

South East Local Enterprise Partnership

Delivery Plan April 2021 to March 2022

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1. Introduction

Message from the Chair

The past year was the most challenging that we have faced. We have seen great collaboration across our partnership, particularly to support businesses with a collective force. We were successful in securing the largest proportion of Getting Building Fund for projects to tackle issues caused by the pandemic, supporting our towns and high streets. We re-focused funds available to us to enhance our business support provision, skills training, and funding for the most affected sectors. Our Digital Skills Partnership came into its own; we launched new digital resources to help businesses navigate the range of training and support available.



Partners' work on these issues has been vital. The South East could see a reduction in its output of some £11bn¹, with many of our key sectors amongst the worst affected. This economic shock will take the combined and sustained effort of all partners to arrest as we look towards 2021/22.

There are better times ahead. The recent allocation of two new Freeports for the South East is a welcome boost which will see new investment and new jobs, sowing the seeds of new economic opportunities. The focus on clean recovery and growth can create a vast landscape of new businesses, jobs and upskilling opportunities. As many industries have adapted to new ways of remote working, this presents opportunities to reshape how we see the places where we live and work, to re-imagine our relationship with London and our role as a global gateway.

As a partnership, the South East LEP, brings together a wealth of expertise: a Board of Directors comprised of business leaders from across key sectors, and over sixty other businesses directly represented through local area Boards. We work in collaboration with local authorities and the education sector. We will be working with Government this year on the future role for LEPs, to ensure that businesses continue to have clear representation and influence over decisions and investments which will drive the economic recovery.

Our commitment to our partners and to the business community in the immediate term, is to understand the impacts on our economy, to shape national policy and to ensure private investors can see opportunities within the South East. We will take clear and decisive action to support businesses to adapt and find a path to recovery. We will do this with every tool in our collective armoury.

¹ £11m GVA lost - OBR: Economic and fiscal outlook, November 2020, modelled for SELEP economy

Message from the Chief Executive



At a time when the economy has been in a constant state of tumult and the future of economic growth policy remains understandably unclear, it is paradoxically likely that 2021/22 will be our busiest year yet. The support of partners will be more important than ever. It therefore stands to reason that 2021/2022 will be the year where the impact of the LEP will be most keenly felt. We have the responsibility to deliver against the biggest Getting Building Fund programme in the country whilst ensuring that the last of our Local Growth Fund spend is completed. We will have a lot to shout about and will be able to make a strong case for further investment in the South East as the aggregated impacts of the two main capital funds become clear. Added to this, the Major Projects Group will continue to provide a forum for representatives of those transformative upcoming interventions to share best practice, to connect supply chains and to provide maximum opportunities for the

area's workforce.

We will press on with actioning our Recovery and Renewal Strategy, which provides an important framework for our work in the short and longer terms. We will continue to make a strong case for the South East as a place to invest in, and continue to demonstrate that the notion of 'levelling up' applies every bit as much across the South East LEP area as it does to other parts of the country. We have developed a broad focus across business resilience and growth; our position as the gateway to the UK; ensuring that we develop communities fit for the future; and supporting our coastal areas at a time when it is perhaps needed the most. The strategy strongly informs this Delivery Plan in terms of shaping the priorities of the team.

We must prioritise our direct support to business and will be using our COVID recovery support funds and our strategic leadership of the increasingly important Growth Hub to best effect. Added to this, we will continue to deliver the Sector Support Fund to the benefit of local business and to support the delivery of our sector-based strategies. Our skills work continues to lead the way for our colleague organisations elsewhere, and we will focus on supporting our workforce to be as digitally skilled and digitally enabled as possible as we continue to deliver the work of the Skills Advisory Panel and the Digital Skills Partnership.

The emphatic case around the role of LEPs will be strengthened by our work with our neighbours (Hertfordshire, Coast to Capital, Enterprise M3, Solent and Thames Valley Berkshire) under the banner of Catalyst South. We are working to identify our shared areas of interest and will

operate as a strong collective in delivering economic growth in our areas and making the strongest possible case for transformative investment which supports future growth.

2. Strategy

Financial year 2020/21 was a year unlike any other in SELEP's history. The first national lockdown was instigated just over a week before the year started and, at the time of writing, the disruption is likely to continue right up to 31 March 2021. The vaccine programme has provided a route out of the immediate emergency, so our focus must be on putting the economy of the South East back on its feet and taking advantage of the opportunities that have been created through the disruption and as a result of the UK withdrawing from the EU.

The future offers many opportunities for us to build a better, stronger economy for the South East. Now is the time to make the changes necessary to achieve clean growth and to rise to meet the challenge of achieving net zero carbon. Our region is well placed to have sufficient advantages in these changes, and this is reflected in our Recovery and Renewal Strategy.

A main area of focus for the year will be a renewed drive on diversity and inclusion. As well as seeking to make further improvements in ensuring diverse representation on our Boards and working groups, we need to ensure that our interventions allow all of our communities to benefit. We will continue to improve the accessibility of our meetings, documents and communications and seek to engage across a wider segment of our stakeholders. A priority will be to produce a Diversity Plan in the early part of the new year.

Recovery and Renewal Strategy

Our agreed strategic framework can be seen overleaf, and all our activities will be aligned to delivering those strategic priorities, plus ensuring we continue to have good governance. This strategy builds on the Local Industrial Strategy (LIS) evidence base and on the SELEP draft LIS presented to the SELEP Strategic Board in January 2020.

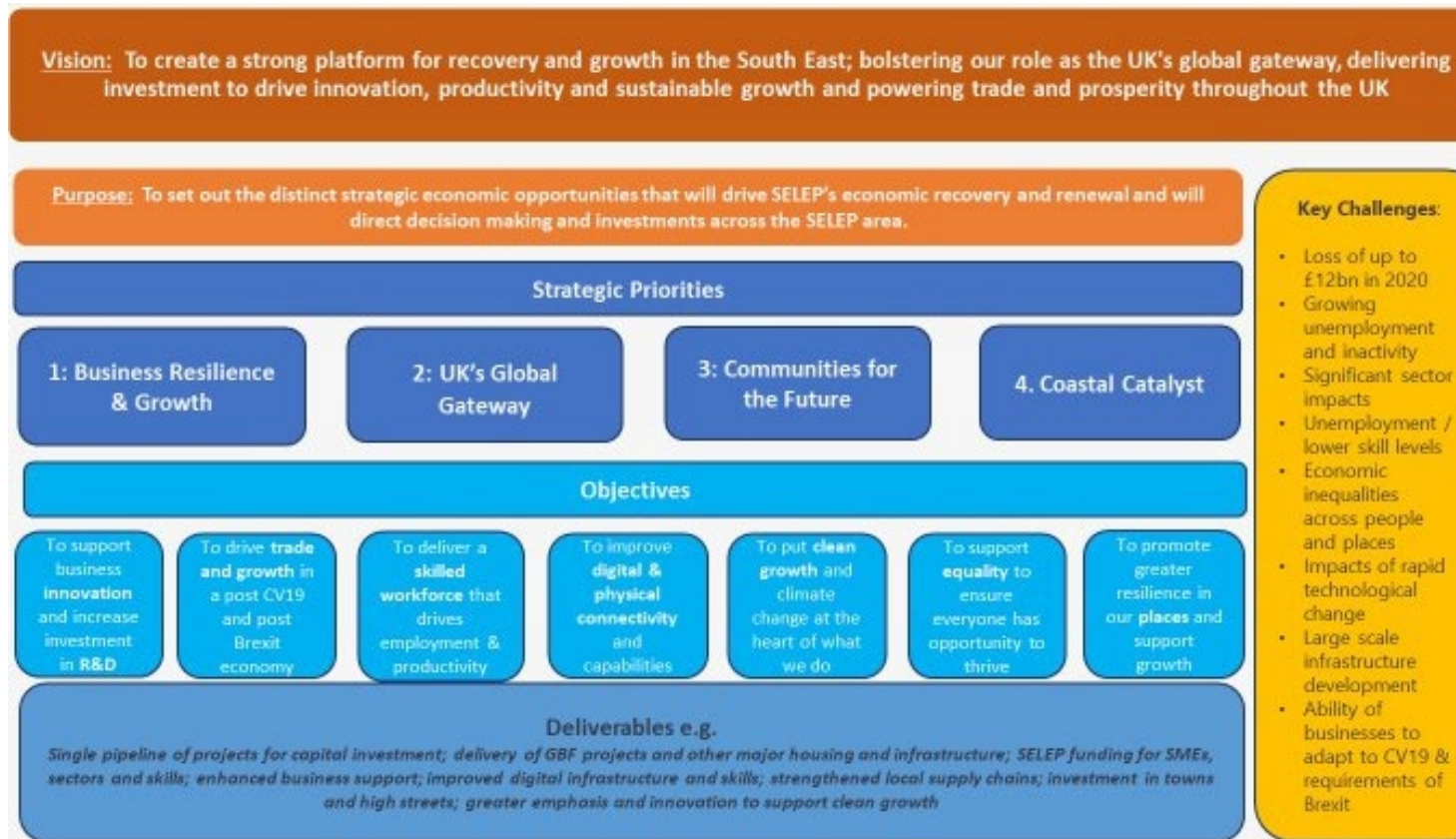
The full Recovery and Renewal Strategy will soon be published and will be accessible via our website.

Within the strategy we also set out **guiding principles** which SELEP will follow to ensure that we are:

- **Delivering clean growth**, by rebuilding the economy through boosting local carbon industries while cutting carbon emissions to move to net carbon;
- **Closing the digital divide** to build a smart connected South East;

- **Developing the skills of our workforce and residents** to retain and build a labour market needed in a post pandemic and post EU economy; and
- **Addressing inequalities** to build a fairer and more inclusive economy.

Strategic Priority Framework



Recovery and Renewal Action Planning

The Recovery and Renewal Strategy will set out the strategic priorities for SELEP as well as seven cross cutting objectives which will be reflected throughout the strategy. Following publication of the strategy we will work to develop more detailed delivery plans which will take into consideration any further details that emerge regarding the wider funding and policy landscape. These delivery plans will include measures, targets and key performance indicators where appropriate. In the meantime we will continue to monitor and report on the existing KPIs and wider economic indicators.

Review of LEPs

The delivery plans will be developed alongside the evolving thinking around the role for LEPs in future. HM Government announced at March budget that as part of their levelling-up and new communities investments agenda they will be working with LEPs over the coming months to understand how businesses can have clear representation and support in their area to drive the recovery. A terms of reference for this review is expected shortly and detailed plans are due to be released before Summer Recess. SELEP will work closely with the LEP Network to ensure that the model(s) proposed reflect the needs of businesses in the South East.

Working with Partners

During 2021/22 we will continue to work with our partners across the region and beyond to deliver our strategic objectives. We 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. The list of partners and stakeholders is extensive; some of the key and priority partnerships can be found below. The bringing together of such a wide range of partners is the real strength of the LEP. The prioritisation of interventions by a combination of businesses, local authorities and the education sector allows for a truly joined up approach.

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 be working with the Envoy for the Thames Estuary and her Growth Board to maximise the opportunities and potential of the Estuary at the heart of our partnership. 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. At time of writing it is still not clear how the UK Shared Prosperity Fund will operate and whether that will fully replace the now ended Local Growth Fund and the European Structural Investment Funds. It is

clear that investment in economic growth in the UK is at a crossroads, and we will be working to ensure that the South East gets the investment that it needs to continue to be a net contributor to UK PLC and improve how our communities live and work.

The South East LEP 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. We will be supporting those Garden Communities that fall within and close to our borders to ensure that the right housing is in place to support job creation in the region and will be working closely with sub national transport bodies to ensure trade can flow and our communities can function.

Whilst we move, hopefully, into the recovery phase following the COVID-19 Pandemic, we are aware that a worse world crisis is waiting in the wings. The effects of the Climate Emergency are already being felt and the opportunities to shake up the way we do things that the pandemic has given us must be acted upon. The move to net-zero carbon by 2050 offers us both opportunities and challenges and will impact every element of economic growth in the coming years. We will be working closely with partners on this through our Clean Growth Working Group and the Greater South East Energy Hub in the first instance, but this will sit across our entire work plan for the year.

Large National Schemes and Major Projects Group

Major Projects Group

Over the coming 5-15 years, the SELEP region will have infrastructure growth of significant importance and scale, be that in large scale housing development, new strategic road networks, expansion of air and seaports or new sustainable energy sources. Due to the scale, cost and complexity of these projects, they agreed 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. Details on some of the major projects can be found below. In addition to those outlined, we are working with the London Resort, Public Health England and Ebbsfleet Development Corporation.

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 re-submit their Development Consent Order later in 2021. 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. Whilst the project is currently paused, we are continuing to engage and prepare.

Freeports

We have played an important role in helping develop the successful bids for Thames Freeport and Freeport East and we look forward to supporting their implementation, which will accelerate and enhance SELEP's role as a gateway for global trade and enterprise. It is our

expectation that SELEP will play an ongoing role in the governance arrangements for the designated Freeports and our current working expectation is that this will be resourced by senior officers of the secretariat.

3. Delivery: Capital Programme

The investments made through our Capital Programme are the visible interventions made to deliver to our strategic priorities. In total there are 105 Local Growth Fund (LGF) projects, 28 Growing Places Fund (GPF) projects and 35 Getting Building Fund (GBF) projects approved with a total of **£0.713 billion** being invested in the region. The programme will be delivering across the strategic priorities and also building capacity in key enabling sectors, such as Skills. Below is a table showing all those projects that are still in flight (i.e. not yet completed build out). 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.

A full list of projects currently in flight can be found in Annex A.

Outcomes of Capital Programmes

	Homes	Jobs
Local Growth Fund		
Outcomes delivered as to 31/03/2021	25,169	24,802
Outcomes forecast to be delivered in 2021/22 and future years	65,443	84,804
Total Outcomes Forecast	90,612	109,606
Growing Places Fund		
Outcomes delivered as to 31/03/2021	2,109	2,585
Outcomes forecast to be delivered in 2021/22 and future years	7,113	9,636
Total Outcomes Forecast	9,222	12,221
Getting Building Fund		
Outcomes delivered as to 31/03/2021	0	58
Outcomes forecast to be delivered in 2021/22	74	1,815
Outcomes forecast to be delivered in future years	1,858	6,866
Total Outcomes Forecast	1,932	8,739

The timing and scale of the outcomes set to be delivered through SELEP's capital programmes will be impacted by COVID-19. As the outcomes expected as a result Local Growth Fund and Growing Places Fund investment were forecast prior to the pandemic, the 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 2021/22, once

there is a greater understand of the medium-longer term impact of the COVID-19 pandemic on our economy. As such, specific targets have not yet been established for housing and job delivery during 2021/22 for these funding streams.

Whilst the Getting Building Fund projects were identified for investment in response to the economic shock of the pandemic, these projects may also be impacted by the extended periods of lockdown and the uncertainty over the longer-term economic impact of the pandemic.

4. Delivery: Revenue Interventions

Growth Hub – the South East Business Hub

The South East Business Hub will receive its annual allocation of Growth Hub funding this year to provide signposting, support and advice to the region's businesses, as they continue to adapt to and recover from the impacts of COVID19 and our exit from the EU. We will work with our Growth Hub delivery partners to provide a locally-shaped service, as well as with our cluster partners - Hertfordshire LEP and the London Economic Action Partnership (LEAP) – to share best practice and information and collaborate on initiatives where it is efficient and effective to do so. We will also remain an active participant of the Growth Hub Network, to ensure that our service aligns operationally with emerging national policies and expectations. This will help to shape and deliver relevant business support and strengthen the case for future long-term funding.

The department for Business, Energy and Industrial Strategy (BEIS) is expected to drive forward some changes nationally this year through a business support reform plan, which may include some piloting of the UK Shared Prosperity Fund for business support, replacing the European Structural Investment Funds. To align with this national direction of travel, we will review and strengthen the South East Business Hub delivery model through a process of appraisal, recommendations and implementation, to ensure that it is effective, efficient and flexible, allowing it to be more resilient and adaptable to both economic and policy changes, as well as funding obligations and requirements.

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 coming forward must have support of a SELEP working group and align closely with the SELEP strategic objectives. This funding is awarded as grants.

A list of projects approved as at time of writing can be found below, and more information on projects can be found by clicking <https://www.southeastlep.com/opportunities/sector-support-fund/>

At time of writing £126,729 remains in the SSF. It is expected that it will be fully allocated by mid-year.

Sector Support Fund Projects

<i>Project</i>	<i>SSF Investment £000</i>
<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 though teaching - project extension</i>	76
<i>Creative Open Workspace Master Plan</i>	49
<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
<i>Re-building Confidence and Demand in the Visitor Economy</i>	200
<i>Building Back Better</i>	192

Project	SSF Investment £000
<i>South East Export Development (SEED)</i>	92
<i>Carbon Pathways (C-Path)</i>	99
<i>Catalyst for Culture</i>	182
<i>Gourmet Garden Trails (Extension)</i>	35
<i>Accelerating Nature-Based Climate Solutions (seeking endorsement at the March 2021 Board)</i>	135
Total	2,375

CV19 - Economic Recovery Funds

The CV19 Recovery Funds comprise a £2.4m Business Support Fund and a £2m Skills Recovery Fund, both of which will be deployed through a suite of bespoke support programmes by contracted external providers. Programme delivery will start in Q1 following contract award, currently in train at time of writing, and a new Contract Officer will be in post for the year to manage these contracts. Each programme will be evaluated to measure impact and share learning.

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

Support for pre-starts and start-ups	£565,000	Minimum 100 businesses created or safeguarded, through a combination of specialist support and 100% small business grants.
Digitising Business, supporting e-commerce and retail	£750,000	Minimum 100 businesses safeguarded and minimum 100 small grants awarded to assist and bring about operational/behavioural change.

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

Retraining for key sectors recruiting	£945,000	Minimum of 630 people enrolled and 340 people supported into jobs
Retraining for digital roles across all sectors	£300,000	Minimum of 300 people enrolled and 100 supported into jobs
Basic digital skills, kit and connectivity	£300,000	At least 750 people supported with kit and connectivity and a further 1000 supported with digital skills training

A further procurement (£375,000) will be launched by Quarter One to look at innovative solutions to skills barriers and to support activity such as virtual reality and online learning.

5. Delivery: Skills

Skills are a key enabler and without progress in upskilling and reskilling the population of the South East we will not be able to deliver our strategic priorities.

Continued delivery against our highly regarded Skills Strategy demonstrates our commitment to this agenda and this and the Skills Report produced for DfE by Q1 sets out how we will deliver and our progress to date. The Skills agenda underpins all of our strategic ambitions.

Priorities

There is a range of work delivering against the Skills Strategy and Skills Report and responding to the Skills Advisory Panel's 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. This responds to an area of need identified in the 'Skills for Growth' White Paper. The bursary has been extended further due to excellent take up and exceeded targets. The campaign around this <https://www.becomealecturer.org/> has already gained a lot of interest from the business community and other LEPs who face similar challenges and would like to learn from the project.
- An **analytical toolkit** with local level information on skills, employment and the labour market to update and go beyond the original Skills Strategy evidence base is now in place and with a section on the new South East Skills website (<https://www.southeastskills.org.uk/>) containing labour market information which will be updated and added to regularly. The site also contains 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. There will be at least one new call in 2021 to support young people through pathways to jobs and to address the disproportionate impact the pandemic has had on young people.
- 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 engage nationally 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. We will also be sharing our learning around the COVID-19 recovery funding.

Skills Advisory Panel

SELEP's Skills Advisory Panel (SAP) is now in its second year with a further year of funding for 2021/22 expected from DfE. The panel is employer led with companies reflecting priority sectors and the SELEP geography including DP World London Gateway, BT, HSBC, 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 held in October 2020 to engage with the business community more widely.

Digital Skills Partnership

Further to a successful bid to be a pilot Digital Skills Partnership for one year the SELEP DSP is now in its second year; one of 7 nationally and funded by DCMS. Year three funding is likely (to be confirmed at the time of writing). This has enabled the recruitment of a Co-ordinator working closely with DCMS and a range of partners and large corporations such as Google, Microsoft and BT, which has already enabled activity on the ground. There is a Steering Group (co-chaired by Pfizer and Kent FSB) and working Groups are delivering an action plan to advance the priorities detailed in our Skills Strategy. 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.

6. Governance

Following the incorporation of SELEP Ltd in February 2020, SELEP received a 'good' rating in the Annual Performance Review for governance and a similar result is expected for the APR 2021. A number of new processes have been put into place over the past year, mainly as a result of the COVID-19 emergency, but much of these have brought additional advantages. For example, the introduction of virtual meetings has actually made our meetings far more accessible to partners and members of the public, and video recordings of the meetings adds to the transparency of decision making. During 2021/22 will be working to ensure the benefits of this new way of working are maintained as we explore what the 'new normal' is.

There is more work to be done on improving our approach to diversity, and this is not restricted to the gender quotas required for the Board. During the year we will be developing and agreeing a Diversity Plan. We will also be working to build the capacity and capabilities of the Board.

The final term of the Chair comes to end during March 2022. Ensuring that the Chair role is correct and finding the right candidate for the job will be significant task across the year.

We will also be working ensuring that the structures and processes of the LEP are fit for purpose as the LEP evolves in line with the recently announced review of LEPs.

7. Operational Budget and Risks

SELEP Accountability Board has approved an operational budget of £

Operational budget 2021/21

Description	£000
Staffing (including Accountable Body recharges)	1,256
Chair and Deputy Chair Allowances	41
Meetings, consultancy and project work	298
Total Expenditure	1,595
Government grants	542
Contributions from partners	150
Contribution from GPF	1,000
Total Income	1,692
Net Expenditure	(97)
(Withdrawal from)/contribution to reserves	97
Total net expenditure	0

The Secretariat also manages £2.7m of specific grants (in 2020/21). These grants can only be applied to the activities set out in the agreement with the funding organisation.

Risks

The major risk to SELEP currently is the lack of funding certainty beyond March 2022. Without capital funds to invest, the delivery of the Recovery and Renewal Plan will be undermined. The functioning of the Secretariat beyond that point is also in doubt. Without the Secretariat the work of the SELEP would be unable to continue.

Below are the current 'red' rated risks and the mitigations in place as reported to Accountability Board in February 2021.

Risk	Description	Mitigation
<p>Workload Risk: Increase in scope of work overwhelms team. Stress increases and with a consequent increase in staff turnover and sickness. Further impacting the ability to achieve deadlines</p>	<p>Workloads were already high but have now increased as the response to COVID-19 drives additional work. Pressures are exacerbated by extended working from home arrangements and potential isolation impacting on the mental health of the team. Workloads continue to be high and sickness levels are beginning to increase</p>	<p>Management Team (MT) is meeting on a weekly basis to discuss how resources can be redeployed to address, additional 1:1s with line managers to be added. Daily 'All Hands' meeting instigated. Team members will be referred to ECC support and resources for the lockdown and following period. Additional business continuity risk from Covid-19 has been added.</p>
<p>COVID-19 - Secretariat Risk significant numbers of Secretariat fall ill and are unable to work, reducing resource availability and capacity. Social distancing measures may prevent or delay day to day operations of the team.</p>	<p>Currently CV19 infection rates in the SELEP area are extremely high and the new variant is rampant and currently national lockdown restrictions are in place. Given the virulence of the new variant the likelihood of members of the team being infected are increased and instances of infection have occurred. If the key members of the Accountable Body are not available this would also adversely impact the ability of the Secretariat to complete work in a timely manner</p>	<p>Remote working for the Secretariat will continue as the default and national lockdown is in place. Management Team have been asked to review business continuity arrangements to ensure that essential tasks can continue through this wave. We continue to work closely with the Accountable Body team to manage workloads</p>

Risk	Description	Mitigation
<p>Non achievement of Outcomes/Outputs of the Capital Programme</p>	<p>Given the impact of lockdown on the economy, there is now a very high risk that not all of the outcomes and outputs that were stated in the business cases for both GPF and LGF projects will be achieved. Since last reported there has been two further national lockdowns, further impacting the SE economy. Changes to GBF projects require HMG approval, which has potential to further delay projects</p>	<p>The capital programme continues to be closely monitored and the team work closely with delivery partners. The team is also providing regular updates to HMG. All known changes to GBF outcomes and outputs have been approved by CLGU. An exercise to rebase the outcomes of the programme will be undertaken next financial year</p>
<p>Getting Building Fund Risk - given the very short timelines for the application of the fund it may not be possible to deliver a full programme in the time available</p>	<p>The GBF programme requires all funding to be spent by 31 March 2022 and all projects to be substantially delivered. This is a very tight deadline to work to and there is a significant reputational risk should SELEP not be able to deliver the full programme. The likelihood of this risk occurring is increased by the delay to HMG providing the grant determination and the introduction of a time consuming change control process</p>	<p>An additional member of staff has been appointed to the team with responsibility for oversight of the GBF programme. Issues and concerns with the Change Control and reporting processes have been raised with CLGU and will be flagged at the APR. Strategic Board have agreed the process for establishing a GBF reserve list and the list will be agreed at their meeting in March</p>
<p>Uncertainty of future capital funding/ investment programmes</p>	<p>The LGF programme ends on 31 March 2021 and the GBF programme finishes one year later. Currently there is no funding for LEPs beyond 31 March 2022. The Spending Review this year is now single year, not multiple year and so is unlikely to contain any details on UKSPF or other fund. This</p>	<p>The LEP Network continues to work together to make the case for LEPs to play a pivotal role in the economic recovery from lockdown. Further action is expected following the details of the SR being issued.</p>

Risk	Description	Mitigation
	<p>now presents an existential threat to the future of LEPs, with access to no investment funds the LEP will be unable to deliver any strategy agreed. Currently there is no assurance about the GBF grant award in 21/22, this presents an immediate risk to the programme. The lack of certainty is already created delivery delays as project delivery organisations do not want to bear the risk. If the second tranche is no paid, the programme will need to be radically reduced</p>	
<p>Incorrect application of LGF grant awarded to Hadlow College</p>	<p>£11m of LGF funding across 4 projects has been awarded to Hadlow College which has entered into Education Administration. It is currently unclear whether the outputs and outcomes related to this funding will be delivered. Whilst the educational activities have resumed at the college, the grant agreements have not transferred to the new provider so there is no obligation to provide information on the outputs and outcomes. The Secretariat and the Accountable Body are working to get further information from the Education Administrators, BDO.</p>	<p>The Secretariat and the Accountable Body are in contact with BDO but the administration process is lengthy. Conversations are continuing and further information will be provided as it comes available. Consideration is being made as to what protections can be put into place to prevent this situation occurring in future</p>
<p>Future viability of the operational budget</p>	<p>Whilst a balanced budget for 2021/22 has been constructed it is not possible to do so</p>	<p>Senior management in the Secretariat are working with Board members to raise</p>

Risk	Description	Mitigation
	<p>for future years with the current cost base and assumed income levels. If additional funding for LEPs beyond next financial year is not announced, it will be necessary to begin a cost cutting exercise beginning in the middle part of 2021/22. This risk links closely with the wider LEP funding risk at number 20</p>	<p>awareness of this issue. The LEP Network is already lobbying strongly for multi-year funding packages for LEPs, including operational income however it is now known that the Spending Review in November 2020 will be single year</p>
<p>COVID-19 - HMG Expectations Risk HMG anticipating a growing role for LEPs, expectations may exceed what can delivered by SELEP within the resources available and impact on the reputation of the partnership within Whitehall"</p>	<p>HMG has increased requirements for Growth Hubs to report on impacts of COVID-19 on local businesses. HMG may also expect LEPs to take on an additional role during the recovery period that we do not have the capacity or capabilities to undertake creating a large reputational risk and potentially undermining the future of LEPs. HMG may seriously raise local businesses expectations of what support LEPs can provide, undermining our credibility with our business base. HMG may also require strategies to align with a national policy that has not yet been communicated. There is still no clear policy direction from HMG on these matters</p>	<p>Using the Chair's role on the LEP Network, officials and ministers will be informed as to what LEPs are able to do. Any additional asks from HMG should be countered with an ask for the appropriate level of funding to allow it to be undertaken.</p> <p>The Secretariat are working on intelligence gathering and understanding the new economy and what role the LEP can play during the recovery and renewal phase"</p>

8. Key Performance Indicators

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.

If and as required, these indicators will be reviewed and amended in line with the delivery plans developed from the Recovery and Renewal Strategy.

Macro-Economic Indicators	Current Figures
Gross Value Added (GVA)	£93.97 billion (2018) [Source: ONS; 2019]]
Labour Market – Employed/Unemployed	Labour force: 2,151,000 Employed: 2,072,000, Unemployed: 77,000 (Year ending September 2020) [Source: NOMIS, 2020] 155,580 Universal Credit Claimant Count (December 2020) [Source: NOMIS, Aug 20]
Number of businesses	176,410 (2020)
New business formations	23,730 new business formations ONS Business Demography (source only counts companies that meet VAT or PAYE thresholds) Breakdown in business types currently not available

Macro-Economic Indicators	Current Figures
Workplace based earnings	£28,200 average wages per job (2020) [Source: EMSI, 2020] Average full time earnings across all full and part time employees
Percentage of working age population with skills levels:	
NVQ Level 4 + (% of population)	34.6% [England 40%]
NVQ Level 3 +	53.6% (England 58.5%)
NVQ Level 3+	72.7% (England 75.7%)
NVQ Level 1+	85.4% (England 85.8%)
	(Source: NOMIS)
Vacancies	120,185 unique job postings (July 2021) [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	Previously Reported performance (Q3 2019/20)	
(ESF) Number of people supported into work (since start of programme)	2,375	
(ESF) Number of additional apprenticeships (since start of programme)	120	
(ESF) Number of adults upskilled	3,644	
(ESF) Number of people in work supported to upskill (since start of programme)	6,245	
Number of new tutors/teachers recruited to aligned to key sectors (SSF)	73	
Value of new skills related training facilities in meters squared completed	21,527	
Number of employers (Enterprise Advisors) working with schools	156	
(ERDF) Number of business support projects awarded (including extensions)	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 and clean growth initiatives 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. Growth Hub targets will be agreed during Quarter 4.

Performance Indicator	Target for 2021/22
Total value (£m) invested across all capital projects	148.6
Value of investment in LGF projects (£m)	77.1
Value of investment in GBF projects (£m)	64.6
Value of investment in GPF projects (£m)	6.9
Number of projects completed	LGF - 22 projects GPF - 7 projects GBF – 25 projects
Number of homes completions enabled	GBF - 74
Number of jobs created	GBF – 1,815
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)	TBC
Number of businesses rating their experience of the Growth Hub as ‘satisfied’ or ‘very satisfied’	TBC

Internal KPIs

The internal KPIs allow us to track the performance of the partnership itself.

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
Good or equivalent rating received on all categories assessed at Annual Performance Review	All categories 'met'
Qualitative review of SELEP coverage in local, regional, national and trade press	Balance of positive coverage
Number of people attending set-piece SELEP events <ul style="list-style-type: none"> AGM 	170 –this may be a combination of smaller physical and virtual or all virtual event
Increased reach of SELEP direct communications: <ul style="list-style-type: none"> increased newsletter subscribers maintaining average 'open rates' maintaining average click-through rates. 	9,200 15% 22.5%
Traffic on southeastlep.com: <ul style="list-style-type: none"> increased number of visits maintaining average length of visit 	60,000 2.23 mins
Increased reach via social media channels: <ul style="list-style-type: none"> twitter followers; 	6,300

Performance Indicator	Target for year
<ul style="list-style-type: none"> • twitter impressions; 	800,000
<ul style="list-style-type: none"> • re-tweets; 	1,750
<ul style="list-style-type: none"> • LinkedIn connections 	2,200
<ul style="list-style-type: none"> • LinkedIn re-posts 	650

9. Quarterly Plans

The tables below show the key activities planned for each quarter of the year. These activities are in addition to the general activities of the team to support the meetings and decisions of our Boards and the working groups, including the Skills Advisory Panel and the Digital Skills Partnership.

Quarter One – April to June

Key Activity – Quarter 1	Strategic Priorities				
	Business Resilience & Growth	UK's Global Gateway	Communities for the Future	Coastal Catalyst	Good Governance
Launch and publication of the Recovery and Renewal Strategy	Y	Y	Y	Y	
Delivery of short term interventions identified for the Strategy	Y	Y	Y	Y	
Working with Catalyst South to build the case for investment in the wider South East	Y	Y	Y	Y	
Working with the Thames Estuary Envoy and the Thames Estuary Growth Board to realise the potential of the estuary	Y	Y	Y	Y	
Continue to lead the Major Projects Group – including work on the skills requirements across the projects. Also working to understand and communication the economic impact of the suite of projects on the regional economy	Y	Y	Y	Y	
Supporting the 2 Freeports in the region to develop full business case	Y	Y		Y	
Informing and working with our MPs to understand our local areas better and for them to better understand how we are working to deliver the strategy	Y	Y	Y	Y	

Key Activity – Quarter 1	Strategic Priorities				
	Business Resilience & Growth	UK's Global Gateway	Communities for the Future	Coastal Catalyst	Good Governance
Working with the LEP Network on the future state of LEPs, following the publication of Terms of Reference for the Review by HMG	Y	Y	Y	Y	
Delivery of the capital programme	Y	Y	Y	Y	
Scoping and kick off of the 'LGF Lessons Learned' review					Y
Supporting SE businesses through the Growth Hub and working with the GH cluster	Y				
Review of the GH model and linking to national Business Support Reform	Y				
Delivery of the CV19 Recovery Funds	Y		Y	Y	
Working with Towns Board to implement Town Improvement Plans			Y	Y	
Working with the Greater SE Energy Hub to bring forward projects for transition to net-zero carbon emissions	Y	Y	Y	Y	
SAP Skills Report and data publication, building content of new South East Skills website	Y	Y	Y	Y	
DSP – Google training sessions, building digital course prospectus	Y	Y	Y	Y	
SAP and DSP Webinars on various topics	Y	Y	Y	Y	
Building better links between Strategic Board and the SAP and the DSP					Y
Careers Fair with SAP, DSP and STEM Learning	Y	Y	Y	Y	
Produce Annual Report					Y

Key Activity – Quarter 1	Strategic Priorities				
	Business Resilience & Growth	UK's Global Gateway	Communities for the Future	Coastal Catalyst	Good Governance
Preparation for AGM					Y
Agree revised job profile for Chair recruitment					Y
Scoping of what will be included in the Diversity Plan					Y
Development of Strategic Board Capability Training Plan					Y
Planning for next call for GPF projects	Y	Y	Y	Y	
Production of a skills and demand report for the major projects	Y	Y	Y	Y	
Publication of ESF Call for Tender (Pathways to employment for young people) and continued monitoring of ESF projects	Y	Y	Y	Y	
Potential adoption of the Beacon Project in the SELEP area (working with DWP and Cornwall LEP) as per https://cornwallbeacon.co.uk/	Y	Y	Y	Y	
Produce regular, timely external communications and promote and develop the recently launched SELEP ambassadors' internal communications route. With the aim of informing, sharing messages, progress and achievements against the strategy and support collaboration amongst the SELEP network	Y	Y	Y	Y	Y

Quarter Two – July to September

Key Activity – Quarter 2	Business Resilience & Growth	UK's Global Gateway	Communities for the Future	Coastal Catalyst	Good Governance
Developing options for interventions to deliver Recovery and Renewal Strategy	Y	Y	Y	Y	
Working with Catalyst South to build the case for investment in the wider South East	Y	Y	Y	Y	
Working with the Thames Estuary Envoy and the Thames Estuary Growth Board to realise the potential of the estuary	Y	Y	Y	Y	
Continue to lead the Major Projects Group – including work on the skills requirements across the projects (including the commissioning of a report). Also working to understand and communication the economic impact of the suite of projects on the regional economy	Y	Y	Y	Y	
Supporting our 2 Freeports to develop their full business cases	Y	Y		Y	
Informing and working with our MPs to understand our local areas better and for them to better understand how we are working to deliver the strategy	Y	Y	Y	Y	
Working with the LEP Network on the future state of LEPs to ensure potential models of LEP operation in the future work for the businesses and wider stakeholders of the South East	Y	Y	Y	Y	
Delivery of the capital programme	Y	Y	Y	Y	
Preliminary reporting on LGF Lessons Learned Review to Accountability Board					Y

Key Activity – Quarter 2	Business Resilience & Growth	UK's Global Gateway	Communities for the Future	Coastal Catalyst	Good Governance
Supporting SE businesses through the Growth Hub and working with the GH cluster	Y				
Following agreement from Strategic Board, development of plan to move to new model of GH delivery	Y				
Delivery of the CV19 Recovery Funds	Y		Y		
Working with Towns Board to implement Town Improvement Plans			Y	Y	
Working with the Greater SE Energy Hub to bring forward projects for transition to net-zero carbon emissions			Y	Y	
SAP specific activities –drafting the refresh of the Skills Report (for November) updating and maintaining the Skills South East website	Y	Y	Y	Y	
DSP specific activities –potential roll out of DSP to Catalyst South LEPs with joint events and information, planning for the SAP and DSP annual conference in October	Y	Y	Y	Y	
Building better links between Strategic Board and the SAP and the DSP					Y
Annual General Meeting					Y
Working with Executive Search agency to identify candidates for Chair role					Y
Development of the Diversity Plan and agreement by Strategic Board					Y
Roll out of Strategic Board Capability Training Plan					Y
Review of SELEP Secretariat to ensure it fits with the new model of LEPs and LEP funding					Y

Key Activity – Quarter 2	Business Resilience & Growth	UK’s Global Gateway	Communities for the Future	Coastal Catalyst	Good Governance
Continued monitoring of ESF Projects in the SELEP area					
Produce regular, timely external communications and promote and develop the recently launched SELEP ambassadors’ internal communications route. With the aim of informing, sharing messages, progress and achievements against the strategy and support collaboration amongst the SELEP network	Y	Y	Y	Y	Y

Quarter Three – October to December

Activity – Quarter 3	Strategic Priorities				
	Business Resilience & Growth	UK's Global Gateway	Communities for the Future	Coastal Catalyst	Good Governance
Approval by Strategic Board of preferred interventions to deliver Recovery and Renewal	Y	Y	Y	Y	
Working with Catalyst South to build the case for investment in the wider South East	Y	Y	Y	Y	
Working with the Thames Estuary Envoy and the Thames Estuary Growth Board to realise the potential of the estuary	Y	Y	Y	Y	
Continue to lead the Major Projects Group – including work on the skills requirements across the projects. Also working to understand and communication the economic impact of the suite of projects on the regional economy	Y	Y	Y	Y	
Support our 2 Freeports to develop their full business cases	Y	Y		Y	
Informing and working with our MPs to understand our local areas better and for them to better understand how we are working to deliver the strategy	Y	Y	Y	Y	
Working with the LEP Network to respond on the detailed plans for the next evolution of LEPs	Y	Y	Y	Y	
Delivery of the capital programme	Y	Y	Y	Y	
LGF Lessons Learned Review reports back to Strategic Board with recommendations					Y

Activity – Quarter 3	Strategic Priorities				
	Business Resilience & Growth	UK's Global Gateway	Communities for the Future	Coastal Catalyst	Good Governance
Supporting SE businesses through the Growth Hub and working with the GH cluster	Y				
Activities connected to preparing for implementation of new GH model at year end	Y				
Delivery of the CV19 Recovery Funds	Y		Y		
Working with Towns Board to implement Town Improvement Plans			Y	Y	
Working with the Greater SE Energy Hub to bring forward projects for transition to net-zero carbon emissions			Y	Y	
SAP specific activities – Continued webinars and feed into annual skills conference, publication of November refreshed skills report and	Y	Y	Y	Y	
DSP specific activities – Preparation and speakers for annual Skills conference	Y	Y	Y	Y	
Skills Conference	Y	Y	Y	Y	
Strategic Board to agree new Chair					Y
Delivery of actions identified in the Diversity Plan					Y
Roll out of Strategic Board Capability Training Plan					Y
Development of new operating model for SELEP to fit with the LEP Review detailed plans					Y
Agree operational budget for 2022/23 – pending confirmation on future funding from HMG					Y

Activity – Quarter 3	Strategic Priorities				
	Business Resilience & Growth	UK's Global Gateway	Communities for the Future	Coastal Catalyst	Good Governance
Continued role overseeing ESF across SELEP area with relevant partners (DWP, ESDA, the National Lottery)	Y	Y	Y	Y	
Produce regular, timely external communications and promote and develop the recently launched SELEP ambassadors' internal communications route. With the aim of informing, sharing messages, progress and achievements against the strategy and support collaboration amongst the SELEP network	Y	Y	Y	Y	Y

Quarter Four – January to March

Activity – Quarter 4	Strategic Priorities				
	Business Resilience & Growth	UK's Global Gateway	Communities for the Future	Coastal Catalyst	Good Governance
Working with Catalyst South to build the case for investment in the wider South East	Y	Y	Y	Y	
Working with the Thames Estuary Envoy and the Thames Estuary Growth Board to realise the potential of the estuary	Y	Y	Y	Y	
Continue to lead the Major Projects Group – including work on the skills requirements across the projects. Also working to understand and communication the economic impact of the suite of projects on the regional economy	Y	Y	Y	Y	
Supporting the 2 Freeports post submission of full business cases	Y	Y		Y	
Informing and working with our MPs to understand our local areas better and for them to better understand how we are working to deliver the strategy	Y	Y	Y	Y	
Working with the LEP Network to embed the new model of LEPs ahead of the new financial year	Y	Y	Y	Y	
Delivery of the capital programme	Y	Y	Y	Y	
Potential future investment plan development	Y	Y	Y	Y	
Supporting SE businesses through the Growth Hub and working with the GH cluster	Y				
Activities connected to preparing for implementation of new GH model at year end	Y				

Activity – Quarter 4	Strategic Priorities				
	Business Resilience & Growth	UK’s Global Gateway	Communities for the Future	Coastal Catalyst	Good Governance
Delivery of the CV19 Recovery Funds	Y		Y		
Working with Towns Board to implement Town Improvement Plans			Y	Y	
Working with the Greater SE Energy Hub to bring forward for transition to net-zero carbon emissions			Y	Y	
SAP specific activities – Continued maintenance of the Skills South East site and building resources	Y	Y	Y	Y	
DSP specific activities – Potential further webinars and events with partners such as Google, Microsoft	Y	Y	Y	Y	
Induction and onboarding of new Chair					Y
Delivery of actions identified in the Diversity Plan					Y
Roll out of Strategic Board Capability Training Plan					Y
Potential onboarding of new Board Members at the end of their 2 year term					Y
Implementation of new Secretariat and operational funding model					Y
Continued role overseeing ESF across SELEP area with relevant partners (DWP, ESDA, the National Lottery)	Y	Y	Y	Y	
Produce regular, timely external communications and promote and develop the recently launched SELEP ambassadors’ internal communications route. With the aim of informing, sharing messages, progress and achievements against the strategy and support collaboration amongst the SELEP network	Y	Y	Y	Y	Y

Annex A – 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	01/03/2022
Eastbourne and South Wealden Walking and Cycling LSTF package	£ 6,600,000	£ 10,560,000	01/12/2022
Queensway Gateway Road	£ 10,000,000	£ 12,000,000	01/01/2022
Hastings and Bexhill Movement and Access Package	£ 9,000,000	£ 9,363,968	01/12/2022
Eastbourne Town Centre LSTF access and improvement package	£ 8,000,000	£ 11,250,000	01/03/2022
Bexhill Enterprise Park North	£ 1,940,000	£ 20,700,000	01/06/2021
Skills for Rural Businesses Post-Brexit (Plumpton College)	£ 4,413,000	£ 7,037,020	01/06/2022
Churchfields Business Centre (previously known as Sidney Little Road Business Incubator Hub)	£ 500,000	£ 2,773,686	01/12/2021
Bexhill Creative Workspace	£ 960,000	£ 1,760,000	30/04/2021
Essex			
A127 Fairglen junction improvements	£ 15,000,000	£ 20,453,000	01/04/2023
Chelmsford City Growth Area Scheme	£ 10,000,000	£ 15,760,000	01/03/2021
Beaulieu Park Railway Station	£ 12,000,000	£ 123,000,000	01/12/2025
Gilden Way upgrading	£ 5,000,000	£ 10,400,000	30/01/2021
A127/A130 Fairglen Interchange new link road	£ 6,235,000	£ 9,835,000	01/04/2023
M11 junction 8 improvements	£ 3,733,896	£ 10,129,896	01/11/2022
Mercury Rising Theatre	£ 1,000,000	£ 2,000,000	31/03/2021
Basildon Digital Technologies Campus	£ 2,150,000	£ 2,150,000	01/06/2021
USP College Centre of Excellence for Digital Technologies and Immersive Learning , Benfleet	£ 900,000	£ 900,000	01/09/2021
Flightpath Phase 2	£ 1,981,500	£ 1,421,500	31/03/2021
Basildon Innovation Warehouse	£ -	£ 870,000	01/02/2022
University of Essex Parkside (Phase 3)	£ 5,000,000	£ 10,500,000	01/03/2022
New Construction Centre, Chelmsford College	£ 1,295,200	£ 1,295,200	01/09/2021
Colchester Grow on Space, Queen Street	£ 3,777,451	£ 4,992,000	30/07/2022
Kent			
I3 Innovation Project (formerly referred to as the Kent and Medway Growth Hub)	£ 6,000,000	£ 15,000,000	01/03/2021
Tunbridge Wells junction improvement package	£ 1,800,000	£ 1,966,000	31/03/2021
Kent Thameside LSTF	£ 4,500,000	£ 8,272,000	31/03/2021
Kent Strategic Congestion Management programme	£ 4,800,000	£ 4,924,000	31/03/2021
Middle Deal transport improvements	£ 800,000	£ 1,550,000	30/09/2021
Kent Rights of Way improvement plan	£ 1,000,000	£ 1,288,000	31/03/2021
Kent Sustainable Interventions Programme	£ 2,727,586	£ 2,914,586	31/03/2021
West Kent LSTF	£ 4,900,000	£ 9,135,000	31/03/2021
A28 Chart Road	£ 2,756,283	£ 2,980,283	TBC
Maidstone Integrated Transport	£ 8,900,000	£ 10,550,000	01/09/2023
A28 Sturry Link Road	£ 5,900,000	£ 29,600,000	01/03/2024
Thanet Parkway	£ 14,000,000	£ 27,650,000	30/12/2022
Dartford Town Centre Transformation	£ 4,300,000	£ 12,000,000	31/03/2021
Kent and Medway EDGE hub	£ 7,021,128	£ 21,000,000	31/03/2021
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	31/12/2021
Kent and Medway Medical School	£ 9,000,000	£ 24,840,000	31/01/2021
NIAB - EMR	£ 1,998,600	£ 5,043,300	01/07/2021
Medway			
A289 Four Elms roundabout to Medway Tunnel	£ 1,821,046	£ 2,285,045	01/03/2024
Strood Town Centre	£ 8,600,000	£ 9,870,000	01/03/2021
Medway City Estate	£ 2,200,000	£ 2,369,686	30/12/2021
Rochester Airport - phase 1	£ 4,400,000	£ 4,400,000	01/11/2021
Innovation Park Medway (phase 2)	£ 3,700,000	£ 48,670,000	01/03/2022
Innovation Park Medway (phase 3)	£ 1,518,500	£ 82,851,500	01/03/2022
Southend			
A127 The Bell	£ 4,300,000	£ 5,083,027	31/08/2021
A127 Essential Bridge and Highway Maintenance	£ 8,207,000	£ 8,000,000	31/08/2021
Southend Central Area Action Plan	£ 7,000,000	£ 7,000,000	01/07/2021
London Southend Airport Business Park	£ 23,090,000	£ 31,070,000	30/09/2021
Southend Town Centre	£ 1,625,000	£ 2,572,500	30/06/2021
Thurrock			
London Gateway/Stanford le Hope	£ 7,500,000	£ 19,090,000	01/08/2022
Grays South	£ 10,840,274	£ 27,440,274	01/10/2023
A13 widening	£ 76,500,000	£ 85,878,825	01/09/2021
Total	£ 357,240,464	£ 914,250,296	



Getting Building Fund

Project	GBP allocation	Total project cost	Expected completion date
Digitally Connecting Rural Kent and Medway	£ 2,290,152	£ 2,290,152	31/03/2022
Fast Track Business Solutions for the Hastings Manufacturing Sector	£ 3,500,000	£ 4,500,000	29/04/2022
Restoring the Glory of the Winter Garden	£ 1,600,000	£ 3,896,550	01/05/2022
The Observer Building, Hastings (Phase 2) Option A	£ 1,713,000	£ 4,323,000	31/03/2022
Acceleration of full-fibre broadband deployment in very rural or very hard-to reach premises	£ 680,000	£ 7,868,519	30/06/2021
Extension of the full-fibre broadband rollout in Essex to reach rural and hard to reach premises	£ 1,820,000	£ 2,420,000	31/12/2021
Britton Farm Redevelopment Learning, Skills & Employment Hub	£ 1,990,000	£ 7,190,000	31/03/2022
LFFN	£ 2,500,000	£ 2,500,000	28/02/2022
Charleston's access road: removing the barrier to growth	£ 89,293	£ 99,293	31/03/2021
Creative Hub, 4 Fisher Street, Lewes	£ 250,000	£ 646,387	30/04/2021
Riding Sunbeams Solar Railways	£ 2,527,500	£ 5,806,500	30/03/2022
Sussex Innovation Falmer - Covid Secure adaptations-	£ 200,000	£ 300,000	31/07/2021
UTC Maritime & Sustainable Technology Hub	£ 1,300,000	£ 1,778,091	31/03/2022
Enterprise Centre for Horizon 120 Business Park	£ 7,000,000	£ 16,000,000	30/06/2022
Harlow Library	£ 977,000	£ 1,143,261	31/10/2021
Jaywick Market & Commercial Space	£ 1,972,000	£ 2,127,535	31/03/2022
Labworth Car Park, Canvey Island modernisation	£ 700,000	£ 911,696	31/05/2021
Modus	£ 1,960,000	£ 6,960,000	31/03/2021
Nexus	£ 1,600,000	£ 11,765,000	30/06/2021
Remodelling of buildings at Harlow College to provide new 'T'-levels	£ 1,500,000	£ 3,500,000	31/03/2021
Rocheway	£ 713,000	£ 5,836,247	31/12/2022
Swan modular housing factory	£ 4,530,000	£ 192,545,970	31/03/2024
Tendring Bikes & Cycle Infrastructure	£ 2,300,000	£ 2,400,000	31/02/22
Tindal Square, Chelmsford	£ 750,000	£ 3,360,000	31/03/2022
Javelin Way Development	£ 578,724	£ 11,199,648	17/03/2022
Romney Marsh Employment Hub	£ 3,536,466	£ 7,081,466	28/02/2022
Thanet Parkway Railway Station	£ 11,999,000	£ 34,512,730	31/03/2022
First and Second Floors, Building 500, Discovery Park, Sandwich	£ 2,500,000	£ 5,500,000	03/07/2021
New Performing & Production Digital Arts Facility @ North Kent College	£ 12,301,796	£ 13,980,777	28/02/2022
The Meeting Place Swanley	£ 1,490,000	£ 5,639,039	31/05/2022
Better Queensway	£ 4,200,000	£ 21,900,000	31/03/2034
South Essex No Use Empty	£ 1,200,000	£ 2,500,000	31/03/2022
Transport and Logistics Institute	£ 600,000	£ 999,840	27/08/2021
Total	£ 82,867,931	£ 393,481,701	



Growing Places Fund

Project	GPF allocation	Total project cost	Expected completion date
Rochester Riverside	£ 4,410,000	£ 419,000,000	01/06/2029
Chatham Waterfront	£ 2,999,042	£ 28,474,253	01/03/2022
Workspace Kent	£ 1,500,000	£ 1,500,000	01/03/2021
Live Margate	£ 5,000,000	£ 10,000,000	01/03/2025
Colchester Northern Gateway	£ 2,000,000	£ 28,600,000	01/04/2021
Eastbourne Fisherman	£ 1,150,000	£ 1,500,000	01/04/2021
Javelin Way Development	£ 1,597,000	£ 11,200,000	01/03/2022
Innovation Park Medway	£ 650,000	£ 2,651,000	01/09/2021
No Use Empty Commercial	£ 1,000,000	£ 4,528,867	01/03/2021
Green Hydrogen Generation Facility	£ 3,470,000	£ 17,960,000	01/05/2021
Wine Innovation Centre	£ 600,000	£ 700,000	01/04/2022
Observer Building Phase 1	£ 1,750,000	£ 4,386,996	01/03/2022
Barnhorn Green Phase 1	£ 1,750,000	£ 10,000,000	01/12/2022
Herne Relief Road	£ 3,500,000	£ 8,976,000	01/11/2023 (Assumes approval in March)
No Use Empty Commercial Phase II	£ 2,000,000	£ 4,500,000	01/12/2026 (Assumes approval in March)
No Use Empty South Essex	£ 1,000,000	£ 2,665,000	01/03/2026
Total	£ 34,376,042	£ 556,642,116	