

South East Local Enterprise Partnership

Delivery Plan April 2022 to March 2023

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1. Introduction

Message from the Chair and Chief Executive

The beginning of 2022-23 marks the end of the final domestic covid restrictions in England. While it may yet be too early to anticipate a full return to the lives we knew before the pandemic, there is hope that forced business closures and foregone freedoms will be consigned to the past.

There can be some hope for the economy too. Growth has returned and national output now mirrors pre-pandemic levels. But there are major challenges stemming from the UK's new relationship with Europe, escalating energy prices and pressure on the cost of doing business and the cost of living for households and communities.

The challenges facing businesses across the south east are changing, and so too is the context in which our partnership operates. The government has placed its commitment to 'levelling up' at the centre of its policy agenda – making clear its ambition to reduce disparities in income, wealth and life chances between regions of the UK and to accelerate devolution to local communities.

It is vital that the interests of south east businesses are reflected in the levelling up agenda. Over the next year our role will be to convene partners to ensure that the voice of business has a powerful and direct influence over local economic policy and investment decisions. We will continue to shape the strategic economic direction for our areas and will secure agreements and actions that will enhance our competitiveness and unlock sustainable local growth.

SELEP will adapt and adjust to this changing context and will play its full part in supporting economic renewal across the south east.



2. Evolution of SELEP

Local Enterprise Partnerships (LEPs) have delivered a lot in the last decade. Collectively we've targeted some £800M of funding, delivered direct business support through our Growth Hub operations, created robust and comprehensive evidence bases of our economies, used funds available to us to direct support where most needed and established strong partnerships across business, local civic leaders and academia. These partnerships are both strategic and operational, the latter targeting specific sector or thematic activity to drive collaboration, investment and opportunity.

Over the past year LEPs have also been subject to a functional review which has created uncertainty on government's future policy direction and LEP's future role. However, the Levelling Up White Paper, published in February 2022, provides some clarity. It states that **'where a devolution deal doesn't exist, LEPs will continue to play their vital role in supporting local businesses and the local economy'**. The policy direction is set to expand Mayoral Combined Authorities (MCAs) and create County Deals across the country, devolving funding and powers to more local areas; and when and where this happens, the functions of the LEP will be part of this future structure. Until that time, LEPs will continue to operate and provide vital functions to deliver economic growth in their area.

The Levelling Up White Paper clarified that future capital funding e.g., UK Shared Prosperity Fund (UKSPF), will be channelled through Local Authorities, the Greater London Authority and MCAs. This change in funding flows will change the function of LEPs across England. LEPs will play a role akin to that which they played following their creation in 2010 – providing the voice of businesses; convening partners to determine local economic priorities, and leading economic growth and job creation within a local area.

The cornerstones of LEP's future role will be to:

- bring that business voice into local economic planning;
- develop strategic local economic plans which set out the economic future for an area;
- convene local partners to secure agreement and action; and
- continue to deliver bespoke functions for government.

We await details of LEP funding from government for future years, as well as clarity on expectations around specific functions and Governance. Our Economic Recovery and Renewal Strategy sets out a clear path and set of priorities to improve the economic performance of the south east for the future and we are confident that despite these changing contexts, our identified strengths and opportunities remain. We recognise that we may have to revisit the priorities we have set out in our strategy, consider our governance structures, and evolve our partnership and the relationships that exist within this to meet the new operating context.

SELEP stands ready to do this and move quickly and efficiently to ensure we continue to deliver for the south east. In this event, this delivery plan will be updated and returned to the Board for approval.

3. Strategy

In March 2021, the SELEP Board approved its [Economic Recovery and Renewal Strategy](#). This strategy responds to the COVID-19 pandemic and its devastating impact on the economy, but also the implications of Brexit on supply chain issues and the labour market. Although these are now well trodden paths for many, they continue to have implications and more recent ones are adding further pressure, such as high inflation, tax rises, all putting additional strain on already stretched businesses and individuals. Our strategy aims to support this, build on the unique opportunities and challenges that our area possesses and fully engage with Government policy for 'Global Britain' and 'Levelling Up'.

We face clear cross-cutting issues in doing this. Our future plans must consider the impact on the climate, how interventions can support greater equality and inclusion within our society and ensuring the necessary connectivity, digital access and skills to support growth. Failing to do so would impede our future economic success and therefore we have set out four guiding principles in our strategy which will help to drive value-based decision making and action as we move forward.

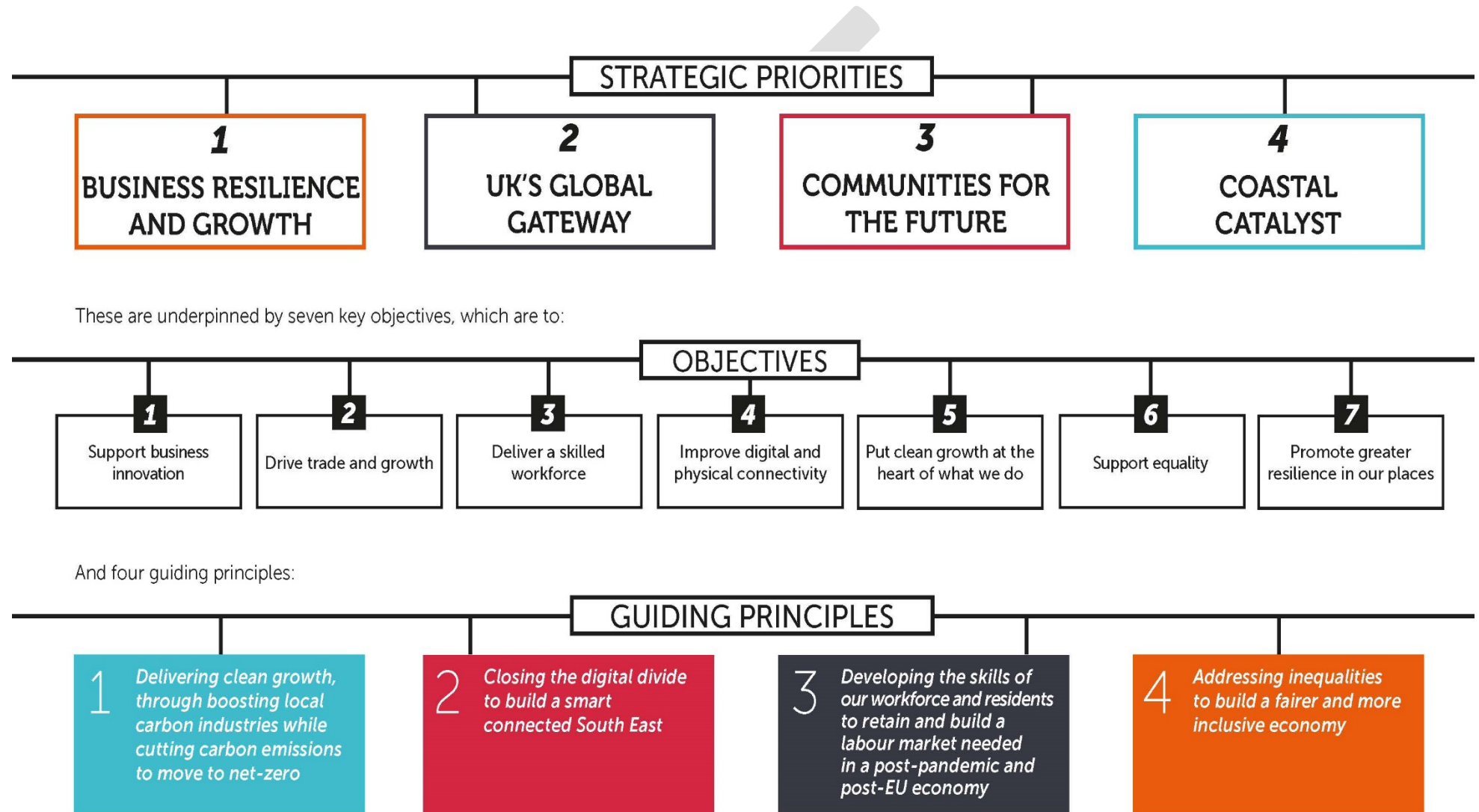
The financial year 2021/22 was challenging for LEPs with ongoing uncertainty relating to both funding and future policy direction. As a result, SELEP has had to make difficult decisions about the prioritisation and resourcing of activities during 2022/23. A reduced structure has been agreed for the SELEP secretariat which is designed to deliver on the highest priority areas of work and will therefore have implications for

SELEP's capacity to deliver against the entirety of our strategy. However, we are confident that by focusing on the issues where we can have the most impact, we remain in a strong position to help build a better, stronger economy.

The strategy is underpinned by the strategic framework set out below and all our activities will be aligned to delivering those strategic priorities, under a robust governance structure.

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Strategic Framework



Delivering against our Strategy

The strategy sets out the strategic priorities for SELEP. These priorities are underpinned by seven cross cutting objectives which will be reflected throughout the strategy as key pillars of all the work that we do. They are accompanied by a set of economic indicators which serve as the macro KPIs for the strategy.

Following its publication our intention was to develop comprehensive delivery plans for the strategy to be taken forward and monitored. However, due to the potential changes to the funding and policy landscape, tied into the LEP Review and Levelling Up White Paper, SELEP has developed shorter term plans that focus on building on work already in train and areas that can be influenced and shaped through working with partners.

Our plan for delivery against each of the strategic priorities is outlined in section 4, but to provide headline context, some of the key areas of activity are set out below.

- **Levelling Up**

Government has set out its plans to transform the UK by spreading opportunity and prosperity to all areas through 12 national missions in the Levelling Up White Paper. The paper embedded the role of LEPs in policy for the first time, recognising their key role in supporting local businesses and economy and eventually, the transition to devolution.

Many communities across SELEP benefit from relatively good standards of living but there are pockets of deprivation and also high concentrations of deprivations in some places, notably coastal communities. 130 LSOA across SELEP are in the 10% most deprived neighbourhoods in the country (IMD 2019), including the most deprived community in the UK, Jaywick Sands in Clacton. 106 of those LSOAs are found in SELEP's 16 coastal districts.

SELEP will continue to work with Government and our local partners on this agenda to ensure these important local issues are recognised nationally and that collectively we continue to focus on the right issues – such as creating well-paid sustainable jobs – which ultimately drive economic prosperity.

- **Freeports**

One of the biggest opportunities to support ambitions for both levelling up and global Britain is Freeports. SELEP has two Freeports – Thames Freeport in Thurrock and Freeport East in Suffolk and Essex. SELEP has played an important role in helping develop the successful bids and subsequent business cases and will continue to work closely with the Freeports as they establish and work to drive new commercial opportunities that support the regional and national economy. Both are also situated in areas of deprivation and as such will benefit communities that need levelling up.

It is our expectation that SELEP will play an ongoing role in the governance arrangements for the designated Freeports. For Freeport East we will work closely with neighbouring partners in the New Anglia LEP to provide a shared voice on the Freeport East Board. We look forward to supporting their implementation, which will accelerate and enhance SELEP's role as a gateway for global trade and enterprise.

- **Major Projects Group**

Over the coming 5-15 years, the SELEP region will have infrastructure growth of significant importance and scale, including through large scale housing development, new strategic road networks, expansion of air and seaports and new sustainable energy sources.

In May 2020 we established a South East Major Projects Group (MPG) 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. The first tranche of work has been a detailed review of the projects, their timelines and demand for skills and labour. From this we are developing an action plan that collectively the projects, SELEP, the skills sector and other partners can deliver against over the coming years to maximise sustainable local employment and better ensure successful and timely delivery of projects. A dedicated MPG Skills sub-group has been established to lead on this important area of work.

More information about the group can be found at [Major Projects Group - The South East Local Enterprise Partnership \(southeastlep.com\)](#) and [Major Projects Group - South East Skills](#).

- **Skills**

The skills agenda is pivotal to all areas of the LEP's work. It is a key issue for businesses and often presents a barrier to growth. SELEP has a strong track record in delivering skills outcomes and has developed and led many programmes to tackle issues such as acute teacher shortages in key sectors, comprehensive labour market intelligence, delivery and scrutiny of European Social Funds, targeting capital funding; all led by a strong employer voice through our Skills Advisory Panel (SAP). We have also supported policy initiatives, such as the newly awarded Institute of Technology, and designed and contracted £2million of additional funding to support businesses and individuals adversely affected by the pandemic.

Our role in skills remains important and we will continue to play a leading role in supporting this agenda through delivery of the MPG action plan, development of the Freeports, continued delivery and evaluation of the Skills COVID-19 programmes and championing the business voice in the skills sector, directly and through supporting Local Skills Improvement Plans (LSIPs). Refocusing the work of the SAP and working group and helping shape and support new interventions that may take place as part of levelling up plans, may also form key activities this year.

- **Digital Skills Partnership**

Since being selected as a pilot area in 2019, SELEP continues to work with Government as one of 7 national Digital Skills Partnerships (DSP) funded by the Department for Digital, Culture, Media and Sport (DCMS). Our DSP Co-ordinator works closely with DCMS and a range of partners and large corporations such as Google, Microsoft and BT, to enable activity on the ground. The Steering Group, chaired by Pfizer, and working Groups have been delivering an action plan to advance the priorities detailed in our Skills Strategy and have recently produced the DSP's Digital Skills Strategy for 2022/23. In response to COVID-19 this partnership has also 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. SELEP is currently awaiting confirmation of year four funding for the DSP.

- **Net Zero/Clean Growth**

SELEP is well placed to help influence clean growth and has a unique role to play in convening partners and in championing clean economic growth initiatives via advocacy, engaging business and industry and in supporting specific projects. Clean growth is a guiding principle in our commitment to rebuilding the economy and will need to be embedded across all areas of work.

Our actions and priorities in support of net zero will be informed by the outputs of SELEP's Annual Conference in 2021 'South East Futures: What Does Clean Growth Look Like for the South East?' and will also build on the strong relationships that have been formed through the SELEP Clean Growth Group and the South2East Energy Strategy previously developed in partnership with Coast to Capital and Enterprise M3 LEs. In addition, we will work to maximise innovative new approaches to transition to net zero, for example through the MPG, collaboration with universities and the Universities 9 (U9) working group, our two Freeports and the Thames Estuary Growth Board.

- **Economic data and Intelligence**

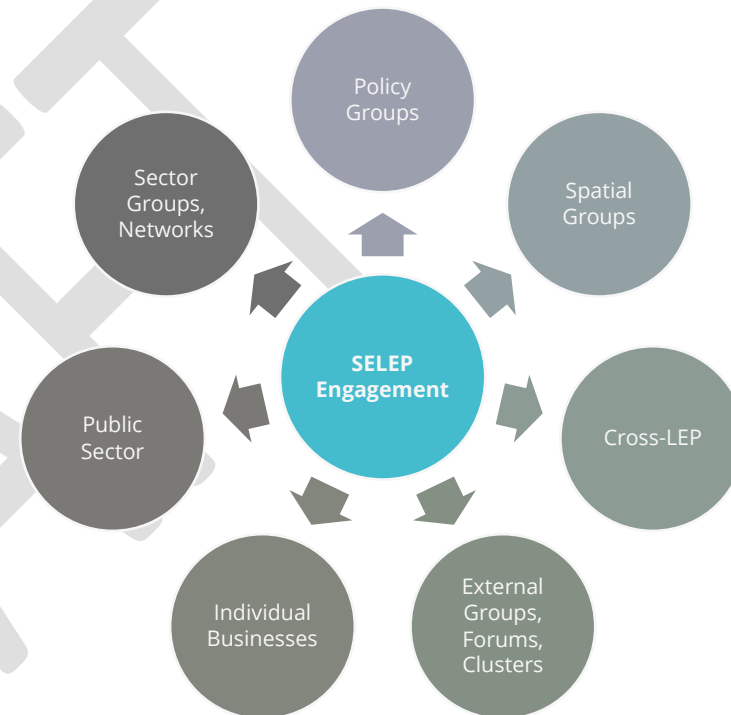
In 2021 SELEP took steps to improve the capacity of the SELEP secretariat and the SELEP Board in evidence-based decision making. This new analytical capacity not only deepened our knowledge of our economy but proved vital in our ongoing response to the COVID-19 pandemic, supporting the work of SELEP and our local partners to identify the issues and areas most in need of support and intervention, as well as providing local analysis of the take up of national schemes.

Subsequently, we have also strengthened our understanding and response to key policy areas such as coastal communities, levelling up, skills and sector impacts, based on the use of robust data and intelligence. This has been identified as a key priority to support SELEP's activities in 2022/23 and will include for example developing the Board's awareness of a range of data relating to diversity and inclusion.

- **Strategic Network**

SELEP works effectively through a number of thematic working groups which bring private and public sector partners together to tackle shared issues and opportunities (please find information on current groups [here](#)). This network of groups also provides existing collaborations to be able to respond quickly and add value to local investments such as the Towns Fund and Levelling Up Funds, as well as live policy issues and consultations.

SELEP now seeks to build on the effective work of these groups whilst creating a more agile, flexible and wider strategic network model. We will focus efforts on where the SELEP can add most value, be that through existing groups or broadening our engagement and communication with a wider network of groups and organisations, for example in relation to key sectors.



- **Growth Hub**

SELEP leads the South East Business Hub (Growth Hub) service across the region, working closely with the Lead Authorities - East Sussex County, Kent County and Southend Councils - who are responsible for provision of the service via our three Area Growth Hubs.

The Growth Hubs provide an essential 'front door' for businesses to the complex business support landscape, signposting them to relevant advice, support schemes and funding opportunities to help them thrive and grow. Throughout the COVID-19 pandemic, they played a vital

role in assisting businesses to survive and adapt. Intelligence collated through our Growth Hubs can be used to help shape new and future interventions, such as the transition to net zero, innovation clustering and international trade.

At the time of writing, Government has yet to confirm Growth Hub core funding and associated LEP allocations for 2022/23. SELEP will continue to work with Lead Authorities and convene the South East Business Hub Steering Group, to help manage the risk of funding delays, whilst ensuring continuity of service as far as possible. SELEP will also work collaboratively with key partners to evolve the Growth Hub delivery model as necessary, in response to any emerging national direction for business support provision.

- **SELEP funding programmes**

Investments made through our Capital Programme have supported visible interventions made to deliver to our strategic priorities. In total there are 105 Local Growth Fund (LGF) projects, 29 Growing Places Fund (GPF) projects and 41 Getting Building Fund (GBF) projects approved with a total of £0.716 billion being invested in the region. 11 GPF, 65 LGF and 5 GBF projects have now been completed. As the Capital Programmes come to an end, SELEP's role in 2022/23 will be focused on monitoring and evaluation of the outcomes of the projects, many of which will continue to deliver these long after the intervention itself is complete. A lessons learned report has also been completed and shared with the Accountability Board and Strategic Board in July and October 2021 respectively. A summary of current capital programmes can be found in annex A.

A further £2.5m has been made available by SELEP to support the activities of SELEP's Working Groups through the Sector Support Fund (SSF). The SSF is revenue funding that projects, supported by the working groups, could bid into on a competitive basis for support for one-off, discrete pieces of work of a pan-LEP nature. At the time of writing no further bids for SSF investments are being accepted.

Additionally, in 2020/21 the SELEP Board agreed to divert funds to a Covid-19 Recovery Fund which comprises a £2.4m Business Support Fund and a £2m Skills Recovery Fund and delivery of these projects will continue into Q1 of 2021/22. Further details on revenue funds are provided in Annex B.

4. Delivery

This chapter has been set out to deliver against our current strategy, as much as possible, with the mandate and resources that are known. As highlighted in Chapter 2, further details regarding the specific role and functions for SELEP over the coming year and beyond, flowing from the Levelling Up White Paper, may require us to revisit our strategy and priorities and as such, may alter what follows. The KPI data is as it stood in March 2022.

A [dashboard is provided to the Strategic Board](#) each quarter, which sets out progress against the key activities in the previous quarter and a forward look at activity for the next period, as well as updated KPI data.

Strategic Priority 1: Business Resilience and Growth

Key Activities	KPIs (as available in March 2022)
Delivery and evaluation of the COVID-19 Recovery Fund programme, including business support activities and training for skills.	Total SELEP GVA 2019 = £98.9bn Enterprise 3-year survival rates (2020): SELEP 58.2%, England 53%
Continued delivery of Growth Hub services across SELEP (subject to core Growth Hub funding) and evolution of the Growth Hub delivery model, in line with the national direction of travel for Growth Hubs as it emerges.	Job density per 100 residents aged 16 to 64 (2020): SELEP 76, England 85 (both down compared to 2019) Skills level (2020): L4+ – SELEP 37.2%, UK = 43.0%; L2+ – SELEP 76.9%, UK = 78.2%; No qualification - SELEP 6.0%, UK 6.6%
Delivery against the Skills Strategy and Skills Report, working with the Skills Advisory Panel the Local Skills Improvement Plan pilots	Apprenticeship starts (2020/21 to April): 24,480. Up 2.4% from 2019/20 and 15.5% down from 2018/19 Apprenticeship vacancies (at 14/02/22): 1,930 (1,681 exc. army). 0.93 per 1,000 jobs. Highest sectors: health, food & accommodation, information and communications
Delivery of Digital Skills Partnership strategy	

Delivery of GBF, GPF, LGF and SSF projects that support business survival and growth.	
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Strategy Priority 2: UK's Global Gateway

Key Activities	KPIs
Working with Freeport East and Thames Freeport to support full business case development and subsequent points of gearing up and implementation	<p>Port passengers (2020): 4.86 million compared to 11.97 million in 2019, a 59.4% drop. 70.5% share of UK passengers</p> <p>Airport passengers (Q4 2021): 3.1 million which was 50.4% of 2019 level, with UK overall passenger numbers at 45.2% of 2019 level</p> <p>Export value of goods (all countries, 2020): £8.3bn (2.9% share of England trade) of which £4.1bn was to EU countries, with overall 18% decline compared to 2019</p>
Continue work with the Major Projects Group and MPG Skills group to implement/support activity on skills and employment, supply chain development and environmental aspects	
Working with the DiT ERDF Internationalisation project to increase international trade within the region, ensuring alignment with the Growth Hub and the South East Export Development (SEED) SSF project.	
Work with Transport for the South East and Transport for the East, to help identify and prioritise transport improvements that will support sustainable movement of goods from our ports.	
Collaborate with and support the work of Maritime UK and other sector organisations to capitalise on opportunities for the south east to engage with important priorities such as sector and decarbonisation	
Delivery of GBF, GPF, LGF and SSF projects relating to port and trading activity	

Strategic Priority 3: Communities for the Future

Key Activities	KPIs
Continue to participate and contribute, as appropriate and feasible, to events and debates that support advancement of the housing and community development agenda	Housing growth (EPC): 17,900 in 12 months to Dec-21, an 11% increase on prior year, with 84% energy efficiency rating A or B.
Continue to support the South East Creative Economy Network (SECEN) in delivering against its published Statement of Intent. Including sector-led pledges for initiatives that can be delivered in partnership	Commercial space (March 2020): 33.0 million square meters floorspace. 5 years growth - 0.9 mill sq. metre, 2.8% growth.
Continue to work with Arts Council England and wider partners to implement the recommendations of the 'Creative High Streets' report	0.2% retail growth, 4.7% loss office space, 4.5% industrial growth, 6.8% growth other
Continue to engage with Homes England and Ministers to provide direct industry insight into government around key issues that impact the housing and community agenda in the South East	Construction sector workforce: 124,000 employee jobs in SELEP (2020); Job density per 100 residents aged 16 to 64 – SELEP 4.8, England 3.5;
Engage with and support, as appropriate and feasible, with the projects across SELEP that have received support from the Community Renewal Fund (CRF) and the Community Ownership Fund (COF)	10.7% increase on 2019 (England reduction of 4.2%)
Delivery of GBF, GPF, LGF and SSF projects relating to housing and community development.	Digital infrastructure (Sept 2020), percentage of premises with access: Superfast broadband – SELEP 95.5; England 96; Gigabit – SELEP 29; England 46

Strategic Priority 4: Coastal Catalyst

Key Activities	KPIs
Ongoing work to develop and utilise enhanced evidence base for coastal work to support prioritisation in delivering the coastal prospectus and wider levelling up	<p>Claimant rate population aged 16 to 64 (December 2021): Coastal 5.4%, non-coastal 3.6%, both on reducing trend</p> <p>Gross Disposable Household Income (using net household incomes after housing costs) (2018): Coastal 27,000; Non-coastal 30,300</p> <p>Digital infrastructure (Sept 2021), percentage of premises with access: Superfast broadband – coastal 97.1, non-coastal 94.7; Gigabit – coastal 26.6, non-coastal 30.4.</p> <p>Net new businesses per 10,000 working age population (year to Mar-21): Coastal 15 (2.7% growth), non-coastal 8 (1.1% growth). The first time in at least 5 years that coastal areas saw higher business growth</p>
Continue to engage in Levelling Up policy consultations, moving into supporting implementation, as appropriate. Inc any relevant support for the eight SELEP projects were successful in the first round of the Levelling Up Fund	
COVID-19 Recovery Fund project supporting the South East Visitor Economy	
Delivery of LGF, GBF, GPF and SSF funds that support coastal areas	
Continue to work with the Coastal Communities Group, Rural Group and other forums to respond to 'sector' and policy developments e.g. levelling up, National Food Strategy	

5. Partnership and Governance

Working with Partners

Partnership is vital to the success of SELEP and never more so than during 2022/23, when we will continue to work with our partners across the region and beyond to deliver our strategic priorities, following confirmation of a role for LEPs in the Government's Levelling Up White Paper. To do this we will work closely with our fellow LEPs, our MPs, the local authorities in and close to our region, our businesses, education institutions, government departments and agencies and charities and the third sector. Convening such a wide range of partners is the real strength of the LEP and supports a truly joined up approach. This will be further expanded and strengthened by our Strategic Network model.

A key relationship for us is the Catalyst South grouping of LEPs and we will be working collectively to build the case for investment in the south of England over the year. We'll also continue to work with the Envoy for the Thames Estuary and her Growth Board to maximise the opportunities and potential of the Estuary and work with our major projects group to support business cases and collaborative planning around areas such as labour and supply chain. Ensuring that investment, both private and public, continues to flow into the region will be a key part of our strategic activities in the forthcoming year. With UKSPF being allocated through Local Authorities and MCAs, LEPs will have an important role in providing the voice of industry to inform these investment decisions.

SELEP is committed to the levelling up of the hidden areas of deprivation within the region. This will include working with partners on the Towns Fund as Town Investment Plans move forward and continuing to support inward investment and job creation through supporting our four Enterprise Zones.

Governance

SELEP received a 'good' rating in the Annual Performance Review (APR) in 2021 for Governance. New processes are fully embedded, with virtual meetings making our meetings far more accessible to partners and members of the public, and video recordings of the meetings adding to the transparency of decision making. Accountability Board has successfully returned to an in-person hybrid meeting, in line with our Assurance Framework requirements. The most recent APR took place on 9 February 2022, and we will report the outcome of this to the Board verbally on 18 March 2022, as the outcome is expected around the time of the Board meeting.

There is continued work to improve our approach to diversity and we will make further improvements in ensuring diverse representation on our Boards and encouraging the same in our working groups. To support this a group of representative individuals met in October 2021 to discuss how we best approach this and during the year we continue to work on building our intelligence about the diversity and equality of our area, work to develop our approach to value-based decision making and ensure that diversity and inclusion is promoted in all we do. It remains a target for all LEPs to achieve balanced gender representation on LEP boards by March 2023.

The final term of the SELEP Chair and the first term of the Deputy Chair were due to end in February 2022. However, due to the delayed outcomes of the LEP review and the requirement for some stability, the Chair and Deputy Chair agreed to extend their term by 12 months and this was confirmed by Special Resolution via a full membership vote. Their continuation into 2022/23 will provide continuity in this period of uncertainty and will support a cleaner and clearer transition to whatever form SELEP and the Board, and the federated boards need to take moving forward.

Pending further details on the impact of the Levelling Up White Paper and the role of LEPs going forward, a review of governance, structures and processes is likely to be a key area of work in 2022/23 to ensure that we can evolve and mobilise quickly and effectively where needed. The Board Effectiveness Survey, which was completed recently, will also inform any transitional steps that the board need to take.

Annexes

Annex A: Capital Programmes

Investments made through our Capital Programme are visible interventions made to deliver to our strategic priorities. In total there are 105 Local Growth Fund (LGF) projects, 29 Growing Places Fund (GPF) projects and 41 Getting Building Fund (GBF) projects approved with a total of **£0.716 billion** being invested in the region. The programme delivers across the strategic priorities and also builds capacity in key enabling sectors, such as Skills. Projects that are still in flight (i.e. not yet completed/built out) can be found below. In addition to the monitoring of these projects, we will be continuing to evaluate and monitor outputs and outcomes of all projects as some projects will continue to deliver these long after the intervention itself is complete.

Outcomes of Capital Programmes

	Homes	Jobs
Local Growth Fund		
Outcomes delivered as to 31/03/2022	25,326	25,409
Outcomes forecast to be delivered in 2022/23 and future years	65,286	84,197
Total Outcomes Forecast	90,612	109,606
Growing Places Fund		
Outcomes delivered as to 31/03/2022	3,249	2,843
Outcomes forecast to be delivered in 2022/23 and future years	6,617	8,347
Total Outcomes Forecast	9,866	11,190

Getting Building Fund		
Outcomes delivered as to 31/03/2022	0	15
Outcomes forecast to be delivered in 2022/23	149	2,191
Outcomes forecast to be delivered in future years	1,709	3,690
Total Outcomes Forecast	1,858	5,896

The timing and scale of some outcomes set to be delivered through SELEP's capital programmes will be impacted by the implications of the COVID-19 pandemic, Brexit and issues created in supply chains. As the outcomes expected from the LGF and GPF investment were predominantly forecast prior to the pandemic, these benefits are now expected to take much longer to be realised. A re-baselining of the expected jobs and houses outcomes will take place during 2022/23 once there is a greater understanding of the medium-longer term impact of the COVID-19 pandemic and Brexit on our economy. As such, specific targets have not yet been established for housing and job delivery during 2022/23 for these funding streams.

Whilst the GBF projects were identified for investment in response to the economic shock of the pandemic, the delivery of these projects has also been impacted by the extended periods of lockdown and the uncertainty over the longer-term economic impact of the pandemic. While the GBF programme was due to conclude in March 2022, extended spend profiles have been approved for 14 projects with delivery of the GBF programme now expected to conclude by March 2023 at the latest.

As delivery of the LGF and GBF programmes draw to a close, the focus in 2022/23 will be on monitoring and evaluation – both in terms of individual project outcomes and the impact of the programmes across the SELEP area. Completion of post-scheme completion monitoring and evaluation reporting will be a priority, ensuring that meaningful data is collected to demonstrate the impact of the programme and to feed into required reporting to Central Government.

Capital Projects in Flight

Local Growth Fund

Project	LGF allocation	Total project cost	Expected completion date
East Sussex			
Hailsham, Polegate and Eastbourne Movement and Access Transport scheme	£2,100,000	£3,530,000	31/03/2023
Eastbourne and South Wealden Walking and Cycling LSTF package	£6,600,000	£10,560,000	31/03/2023
Queensway Gateway Road	£10,000,000	£12,000,000	TBC
Hastings and Bexhill Movement and Access Package	£9,000,000	£9,363,968	31/03/2023
Eastbourne Town Centre LSTF access and improvement package	£8,000,000	£11,250,000	30/09/2022
Bexhill Enterprise Park North	£1,940,000	£20,700,000	31/03/2022
Skills for Rural Businesses Post-Brexit (Plumpton College)	£4,413,000	£8,532,020	30/11/2022
Churchfields Business Centre (previously known as Sidney Little Road Business Incubator Hub)	£500,000	£2,773,686	31/07/2022
Eastbourne Fisherman's Quayside and Infrastructure Development project	£1,440,000	£1,440,000	31/03/2022
Essex			
A127 Fairglens junction improvements	£15,000,000	£20,453,000	01/04/2024
Beaulieu Park Railway Station	£12,000,000	£157,017,000	01/12/2025
A127/A130 Fairglens Interchange new link road	£6,235,000	£9,835,000	01/04/2024
M11 junction 8 improvements	£3,733,896	£15,085,000	31/12/2022
Mercury Rising Theatre	£1,228,000	£11,323,000	31/03/2022
University of Essex Parkside (Phase 3)	£5,000,000	£12,150,000	31/03/2023
New Construction Centre, Chelmsford College	£1,295,200	£1,438,000	28/02/2022
Colchester Grow on Space, Queen Street	£3,777,451	£4,992,903	31/08/2022
Kent			
Kent Strategic Congestion Management programme	£4,800,000	£5,024,000	31/03/2022
A28 Chart Road	£2,756,283	£2,756,283	TBC
Maidstone Integrated Transport Package	£8,900,000	£8,900,000	30/06/2024
A28 Sturry Link Road	£5,900,000	£29,575,000	30/06/2025
Thanet Parkway	£14,000,000	£27,765,000	31/12/2022
Dartford Town Centre Transformation	£4,300,000	£12,000,000	31/12/2022
Kent and Medway EDGE hub	£7,344,000	£22,104,000	31/03/2022
Leigh Flood Storage Area and East Peckham - unlocking growth	£2,349,000	£15,575,000	01/07/2023
M2 Junction 5	£1,600,000	£90,700,000	31/12/2024
East Malling Advanced Technology Horticultural Zone	£1,998,600	£5,358,000	31/03/2022
Medway			
A289 Four Elms roundabout to Medway Tunnel	£1,821,046	£11,564,000	31/03/2024
Strood Town Centre	£8,600,000	£9,870,000	31/03/2022
Medway City Estate	£2,200,000	£2,329,000	31/03/2022
Innovation Park Medway (phase 2)	£3,700,000	£40,670,000	30/11/2022
Innovation Park Medway (phase 3)	£1,518,500	£77,673,000	30/11/2022
Southend			
A127 The Bell	£4,300,000	£5,026,303	31/03/2022
Southend Central Area Action Plan	£7,000,000	£7,000,000	31/01/2022
London Southend Airport Business Park	£23,162,517	£32,670,000	30/06/2022
Southend Town Centre Interventions	£1,625,000	£2,625,000	31/01/2024
Thurrock			
London Gateway/Stanford le Hope	£7,500,000	£29,090,000	31/07/2024
Purfleet Centre	£5,000,000	£122,000,000	31/12/2030
Grays South	£10,840,274	£37,900,000	30/09/2024
A13 widening	£76,500,000	£122,719,000	31/03/2022
Total	£299,977,767	£1,033,337,163	

Getting Building Fund

Project	GBF allocation	Total project cost	Expected completion date
Restoring the Glory of the Winter Garden	£ 1,600,000	£ 3,935,000	01/05/2022
The Observer Building, Hastings (Phase 2) Option A	£ 1,713,000	£ 4,665,000	31/12/2022
Charleston's access road: removing the barrier to growth	£ 329,835	£ 339,835	31/03/2022
Riding Sunbeams Solar Railways	£ 2,527,500	£ 5,806,500	30/09/2022
Sussex Innovation Falmer - Covid Secure adaptations-	£ 200,000	£ 300,000	31/03/2022
UTC Maritime & Sustainable Technology Hub	£ 1,300,000	£ 2,278,091	31/03/2023
Food Street, Eastbourne	£ 100,000	£ 100,000	31/03/2022
Seven Sisters Country Park Visitor Infrastructure Uplift	£ 200,000	£ 2,175,000	30/09/2022
Acceleration of full-fibre broadband deployment in very rural or very hard-to reach premises	£ 680,000	£ 7,868,519	31/03/2023
Extension of the full-fibre broadband rollout in Essex to reach rural and hard to reach premises	£ 1,820,000	£ 2,420,000	31/03/2023
Enterprise Centre for Horizon 120 Business Park	£ 7,000,000	£ 16,000,000	30/06/2022
Harlow Library	£ 977,000	£ 1,153,000	22/02/2022
Jaywick Market & Commercial Space	£ 1,972,000	£ 2,272,000	30/09/2022
Nexus	£ 1,600,000	£ 11,765,000	31/03/2022
Remodelling of buildings at Harlow College to provide new 'T'-levels	£ 1,500,000	£ 3,500,000	31/03/2022
Rocheway	£ 713,000	£ 5,836,247	31/12/2022
Swan modular housing factory	£ 4,530,000	£ 192,545,970	31/03/2024
Tendrings Bikes & Cycle Infrastructure	£ 2,300,000	£ 2,400,000	30/09/2022
Tindal Square, Chelmsford	£ 750,000	£ 3,838,000	31/03/2022
Laindon Place	£ 790,000	£ 4,715,000	30/09/2022
Princess Alexandra Hospital Training and Education Facility	£ 500,000	£ 4,702,000	28/02/2022
Braintree Active Travel	£ 291,000	£ 2,078,000	30/09/2022
Digitally Connecting Rural Kent and Medway	£ 2,290,152	£ 4,235,711	31/03/2022
Javelin Way Development	£ 578,724	£ 11,083,000	17/03/2022
Romney Marsh Employment Hub	£ 3,536,466	£ 7,081,466	31/05/2022
Thanet Parkway Railway Station	£ 11,999,000	£ 34,512,731	31/12/2022
First and Second Floors, Building 500, Discovery Park, Sandwich	£ 2,500,000	£ 5,500,000	30/09/2022
New Performing & Production Digital Arts Facility @ North Kent College	£ 12,301,796	£ 13,980,777	31/03/2022
The Meeting Place Swanley	£ 1,490,000	£ 1,490,000	30/06/2022
The Amelia Scott	£ 1,400,000	£ 20,608,390	31/03/2022
Techfort	£ 1,009,000	£ 1,260,417	30/09/2022
Britton Farm Redevelopment Learning, Skills & Employment Hub	£ 1,990,000	£ 7,190,000	31/03/2022
Innovation Park Medway - Sustainable City of Business	£ 778,323	£ 1,009,000	30/11/2022
Better Queensway	£ 4,200,000	£ 21,900,000	31/03/2034
South Essex No Use Empty	£ 1,200,000	£ 2,650,000	30/09/2022
LFFN	£ 2,500,000	£ 7,602,472	31/05/2022
Total	£ 81,166,796	£ 420,797,126	

Growing Places Fund

Project	GPF allocation	Total project cost	Expected completion date
Rochester Riverside	£ 4,410,000	£ 419,000,000	30/06/2019
Chatham Waterfront	£ 2,999,042	£ 28,474,253	31/03/2023
Chelmsford Urban Expansion	£ 1,000,000	£ 4,250,000	31/03/2024
Workspace Kent	£ 1,500,000	£ 4,500,000	31/03/2027
Live Margate	£ 5,000,000	£ 10,000,000	31/03/2025
Colchester Northern Gateway	£ 1,350,000	£ 28,600,000	30/09/2023
Javelin Way Development	£ 1,597,000	£ 11,200,000	31/03/2026
Innovation Park Medway	£ 650,000	£ 2,651,000	31/03/2022
No Use Empty Commercial	£ 1,000,000	£ 4,500,000	31/03/2022
Green Hydrogen Generation Facility	£ 3,470,000	£ 3,470,000	31/03/2026
Wine Innovation Centre	£ 600,000	£ 700,000	31/03/2022
Observer Building Phase 1	£ 1,750,000	£ 4,386,996	31/12/2022
Barnhorn Green Phase 1	£ 1,750,000	£ 10,000,000	31/12/2023
Herne Relief Road	£ 3,500,000	£ 8,976,000	30/09/2023
No Use Empty Commercial Phase II	£ 2,000,000	£ 4,500,000	31/03/2027
No Use Empty South Essex	£ 1,000,000	£ 2,700,000	31/03/2026
Observer Building Phase 2	£ 1,616,500	£ 4,274,000	31/12/2022
No Use Empty Residential	£ 2,500,000	£ 7,500,000	31/03/2027
Total	£ 37,692,542	£ 559,682,249	

Annex B: Revenue Programmes

Growth Hub – the South East Business Hub

At the time of writing, Government has yet to confirm Growth Hub core funding and associated LEP allocations for 2022/23. SELEP will continue to work with Lead Authorities and convene the South East Business Hub Steering Group, to activate measures that will help to manage the risk of funding delays, whilst ensuring continuity of service as far as possible. SELEP will also work collaboratively with key partners to evolve the Growth Hub delivery model as necessary, in response to any emerging national direction of travel for business support provision.

Sector Support Fund

The Sector Support Fund is a revenue funding scheme that projects can bid into on a competitive basis for support for one-off, discrete pieces of work of a pan-LEP nature. Projects must have support of a SELEP working group and align closely with the SELEP strategic objectives. This funding is awarded as grants.

At the time of writing no further bids for SSF investments are being accepted.

A list of approved projects can be found below, and more information on projects can be found by clicking

<https://www.southeastlep.com/projects/sector-support-fund/>

Sector Support Fund Project	SSF Investment £000
South East Export Development (SEED)	92
Building Back Better	192
Accelerating Nature-Based Climate Solutions	135
Creative Open Workspace Master Plan*	49
<i>Coastal Communities Supplement to the SELEP Strategic Economic Plan</i>	40
<i>FutureProof: Accelerating Delivery of High Quality Development across SELEP</i>	110
<i>Future skills for Rural Businesses</i>	96
<i>England's Creative Coast</i>	150
<i>Good Food Growth Campaign</i>	60
<i>Gourmet Garden Trails</i>	60
<i>Kent Medical Campus Enterprise Zone – Innovation Centre design work</i>	156
<i>North Kent Enterprise Zone: Enabling and Marketing</i>	161
<i>Delivering Skills for the Future through teaching</i>	167
<i>Delivering Skills for the Future through teaching - project extension</i>	76
<i>Accelerating Opportunities within the Newhaven Enterprise Zone</i>	115
<i>Energy and Clean Growth – Supply Chain Mapping</i>	130
<i>Buy Local South East</i>	70

Sector Support Fund Project	SSF Investment £000
<i>Re-building Confidence and Demand in the Visitor Economy</i>	200
<i>Carbon Pathways (C-Path)</i>	99
<i>Catalyst for Culture</i>	182
<i>Gourmet Garden Trails (Extension)</i>	35
Total	2,375

Projects that are expected to be active in the financial year 2022/23. *Pending extension decision by the Strategic Board in March 2022.

CV19 - Economic Recovery Funds

The CV19 Recovery Funds comprise a £2.4m Business Support Fund and a £2m Skills Recovery Fund, both of which are being deployed through a suite of bespoke support programmes by contracted external providers. The overall suite of programmes was launched in May 2021 and programme delivery started in June 2021 following contracting. These programmes are being contract managed by the Secretariat.

The Business Support Fund will deliver the following programmes and associated outputs:

Programme	Contract value	Key Performance Indicators
Starting and Succeeding in Business	£565,000	Minimum 100 businesses created or safeguarded, through a combination of specialist support and 100% small business grants. Businesses engaged. Programme impact evaluation

Adapting with Digital	£750,000	Minimum 100 businesses safeguarded and minimum 100 small grants awarded to assist and bring about operational/behavioural change. Programme impact evaluation
Supporting the Visitor Economy	£1,050,000	Minimum 150 small adaptation/ innovation grants awarded with potential for minimum 150 businesses and jobs safeguarded; generation of place-based offers and reboot campaigns to increase visitor confidence, footfall and spend. 80+ businesses and organisations engaged

The Skills Recovery Fund will deliver the following programmes and associated outputs:

Programme	Contract value	Key Performance Indicators
COVID Recovery Academy	£1,045,000 (£945k from SELEP)	Minimum of 1000 individuals trained and over 500 supported into jobs
Digital Skills Programme	£279,960	Minimum of 200 people trained and 150 supported into jobs
The Digital Bridge	£300,000	At least 750 people supported with kit and connectivity and a further 1500 supported with digital skills training

Progress reports for these funds are presented to the Board quarterly. The latest can be found in the Appendices for Item 8 of the March 2022 Strategic Board pack.

Annex C: Quarterly Plans

The tables below show the key activities planned for the upcoming quarter. These activities are in addition to the general activities of the team to support the meetings and decisions of our Boards and groups.

As we still await clarity on future focus and funding, we have only provided a plan for quarter 1 at this stage. When the detail is known, this plan will be updated and will set out our priorities and activities throughout the year.

Key Activity – Quarter 1
Review and refine SELEP priorities following publication of Levelling Up White paper and future funding confirmation from Government
Engagement with stakeholders regarding the future direction for SELEP and development of a sustainable partnership model
Work with Catalyst South and LEP Network to influence and respond to Levelling Up Agenda, including APPG engagement
Continue to lead the Major Projects Group, including skills action plan and exploring local supply chain opportunities
Supporting establishment of the 2 Freeports following full business case submission
Continue to support the skills agenda including through the refocusing of the SAP and Skills Working Group, working with LSIPs and local skills plans (e.g. Essex, Thurrock) and delivery and evaluation of Skills CV19 programmes
Continue to deliver on the Digital Skills Partnership
Delivery of and reporting on the capital programme including tours of completed projects
Delivery and monitoring of the CV19 Recovery Funds
Supporting SE businesses through the Growth Hub and working with the GH cluster / Potential transition to new model for Growth Hub provision (subject to funding confirmation)

Key Activity – Quarter 1

Continued participation as part of the Greater SE Energy Hub to bring forward projects for transition to net-zero carbon emissions
Monitoring of interventions to support Strategy delivery through regular dashboard updates to the Board
Ongoing provision of data and intelligence to inform partnership activities, including to develop our understanding of key issues such as diversity and coastal deprivation
Produce regular, timely external communications including through the SELEP ambassadors' internal communications route
Communication and engagement plan to support SELEP Strategy network model and inform future approach to engagement with partnership groups and boards
Review of ESF and ERDF and ongoing discussions to determine next steps

Annex D: Operational Budget

In November 2021, SELEP Accountability Board has approved an operational budget for 2022/23 of £944,000, funded from its reserves.

Operational budget 2022/23

Description	£'000
Staffing (including Accountable Body recharges)	881
Chair and Deputy Chair Allowances (including oncosts)	42
Meetings, consultancy and project work	571
Total Expenditure	1,493
Government grants	(42)
Contributions from partners	0
Support funds	(507)
Total Income	(549)
Net Expenditure	944
(Withdrawal from)/contribution to reserves	(944)
Total net expenditure	0

Should core funding from Government be confirmed for 2022/23 a revised budget will be prepared for approval by the Accountability Board.

Annex E: Risks

A major risk to SELEP continues to be the lack of funding certainty beyond March 2022. Confirmation of a future role for LEPs provided through the Levelling Up White Paper, along with recent activities to reduce the cost base of the Secretariat and the actions of the Strategic Board to extend the terms of the Chair and Deputy Chair of SELEP has meant that some risks have been downgraded.

However, these risks have only been mitigated on a temporary basis and remain dependent on further details regarding the role and funding of LEPs. There are currently 19 risks in total, with 'red' rated risks and the mitigations that are in place reported regularly to Accountability Board.

Our [risk register can be found here](#).