SOUTH EAST
LOCAL ENTERPRISE
PARTNERSHIP

South East Local Enterprise Partnership

Delivery Plan October 2020 to March 2021

SOUTH EAST
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PARTNERSHIP

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1. Summary and strategic objectives

Note on this Plan

This plan was originally drafted in the early months of 2020 and was due to be presented to Strategic Board in March 2020. However, the COVID-19 lockdown meant not only was the March Strategic Board delayed but all workplans for the year were severely disrupted. During the crisis much work was responsive and not planned but as we begin to stabilise this revised, light-touch plan has been drafted for the remainder of 2020/21. A more detailed workplan for 2021/22 will be devised alongside the wider Recovery and Renewal planning.

Background on the region

There has been much work undertaken to understand the economy of the South East over the last years and a detailed and robust evidence base was constructed as part of the Local Industrial Strategy (LIS) work. This work was all undertaken before the COVID-19 crisis hit. The impact of the crisis on our economy and communities is likely to be felt for many years and further work to properly understand that impact is being undertaken. All economic information in this plan is based on a pre-COVID-19 position.

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 4.2m 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%

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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. The new Board is now in place and has met a number of times over the first six months of the financial year. With a new governance structure and new faces round the table, the partnership is well placed to build a response to the secondary economic effects of the COVID-19 crisis and start rebuilding and restarting our economies.

Our strategic ambitions – Return to Growth

Throughout 2019/20 and in the early part of 2020/21 much work was undertaken to understand our economy and bring forward strategic priorities for Strategic Board to discuss. The conclusion of this work was to be a Local Industry Strategy (LIS). However, following the introduction of lockdown and social distancing measures, the national policy of LIS production was put on hiatus. At time of writing it is now understood that the national policy direction is towards the formulation of Recovery and Renewal Plans building on the foundational work from the LISs. In the period since March 2020, SELEP have been working collaboratively to understand the economic impacts of COVID-19 to inform the priorities, investments and strategic activities of the LEP. Regardless of national policy direction, the key piece of work for the remainder of this year will be the creation and agreement of the strategic priorities to help the economy of the South East recover, rebound and renew.

Scope of the plan

SELEP sits within a much wider network of partners and organisations who are working to return our economies to growth. This Plan covers only those workstreams and projects where SELEP has direct control over the delivery. In Section 4 below details on the wider network of interventions where SELEP is working to influence delivery and outcomes but doesn't directly control them. Examples of this includes 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.

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2. Investments, spending and risks

Value of investments

It is currently planned that SELEP will directly invest more than **£204m** 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.

The Getting Building Fund was launched in the summer of this year as a response to the Covid-19 Crisis. £85m of funding was secured by SELEP for 34 projects. At the time of writing it is not clear how much of that funding will be invested in this financial year.

Name of Programme	£m
Local Growth Fund	157.5
Growth Hubs	0.9
Growing Places Fund	8.4
Sector Support Fund	1.21
SELEP CV-19 Business Support Fund	2.4
SELEP CV-19 Skills Fund	2.0
Getting Building Fund*	32.0
Total	**204.41**

*Exact annual breakdown of funding has not yet been confirmed by Government.

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

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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)	1,138
Chair and Deputy Chair Allowances	34
Meetings, consultancy and project work	334
Total Expenditure	**1,506**
Government grants	(500)
Contributions from partners	(200)
External interest received	(79)
Total Income	**(779)**
Net Expenditure	**727**
Withdrawal from reserves	(727)
Total net expenditure	**0**

The Secretariat also manages £2.9 m of specific grants. These grants can only be applied to the activities set out in the agreement with the funding organisation.

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.

A number of additional risks have been added to the Risk Register connected to COVID-19 and the mitigation measures put into place by the UK Government. These risks continue to exist and be managed whilst the pandemic persists.

Currently the Secretariat Management Team are managing a total of 21 risks, of which 7 are rated as 'red' risks with a high likelihood of occurring and high impact if it does occur. The main risks are associated with workloads and deliverability of outputs and outcomes of the investment programmes. These risks are under active management and mitigation and are

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reported to Accountability Board at each meeting. Workload risks do mean that there is a risk that all the activities in this plan aren't delivered, especially if a second wave of infections hits. This is being mitigated as far as possible. Both Strategic Board and Accountability Board are aware of this risk.

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3. Key activities capital investments: Local Growth Deal (LGF)

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 £578.9m and 108 projects. Of those 108 projects, 107 have been awarded funding and we've spent £409m to date (2019/20). The final LGF project, A127 Fairglen Interchange, is due to be considered by the Accountability Board in Q3 2020/21, prior to submission to the Department for Transport and approval by the Secretary of State for Transport.

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 24 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 £157.5m of Local Growth Funding during 2020/21. This includes £29.722m of funding from the Department for Transport.

Milestones – starts and completions

In the coming year there are nine projects funded by LGF due to start and 24 projects due to complete.

LGF Projects

The table below gives information on the current status of projects

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
108	£578.9m	99	9	42	24

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LGF Projects due to Commence

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

Projects due to Complete

Name of Project	Name of Project
Queensway Gateway Road	Tunbridge Wells Junction Improvement Package
Bexhill Creative Workspace	Kent Thameside LSTF
Colchester Integrated Transport Package	Kent Strategic Congestion Management Programme
Basildon Integrated Transport Package	Middle Deal Transport Improvements
Chelmsford City Growth Area	Kent Rights of Way Improvement Plan
Mercury Rising Theatre	Kent Sustainable Interventions Programme
Coastal Communities Housing Intervention (Thanet)	West Kent LSTF
Dartford Town Centre Transformation	Kent and Medway Engineering and Design Growth and Enterprise Hub
Kent and Medway Medical School	Strood Town Centre Journey Time and Accessibility Enhancements
Basildon Digital Technologies Campus	Colchester Institute Groundworks Training Centre
USP College Centre of Excellence for Digital Technologies and Immersive Learning, Benfleet	Flightpath Phase 2
I3 Innovation Investment Loan Scheme	Sittingbourne Town Centre Regeneration

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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 £8m the three/five-year post scheme evaluation must be completed by within five years of project completion.

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Outcomes of LGF Programme

Outcomes delivered and forecast to deliver

	Outcomes			
	Actual to end of 2019/20	Forecast 2020/21	Forecast Future Years	Total
Home completed	20,635	2,636	63,595	86,866
Jobs created/ safeguarded	15,596	4,838	87,269	107,703

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 the economic impacts of the COVID-19 pandemic become apparent.

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4. Key activities capital investments: Getting Building Fund (GBF)

In June 2020, SELEP put forward to Government potential projects for the Getting Building Fund (GBF). The overarching objectives of the fund are to drive economic growth, create new jobs and support a green recovery.

SELEP has been allocated a total of £85m GBF, which will be invested across 34 projects. The split of funding between 2020/21 and 2021/22 has not yet been confirmed by Central Government but the GBF must be spent in full by 31 March 2022. A provisional forecast indicates the spend of £32m GBF in 2020/21.

All 34 of the GBF projects are expected to be approved by the Accountability Board in 2020/21.

5. Key activities capital investments: Growing Places Fund (GPF)

The Growing Places Fund (GPF) is SELEP's longest running programme of support. An original grant of £49.2m 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 minimal interest loans to projects that will be 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.

In June 2020 Strategic Board agreed to divert some GPF repayments from the recyclable fund. £2m has been earmarked to support Skills during the COVID-19 Recovery period and £2.4m has been earmarked to fund business support to SMEs businesses during the same period. Details on these funds can be found below. An additional £1m was added to the Sector Support Fund to allow this pot to be extended further to support Economic Recovery and the impact of Brexit.

£1m has been used to establish a reserve to support the SELEP Secretariat following the collapse in external interest receipts.

A further round of GPF investment was agreed by Strategic Board in June 2020.

GPF Projects – starts and completions due in year

Projects due to complete in 2020/21	Projects Commencing in 2020/21
Colchester Northern Gateway	Green Hydrogen Generation Facility
	Wine Innovation Centre
	The Observer Building – Phase 1
1	**3**

6. Key Activities: revenue interventions

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 business support projects in place that are funded via the European Regional Development Fund (ERDF). Whilst SELEP was key in the shaping the offers 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 core 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 use that network to gather intelligence from and cascade information to businesses on national issues and campaigns (such as Brexit) as well as broader tracking of local economic conditions.

Since the country moved into lockdown in March, the demand for the Growth Hub service has substantially increased, as has the information and business support available to businesses as the crisis has unfolded. The Growth Hub has shared information on the Government's extensive package of financial support, provided advice and a listening ear to

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businesses reacting to the crisis, and has gathered invaluable intelligence on the needs and issues of businesses on the ground.

BEIS made available £10m nationally as 'uplift' funding in Q1 to help strengthen growth hub activities in response to the impacts of COVID-19, which translated to an additional £234,000 for SELEP. This has been used in part to provide additional business advisors to handle the increased number of enquiries and requests for information and advice. Evidence shows that priorities for businesses as the crisis unfolded were access to finance and financial advice, developing new business models in order to pivot and resume trading, and re-opening safely and in line with Government requirements.

In addition to the national financial support packages of grants and loans to businesses, Government has developed bespoke business support schemes for delivery via the Growth Hub network, specifically, the Peer Network Programme, and the Visitor and Wider Economy 100% Grant Scheme. These both launched in August. An EU Transition campaign is also expected to be launched in September.

A key role for the Growth Hub through the remainder of the year will be to continue to support and appraise the evolving needs of businesses. We will also work collaboratively to help shape the programmes of support necessary in SELEP to facilitate regional economic recovery. This will include an engagement and appraisal exercise of Growth Hub delivery, in context with any national review of business support services, and work to optimise both the evidence base and online presence of the service.

Sector Support Fund

As indicated above, part of the £49.2m GPF was allocated to revenue spending. This funding has been used for some specific, bespoke funding to our Enterprise Zones in the past and now is 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 initially established as a £500,000 annual pot of funding 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 £206,500 from 2019/20 to fund projects in 2020/21. SELEP Ltd has subsequently agreed to increase the SSF pot by £1m SSF. As such, a total of up to £1.21m SSF is available for investment in 2020/21.

The outputs and outcomes of ongoing projects listed below will also be tracked over the next financial year.

To date 14 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 through teaching
Delivering Skills for the Future though teaching - project extension
Creative Open Workspace Master Plan
Accelerating Opportunities within the Newhaven Enterprise Zone
Energy and Clean Growth – Supply Chain Mapping
Buy Local South East

CV19 - Economic Recovery Funds

As indicated above, £4.4m of GPF has been repurposed to provide two SELEP support schemes in response to COVID-19: the Skills Fund and the Business Support Fund. These investments will be targeted directly towards evidenced and emerging needs of employers and SMEs to help get people back into employment, and to help businesses adapt and resume trading.

Both funds will be made available by SELEP through a series of competitive procurements, to deliver predefined packages of support. Procurements will likely run successively and in a timely manner from October, to enable robust programmes to be developed that do not overload or duplicate the existing marketplace. A suite of generic and core eligibility criteria will apply to all calls.

The Business Support Fund of £2.4m proposes three areas of focus:

- A programme of support for pre-starts and start-ups, to help address the significant increase in unemployment, which is expected to rise further when the furlough scheme ends in October;
- Digitising business, supporting e-commerce and retail, to help business innovate by adopting new technology and delivery models in response to social distancing and home-working trends, and contributing to decarbonisation;
- Supporting the Visitor Economy, which encompasses some of the hardest hit and last to return sectors, to build resilience through the winter season and campaign and rebuild tourism offers in 2021 to increase footfall, consumer confidence and spend.

The Skills Fund of £2m proposes four focus areas for procurement:

- Pathway to jobs in SELEP growth sectors
- Maximising jobs arising through the digital revolution
- Digital Skills for all – kit and training
- Innovative solutions to skills barriers

SELEP will onboard a project manager to oversee programme delivery, monitoring and reporting for both new funds, resourced from combined funding pot.

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7. 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 exceeded targets 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. The confirmed one-year extension of this project to July 2021 will enable further bursaries to be awarded and videos produced to tackle teaching shortages.
- 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. This will be housed on a new SELEP 'South East Skills' website, pulling together the information produced for the Digital Skills Partnership and Skills Advisory Panel including sector information, online learning and support in areas such as apprenticeships and T-Levels. Demand for this sort of information has increased during the COVID-19 period.
- 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. SELEP will work with local partners to put cases forward for ESF National Reserve Fund available to respond to challenges arising from COVID-19.
- 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. Videos to be supported with the Apprenticeship Ambassador Networks locally to showcase local employers and apprentices.

- 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. Share learning around the COVID-19 recovery funding also.

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 (originally chaired by Colette Bailey of Metal and with a handover to Helen Clements of Morgan Sindall in September 2020) 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 an online conference with the Digital Skills Partnership planned in October 2020 to engage with the business community more widely. The panel has fed into the Local Industrial Strategy and will have strong links to and some shared membership with 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 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, Microsoft and BT 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. During COVID-19 this partnership has taken a leading role in areas such as ensuring access to online learning, running webinars and tackling issues such as digital kit and connectivity. Working Groups have leads drawn from across the LEP area and who are driving action forward in their area of expertise.

8. 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 can be separated into five areas:

- General partnership working within the LEP boundaries including our sectoral and thematic 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 Growth Board 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 this activity will mainly be concerned with production of an economic recovery strategy.

This work will be continuing through the remainder of 2020/21 but with a focus on recovery and renewal as the Crisis has impacted every area of our work.

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 which spans North Essex and South Suffolk.

During the year we expect the Southern LEPs group, now known as Catalyst South, to grow stronger and we will work with our partners in that grouping to develop better recognition for us a wider region and to build the case for investment. The Chair of SELEP is now the

Catalyst South representative on the LEP Network Board and will be working to ensure that the voice of the region is heard by Government in advance of the Comprehensive Spending Review (CSR) expected in Autumn 2020. Beyond that, there are emerging plans to formalise the grouping, to strengthen its governance and ensure that it adds demonstrable strategic added value to the work that we all do in our own LEP areas.

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
- Major Projects Group

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/

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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, implementing new regular MP roundtables and our wider stakeholder group. We have been increasing our reach through our newsletter and have invested in new software to manage this and renewed and envigored approach to digital routes, and regular engagement through social media. We held a very successful Annual General Meeting (AGM) in July 2019 with over 160 attendees and much positive feedback. We want to build this and have plans for a virtual event which will focus on the important issue of diversity and business and why, now more than ever, this is important to the future of successful businesses. This will also be the first meeting of the SELEP Ltd members. SELEP Ltd is 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 LEP area 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

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- City Deals – Southend-on-Sea is party to a City Deal and we support them in their delivery of the agreed outputs
- 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 is playing 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.
- Freeports – consultation on government's Freeport policy closed in July 2020 and SELEP responded strongly on behalf of the port infrastructure in the area. Several of our ports are actively collaborating in exploring the possibilities linked to Freeport status and we are instrumental in those conversations with partners. While our specific role in response to the next stage of consultation is as yet unclear, we expect to play a supportive in role furthering applications from the area and will ensure the link between these plans and the development of our own strategies.

EU Funding

Over £160m 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.

Unspent and unallocated ERDF from all LEPs forms a national ERDF Reserve Fund. Since COVID-19 there are no longer plans to make this money available via new open calls. Instead, the Ministry of Housing, Communities and Local Government (MHCLG), as managing authority for ERDF, will instead be using more targeted and rapid ways of funding activities, such as through a commissioning model. These will take into account emerging recovery requirements and alignment with other Government funding initiatives. The Reopening High Streets Safely Fund, available directly to Borough and District Councils, was swiftly established using ERDF during the response phase to COVID-19. Subsequently £20m ERDF has also been made available nationally for an SME 100% grant scheme supporting

Tourism and the Wider Economy. SELEP has been notionally allocated £880,000 for this scheme, to be rolled out through Q3 and Q4 of 2020/21.

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, now specifically targeted at COVID-19 recovery. 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 DC 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

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Investment Plan in the early part of 20/21. 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 Advisers.

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 £25m 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 Projects 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. We responded to the recent design refinement consultation and continue to work closely with the Highways England team as they prepare to submit their Development Consent Order later in 2020. We are working particularly to support the supply chain school and local businesses and as part of the work of the major projects group. 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.

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.

We have established 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 LIS was close to local agreement when the COVID-19 lockdown was imposed. At that point the national LIS policy was put on hold. During the response phase of the crisis, a new process for collecting and reporting on the economic impact has been put into place. This process uses KPIs and other data to provide information to the Board on the economy of the South East.

SELEP's current position in terms of our initial assessment of the economic impact and the short and medium term strategic response is set out in the SELEP COVID-19 Economic Response Statement. We will continue to use this evidence and the LIS evidence base to develop a Recovery and Renewal Plan. This will set out our strategic priorities and what principles will be enshrined within those priorities. This crisis has been the major disruptor of the economy for many years and this disruption brings opportunities that would have otherwise not presented themselves. Our Recovery and Renewal Plan will make sure we don't miss this chance to make fundamental changes to improve our economy and ensure a swift return to growth.

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 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.

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9. Key Performance Indicators

Following a year of collecting Key Performance Indicators 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 our evidence base work 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 was assessed by Government as very strong. This is now being supplemented with current economic impact data. Having a robust evidence base allows us to make better decisions. We will work to keep our 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: 2,155,700, Employed: 2,080,600, Unemployed: 75,100 (2019) [Source: NOMIS, 2020] 160,065 registering Universal Credit claims (July 2020) [Source: NOMIS, Aug 20]
Number of businesses (and net change per quarter)	173,315 (2019)
New business formations (and tech startups and graduate start ups)	37,857 new business formations, 1,965 tech startups (2019) [Source: Centre for

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Macro-Economic Indicators	Current Figures
	Entrepreneurs, Business Startup Index, 2019]] Graduate start ups: 33 active start-up enterprises founded by graduates who studied in the SELEP area.
Workplace based earnings	£28,200 average wages per job (2019) [Source: EMSI, 2020]
NVQ Level 4 + (% of population)	34.6% [Source: NOMIS]
Vacancies	81,145 unique job postings (July 2020) [Source: EMSI]

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 impact on 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 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

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Performance Indicator	Performance to date (Q3 2019/20)
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

*SELEP did not become a full member of the Greater South East Energy Hub until January 2020

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 2019/20	Performance in 2019/20
Value (£m) invested across all projects	LGF – £107.3m GPF - £6.6m	LGF – £96.4m GPF - £2.3m
Number of projects completed LGF and GPF	LGF - 24 projects GPF - 3 projects	LGF – 10 projects GPF – 1 project
Number of homes completions enabled	LGF - 5,223	10,136
Number of jobs created	LGF – 12,742	9,013
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	n/a – data being rebased and will be assessed at year end
Number of businesses rating their experience of the Growth Hub as 'satisfied' or 'very satisfied'	92%	n/a will be assessed at year end

** 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.

Following in the lockdown, social distancing and consequent changes to the way that we all work these KPIs have reduced for the remainder of this year.

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 Q2 2020/21
Good or equivalent rating received on all categories assessed at Annual Performance Review	All categories good	Achieved
Qualitative review of SELEP coverage in local, regional, national and trade press	Balance of positive coverage	n/a – Annual review to be completed in *March 2021*.
Number of people attending set-piece SELEP events • AGM	75 – to reflect the virtual nature and reduced scope of the event	baseline of 165 in 2019but this was a much larger physical conference
Increased reach of SELEP direct communications: • increased newsletter subscribers • maintaining average 'open rates' • maintaining average click-through rates.	7,500 16.8% 22.3%	baseline 7,062 in Jan20 baseline; 16.84% Jan19 – Dec19 baseline; 22.28% Jan19 – Dec19
Traffic on southeastlep.com: • increased number of visits • maintaining average length of visit	60,000 2.23 mins	baseline 55,325 in 2019-20 baseline 2.23 mins in 2019-20
Increased reach via social media channels: • twitter followers;	6,000	baseline 5,510 in 2019-20

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Performance Indicator	Target for year	Performance to date Q2 2020/21
• twitter impressions; • re-tweets; • Linkedin connections • Linkedin re-posts	475,000 850 1,500 285	baseline 451.4k in 2019-20 baseline 800 in 2019-20 baseline 1,354 in 2019-20 baseline 263 in 2019-20

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10. Quarterly Plans

The planning of work has been hugely impacted by the COVID-19 crisis. The first six months was a period of response. As we move into a period of hopefully more stability, plans are being put into place for the remainder of this financial year. However, the risk of further flare-ups or second waves of the virus still remains. Should this come to pass there will no doubt be an impact on the SELEP Secretariat, the partnership and our economy and plans will need change at very short notice.

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
Completion of legal agreements for GBF	Delayed due to delay in grant conditions from Govt
Approval of operational budget for 2021/22	Due to be presented to Accountability Board in November
Annual General Meeting	First AGM of SELEP Ltd (light touch – company only established for 6 months)
Mid-year performance Review with CLGU	Light touch review due at end of September but agreement on outcome in early Q3
Review of SELEP Ltd policies and procedures	Phased review of SELEP Policies to ensure still correct/appropriate
DELIVERY	
Skills Advisory Panel and Skills Working Group Meetings	Rural, 12th October and 10th November Housing & Development, 3rd November and 10th December SECEN, 18th November Social Enterprise, 8th December Clean Growth, 8th December Coastal, November
Skills Advisory Panel Conference (online)	8th October

Activity	Notes including deadlines and resourcing impacts
Development and launch of new Skills Advisory Panel and Digital Skills Partnership website 'South East Skills'	September (development) 8th October 2020 (launch)
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
Initial meeting to discuss development of SELEP Maritime Cluster	TBC
Work with Towns Fund Boards	Towns due to submit Investment Plans to HMG as part of cohort 2 (October) or cohort 3 (January)
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
Roll out of CV19 Recovery Funds calls	Timeline and order of rollout not yet finalised but will include procurement activity, live calls and awards of contracts during this period
Working with the cluster (Greater London Authority and Hertfordshire LEP) on Growth Hub and Peer Networks	Ongoing
Planning for 2021/22	Delivery Plan for next year constructed with supporting resource plan/budget
Approval of GBF Reserve List	Necessary in case projects in the agreed package drop out
Approval of Getting Building Fund projects	All projects required to have Accountability Board approval by 31 December 2020
Evaluation of Rural Strategy	End December
MP Engagement	Ongoing management of MP roundtables and regular communications and relationship building with MPs.
STRATEGY	
Drafting of SELEP Industrial Strategy/Economic Renewal Plan	Review of draft LIS and development of new economic recovery plan.

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Activity	Notes including deadlines and resourcing impacts
Major Projects Group	Update to Board on the role of the group and future plans for the Group
Work with LEPs in Catalyst South to: • establish Catalyst South brand, communications, core messages and ways of working • establish fit for purpose governance arrangements • agree shared vision and action plan • finalise plans for resourcing the partnership • achieve recognition from and engagement with government on this supra-regional LEP basis	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

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Quarter Four (January to March)

Activity	Notes including deadlines and resourcing impacts
GOVERNANCE	
Annual Performance Review with CLGU	Usually in January
Review of SELEP Ltd policies and procedures	Phased review of SELEP Policies to ensure still correct/appropriate
Onboarding of new co-opted members	

DELIVERY	
Skills Advisory Panel and Skills Working Group Meetings	Rural, January, February and March Housing & Development, February Coastal, January and March
Skills Advisory Panel Skills Report to DfE	March 2021
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
Working with the cluster (Greater London Authority and Hertfordshire LEP) on Growth Hub and Peer Networks	Ongoing
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
Annual review of Social Enterprise Prospectus	March
Review of actions against Coastal Economic Prospectus proposals	March
MP Engagement	Ongoing management of MP roundtables and regular communications and relationship building with MPs.
Implementing SELEP communication strategy	Ongoing roll out of the protocols with working groups and other partners and developing a communications peer group by March 2021

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]STRATEGY	
Industrial Strategy / Economic Renewal Plan	Economic Renewal Plan/Strategy to be produced by March 2021.
Work with LEPs in Catalyst South to: • establish Catalyst South brand, communications, core messages and ways of working • establish fit for purpose governance arrangements • agree shared vision and action plan • finalise plans for resourcing the partnership • achieve recognition from and engagement with government on this supra-regional LEP basis	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 general
Launch of the SELEP Maritime Cluster	TBC

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