funds from every LEP. We anticipate that the national calls will include locale requirements in line with ESIF Strategies and Local Industrial Strategies, to provide justification for project applications.

SELEP had an £80m European Social Funding (ESF) allocation, including currency exchange gains. Most of this has now been spent or allocated and SELEP is able to apply to DWP to utilise the National Reserve Fund. Work in this year will include overseeing current contracts matched funded by ESFA and Big Lottery, including extensions to 2023. Focus will also be on working with DWP on issuing last calls for tender in 2020. These will align with the skills strategy and be informed by the Skills Advisory Panel, working group and local networks. All ESF supports people into or closer to work as well as those in work to upskill. Projects will continue delivering to 2023.

The SELEP EAFRD allocation of £14.5m has been fully invested and no future calls for projects are expected.

Enterprise Zones

There are currently four Enterprise Zones in the SELEP area and they are at different points in their development and our relationship with them reflects that. Our plans for the coming year are:

- **Discovery Park**

Discovery Park is well established and functioning well. We will be ensuring that we work closely with the operators of Discovery Park and the SELEP Board will provide support for the Enterprise Zone where appropriate.

- **Harlow Enterprise Zone**

We will continue to take our place on the Board and will work with Harlow District Council and other partners to ensure that there is sufficient governance and oversight of developments at the zone. We will work with Harlow District Council to ensure that information on outputs and outcomes of the zone is presented to the Board and that the Board has sufficient sight of how the investment of the retained business rate is being put to use and the impact of the investments on the Harlow area. The SELEP Board will continue to support the Enterprise Zone where appropriate.

- **North Kent Enterprise Zone**

We will also continue to take our place on the NKEZ Strategic Board or any replacement oversight structure and work with the various partner organisations that involved in this multi-site zone. There is significant LGF investment planned for the Innovation Park Medway site and we will be working with Medway Council to bring forward that investment.

- **Newhaven Enterprise Zone**

We are taking a prominent and leading role in the development of the Newhaven Enterprise Zone, working with partners to develop its brand identity before finalising its Investment Plan in the early part of 2020/21. The Newhaven Town Board is also important here, and we continue to work closely to ensure that the direction of travel for the Enterprise Zone is strongly aligned with the wider ambitions for the development of the town.

Enterprise Advisors

SELEP has a strong strategic relationship with the Careers and Enterprise Company (CEC) and meets regularly with its Enterprise Co-ordinators and supports events with skills and labour market information. The CEC helps young people explore options for their future career, working in partnership with schools, colleges, employers and youth organisations to create opportunity for all young people. It is an employer-led organisation set up to inspire and prepare young people for the fast-changing world of work. The Company's role is to join the dots between schools, colleges, employers and providers of careers and enterprise activities, supporting programmes that work, filling gaps in provision and ensuring coverage across the country. In the SELEP area we have nearly 200 schools engaged with the CEC network and a Careers Hub in East Sussex. The ambition is to grow the network and encourage more employers across the SELEP geography to become Enterprise Advisors.

South East Energy Hub

SELEP is one of eleven LEPs that make up the Hub, serviced by a small team of energy experts whose role is to support the delivery of LEP Local Energy Strategies to increase the number of local energy projects being delivered. Our South2East Local Energy Strategy was developed with Coast to Capital and Enterprise M3 and was launched in 2019. We will

continue to work with the Hub through the decision-making Hub Board on which SELEP sits, to ensure that innovative and robust projects that offer good value for money and additionality are bought forward for further development and that any available funding is accessed fairly and transparently. In parallel, we will look to our newly established Clean Growth Working Group to help deliver the South2East Strategy and identify issues and barriers to raise with the Hub.

Towns' Fund and other Town Centre/High St Initiatives

Seven towns in the region have been selected to work on their plans for up to a potential £25 million investment from the Towns' Fund. Those towns are:

- Colchester
- Harlow
- Grays
- Tilbury
- Margate
- Hastings
- Newhaven

The Local Authority leading on the bid for each town has established a board of stakeholders to oversee the production of these plans. We are represented on each of the Boards and will be working to support the local areas in realising their ambitions and ensuring their plans are strategically aligned and reflected in the regional priorities. There are other funding streams for similar work, such as the Future High Streets Fund and we will work with those leading these bids to ensure that there is an overview of what is increasingly becoming a fragmented funding approach.

Large National Schemes and Major Infrastructure Group

Lower Thames Crossing

The nationally significant Lower Thames Crossing will continue to be high on our agenda. Whilst there is not unanimous agreement to the proposed positioning of the crossing amongst the partners of SELEP, we will continue to work with Highways England to ensure that those who are closest to the project are also those who will be benefitting from it. At time of publication the final consultation period has yet to close and we are working closely with partners to ensure that a strong response is made. Following the consultation and submission of plans to the Planning Inspectorate, we will continue to work with and support Highways England on strengthening the local supply chain and working with training providers to ensure that our communities can benefit from what will be one of the largest road infrastructure projects in Europe.

Crossrail and Crossrail 2 and Rail Improvements

The full opening of Crossrail, or the Elizabeth Line, will bring greater connectivity to the northern parts of our geography and we will continue to work with and support our partners, including in the inward investment organisations, to ensure that we can capture as much of that benefit in our communities as possible. We will also continue to support partners lobbying for extensions to the Elizabeth Line, including out to Ebbsfleet in Kent and extensions to the proposed lines for the Crossrail 2 project.

Rail connectivity and improvements in our area are key to bring forward the housing that is already planned and future potential allocations. Additionally, better connectivity to our ports and airports will grow ever more important in future years as our trading relationship with the world changes. As such we will continue to work with partners to push national agencies to address failings and gaps. This includes but is not limited to, improvements on the Great Eastern Main Line, High Speed 1 expansion and improvements to the West Anglia Main Line.

Bradwell B

We will continue to work with both private and public sector partners on the developing plans for a new nuclear power station at Bradwell in Essex. This major infrastructure investment will have a large impact on a regional basis and will offer many opportunities across the region. During 2020 we will be visiting the current construction site of Hinkley Point C in Somerset where a similar project is underway and we will work with our colleagues in the Heart of the South West to apply their learning to our own plans to support the project.

Major Projects Group

Over the coming 5-15 years, the SELEP region has infrastructure growth of significant importance and scale, be that in large scale housing development, new strategic road networks, expansion of air and sea ports or new sustainable energy sources. Due to the scale, cost and complexity of these projects it has been proposed that there would be benefit from developing a more collaborative approach to addressing the key challenges and opportunities, which include the demand for labour and skills and a ready supply chain to deliver the projects.

SELEP is therefore in the process of establishing a Major Projects Group to bring organisations together with the LEP, its partners, Government departments and other relevant bodies to take a strategic approach that will proactively help to ensure a local supply chain and workforce that will underpin the successful delivery of these significant infrastructure projects.

Future strategic direction

The SELEP team are continuing to liaise with the Cities and Local Growth Unit (CLGU), regarding the development of the LIS, including to facilitate engagement with Whitehall departments on specific policy areas, and to confirm the timescales for co-design and sign off for the SELEP LIS. The LIS evidence base was considered by the Local Industrial Strategy Analytical (LISA) panel in February 2020 and feedback from this will also inform the next stages of our development. We will provide an update on progress to the SELEP Strategic Board meeting on 20th March 2020 and will continue to communicate to our wider stakeholders as the LIS progresses.

Once agreed, the SELEP Board will lead the implementation of the LIS through its existing governance and delivery structures. SELEP will monitor the progress of the outlined commitments by developing a local Implementation Plan setting out clear milestones, deliverables and timings for the actions set out in this strategy.

We will continue to work with our partners to build the case for investment in wider South East. We have a close relationship with the new Thames Estuary Envoy and we will continue to work with her and the Thames Estuary Growth Board on our joint objective for the Thames Estuary to realise its latent potential.

We will also work with our colleagues in central Government to ensure that our strategic direction aligns with the emerging major policy areas. This includes working with partners on the developing Freeports policy and the continued work on a SELEP wide Tourism Zone.

7. Key Performance Indicators

Following a year of collecting Key Performance Indicator (KPI) data for the first time during 2019/20, we will now build on that dataset by setting targets (where appropriate), tracking performance and using the performance information to inform decisions on future interventions. In addition, a large and well-regarded evidence base has been constructed to support the development of our LIS. Within that evidence base there are key indicators that we want to continue to track to provide the Board and partners information on the macroeconomic performance of the region.

Macro-Economic Indicators

The evidence base constructed to support the development of the LIS has been assessed by Government as a very strong. Having a robust evidence base allows us to make better decisions. We will work to keep that evidence base up to date and we have identified some key economic indicators that we will track. These indicators are indicative of the performance of the regional economy through the tracking of macroeconomic outputs and are not a direct measurement of the impact of interventions of the partnership; they should be used to focus attention and inform decisions. The outputs are tracked and measured by external organisations and are updated on differing frequencies. The indicators do not have targets, but by tracking performance over time and in comparison to neighbouring and/or peer regions will allow us to make an assessment of the relative 'health' of our economy or parts thereof and better direct our investments in future.

| Macro-Economic Indicators | Current Figures |
|---------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|
| Gross Value Added (GVA) | £93.97 billion (2018) [Source: ONS; 2019]] |
| Labour Market – Employed/Unemployed | Labour force: 2,795,914, Employed: 2,690,867, Unemployed: 105,047 (2018) [Source: EMSI, 2018] |
| Number of businesses (and net change per quarter) | 173,315 (2018) |
| New business formations (and tech startups) | 37,857 new business formations, 1,965 tech startups (2019) [Source: Centre for Entrepreneurs, Business Startup Index, 2019]] |
| Workplace based earnings | £26,800 average wages per job (2018) [Source: EMSI, 2018] |
| NVQ Level 4 + (% of population) | 33% [Source: NOMIS] |

KPIs related to the wider programme

We collect information on the impact of the wider programme, including the remaining European Structural Investment Fund (ESIF), the Greater South East Energy Hub and the Enterprise Advisor Network. Whilst these investments are not directly awarded by the partnership, we do influence their application and their impact should ultimately influence the macro-economic indicators above. As these indicators are not directly within our control there are no targets set but we analyse performance over time. We will also track against the final position for 2019/20 (to be reported in June 2020) and the direction of travel. The frequency of collection of these KPIs differs and they will be reported to Strategic Board on a bi-annual basis. The KPIs will be made available if they provide additional context to a decision of the Strategic Board.

| Performance Indicator | Performance to date (Q3 2019/20) |
|----------------------------------------------------------------------------------------------------|-------------------------------------|
| (ESF) Number of people supported into work (since start of programme) | 2,375 |
| (ESF) Number of additional apprenticeships (since start of programme) | 120 |
| (ESF) Number of adults upskilled | 3,644 |
| (ESF) Number of people in work supported to upskill (since start of programme) | 6,245 |
| Number of new tutors/teachers recruited to aligned to key sectors (SSF) | 73 |
| Value of new skills related training facilities in meters squared completed | 21,527 |
| Number of employers (Enterprise Advisors) working with schools | 156 |
| (ERDF) Number of business support projects awarded | 14 |
| (ERDF) Total value of grant funding agreements awarded | £35,263,000 |
| (ERDF) Percentage of SELEP notional ERDF awarded | 44% |
| Number of local energy strategy project models unlocked via Greater South East Energy Hub (GSEEH)* | n/a |

*The Greater South East Energy Hub was not fully operational until December 2019

Investment Programme KPIs

These KPIs allow us to track the performance of our investment programme. These are not entirely within the control of the Partnership as the actual delivery of the projects is responsibility of the delivery organisations but tracking this information will give us an indication of how successful our investment programme has been. Over the year will be working on providing greater insight into our investment programme by looking more closely at the outcomes delivered; both on an individual project basis and across categories of projects. This data can be used to inform better decisions about future investments.

| Performance Indicator | Target for year (2020/21) | Performance to date (Q1 2019/20 - Q3 2019/20) |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|-------------------------------------------------------------------|
| Value (£m) invested across all projects | LGF – £119.9m GPF - £20.9m | LGF – £67.8m GPF - £1.6m |
| Number of projects completed LGF and GPF | LGF - 41 projects GPF - 3 projects | LGF – 10 projects GPF – 0 projects |
| Amount of LGF to be carried forward between financial years Proportion of capital investment slipped to future years from original budget | £25.7m LGF to be carried forward from 2020/21 to 2021/22 0% slippage | £49.0% LGF to be carried forward from 2019/20 to 2020/21 slippage |
| Number of homes completions enabled | LGF – 4,176 | Data not yet available |
| Number of jobs created | LGF – 15,006 | Data not yet available |
| Number of businesses supported via the South East Business Hub (Unique number of businesses that have reached either light touch, medium intensity or high intensity) ** | 2,503 | |
| Number of businesses rating their experience of the Growth Hub as 'satisfied' or 'very satisfied' | 92% | |

** for a detailed breakdown per intensity please refer to the SEBH KPIs 2020-21

Internal KPIs

The internal KPIs allow us to track the performance of the partnership itself. The Chief Executive and Chief Operating Officer will work with the Chair and Deputy Chair to further develop these KPIs over the year as the new Board matures and to ensure stretching targets are allocated.

There are a number of governance KPIs that are collected and reported to Accountability Board, these are operational in nature and are not consolidated within reporting to Strategic Board

| Performance Indicator | Target for year | Performance to date (Q3 2019/20) |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|
| Good or equivalent rating received on all categories assessed at Annual Performance Review | Achieved | n/a |
| Qualitative review of SELEP coverage in local, regional, national and trade press | Balance of positive coverage | n/a – Annual review to be completed in <i>March 2021</i> . |
| Number of people attending set-piece SELEP events <ul style="list-style-type: none"> • AGM • Other events tbc | Target 180 | baseline of 165 in 2019 |
| Increased reach of SELEP direct communications: <ul style="list-style-type: none"> • increased newsletter subscribers • maintaining average 'open rates'; and maintaining average click-through rates. | Target 7,500 Target 16.8% Target 22.3% | baseline 7,062 in Jan20 baseline; 16.84% Jan19 – Dec19 baseline; 22.28% Jan19 – Dec19 |
| Traffic on southeastlep.com: <ul style="list-style-type: none"> • increased number of visits maintaining average length of visit | Target 60,000 Target 2.23 mins | baseline 55,325 in 2019-20 baseline 2.23 mins in 2019-20 |
| Increased reach via social media channels: <ul style="list-style-type: none"> • twitter followers; • twitter impressions; • re-tweets; • LinkedIn connections | Target 6,000 Target 475k Target 850 Target 1,500 | baseline 5,510 in 2019-20 baseline 451.4k in 2019-20 baseline 800 in 2019-20 baseline 1,354 in 2019-20 baseline 263 in 2019-20 |



| Performance Indicator | Target for year | Performance to date (Q3 2019/20) |
|-----------------------|-----------------|----------------------------------|
| • LinkedIn re-posts | Target 285 | |

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8. Quarterly Plans

Currently we are planning the following activities on a quarterly basis for next year. These are in addition to our Business as Usual activities such as the planning, preparation and meetings of the Strategic and Accountability Boards, the management of investment funding from Government to delivery partners, the delivery of the day to day activities of the Growth Hub, general communications and stakeholder management and the meetings of Working Groups, other than those funded by direct grant. We will report on progress against these plans at each Board meeting and additional activities will be added. Currently these activities are resourced through the operational budget.

Quarter One (April to June)

| Activity | Notes including deadlines and resourcing impacts |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|
| GOVERNANCE | |
| Co-opted Directors onboarded | April |
| Annual General Meeting | June |
| Review of Investment projects | Planning for 'kick the tyres' tour of funded projects |
| DELIVERY | |
| Skills Advisory Panel meeting | 23 April |
| Digital Skills Partnership Working Groups (assigned to each of our DSP Priorities) to convene, consider SE DSP draft Action Plan and agree way forward. Overarching Steering Group to convene for third meeting | Groups convened for initial meeting prior to end of May, Steering Group to meet prior to end of June |
| Investment Panel meet to agree prioritised list of projects for next round of GPF | Investment Panel due to meet on 17 April |
| SELEP Women in Business Event | April |
| Greater SE Energy Hub meetings | April, June |
| Work with Towns Fund Boards | Ongoing – Investment Plans to be submitted by Summer 2020 |
| SELEP wide Tourism Zone – developing bid | Dependent on further guidance from Government |
| Supporting businesses to plan for end of Transition period | Ongoing to 31 December 2020 |



| Activity | Notes including deadlines and resourcing impacts |
|--------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|
| STRATEGY | |
| Response to the Free Ports Consultation | Due 20 April 2020 |
| Agree draft LIS with Strategic Board – enter co-design with Government | June |
| Visit to Hinkley Point C Nuclear Power Station | April – visit to understand impact of Bradwell B |
| Convening of Major Projects Group | Ongoing through year |
| Working with Southern LEPs on brand for the greater South East | Ongoing |
| Working with LEP Network influencing Govt. generally on LEPs. Potential relationship with new minister, forthcoming CSR, UKSPF | Ongoing |
| Working with the Thames Estuary Growth Board | Continued relationship and attendance at Board meetings. Other support as agreed between the Chair and Envoy |

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Quarter Two (July to September)

| Activity | Notes including deadlines and resourcing impacts |
|-------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|
| GOVERNANCE | |
| Continuation of Review of Investment Projects | Visits to all investment projects across the region – phased across the period/geography |
| DELIVERY | |
| Skills Advisory Panel Meeting | 10 September |
| Delivery of activity in line with SE Digital Skills Partnership Action Plan, Working Groups and DSP Steering Group to convene in Q2 | Activity – Ongoing; Working Groups to convene prior to end of August and Steering Group prior to end of September |
| Greater SE Energy Hub meetings | July, September |
| Work with Towns Fund Boards | Ongoing – Investment Plans to be submitted by Summer 2020 |
| SELEP Wide Tourism Zone | Activities depend on next steps as advised by Government |
| Supporting businesses to plan for end of Transition period | Ongoing to 31 December 2020 |
| Review of Working Groups to align with LIS | Following the agreement of the co-designed LIS need to align future activities with agreed priorities |
| STRATEGY | |
| Final LIS co-design agreed with Government | Currently unsure on timing |
| Major Projects Group | Scoping and approaches to be agreed |
| Working with Southern LEPs on brand for the greater South East | Ongoing |
| Working with LEP Network influencing Govt. generally on LEPs. Potential relationship with new minister, forthcoming CSR, UKSPF | Ongoing |
| Thames Estuary Growth Board | Continued relationship and attendance at Board meetings. Other support as agreed between the Chair and Envoy |

Quarter Three (October to December)

| Activity | Notes including deadlines and resourcing impacts |
|-------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
| GOVERNANCE | |
| Agree focus for 2021/22 and invite organisations to put forward Co-opted Directors | December Board meeting |
| Continuation of Review of Investment Projects | Visits to all investment projects across the region – phased across the period/geography |
| Mid-year performance Review with CLGU | Based on 2019/20 timelines mid year review actually happens in Q3 and will be reported to the December Board meeting |
| Review of SELEP Ltd policies and procedures | Phased review of SELEP Policies to ensure still correct/appropriate |
| DELIVERY | |
| Skills Advisory Panel Meeting | 10 December |
| Skills Advisory Panel Conference | Autumn TBC |
| Delivery of activity in line with SE Digital Skills Partnership Action Plan; DSP Working Groups and Steering Group to convene in Q3 | Activity – Ongoing; Working Groups to convene prior to end of November, Steering Group prior to end of December |
| Greater SE Energy Hub meetings | October, November |
| Work with Towns Fund Boards | Potential next steps following submission of investment plans |
| SELEP Wide Tourism Zone | Activities depend on next steps as advised by Government |
| Supporting businesses to plan for end of Transition period | Ongoing to 31 December 2020 |
| Detailed LIS action planning | Following the agreement of the co-designed LIS in Q2 and realignment of working groups. May require review of activities and allocation of resource |
| Planning for 2021/22 including budgeting for year | Delivery Plan for next year constructed with supporting resource plan/budget |
| Potential call for LGF projects if more funding is allocated or pipeline is exceeded | October 2020 |



| Activity | Notes including deadlines and resourcing impacts |
|--------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|
| | |
| STRATEGY | |
| Major Projects Group | Update to Board on the role of the group and future plans for the Group |
| Working with Southern LEPs on brand for the greater South East | Ongoing |
| Working with LEP Network influencing Govt. generally on LEPs. Potential relationship with new minister, forthcoming CSR, UKSPF | CSR due in this quarter |
| Thames Estuary Growth Board | Continued relationship and attendance at Board meetings. Other support as agreed between the Chair and Envoy |
| Review of future options for the South East Business Hub | Depending on the steer from Central Government, the direction of UKSPF and agreed actions from the LIS on Business Support more generally |

Quarter Four (January to March)

| Activity | Notes including deadlines and resourcing impacts |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| GOVERNANCE | |
| Annual Performance Review with CLGU | Usually in January |
| Continuation of Review of Investment Projects | Report back to Board on outcome of Review |
| Preparations for introduction of UKSPF | Dependent on consultation for UKSPF or similar replacement fund being announced and LEPs having role in process |
| DELIVERY | |
| Skills Advisory Panel Meeting | TBC |
| Activity in line with SE Digital Skills Partnership Action Plan; Working Groups to convene and produce end of Q4 report on progress and Steering Group to convene and produce end of year report | Activity – Ongoing; Working Groups to convene prior to end of January, with reports presented to Steering Group at meeting prior to end of February; Year-end report produced by end of March |
| Work with Towns Fund Boards | Ongoing |
| Greater SE Energy Hub | January |
| SELEP Wide Tourism Zone | Activities depend on next steps as advised by Government |
| Assessment of impact of CSR | Dependent on CSR being announced in Q3 |
| Working with businesses and other partners to mitigate impacts of full exit from EU if necessary | Impacts not yet known |
| Investment Panel (if more LGF funding is allocated or pipeline is exceeded) | March 2021 |
| STRATEGY | |
| Working with Southern LEPs on brand for the greater South East | Ongoing |
| Working with LEP Network influencing Govt. generally on LEPs | Ongoing |



| | |
|----------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|
| Thames Estuary Growth Board | Continued relationship and attendance at Board meetings. Other support as agreed between the Chair and Envoy |
| Review of future options for the South East Business Hub | Depending on the steer from Central Government, the direction of UKSPF and agreed actions from the LIS on Business Support more generally |

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