



# SOUTH EAST LOCAL ENTERPRISE PARTNERSHIP

## **DELIVERY PLAN**

APRIL 2022—MARCH 2023

[UPDATED MAY 2022]

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# INTRODUCTION

## Message from the Chair and Chief Executive

The beginning of 2022-23 marks the end of the final domestic COVID-19 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.

While national output has now returned to pre-pandemic levels, there remain 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 to 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.



CHRISTIAN BRODIE, CHAIR OF SELEP



ADAM BRYAN, CEO OF SELEP

# EVOLUTION OF SELEP

Local Enterprise Partnerships (LEPs) have delivered a lot in the last decade. SELEP has targeted some £800M of funding, delivered direct business support through our Growth Hub operations, created a robust and comprehensive evidence base of our economy, used funds available to us to direct support where most needed and established strong partnerships across business, local civic leaders and academia 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. The Levelling Up White Paper, published in February 2022, provided some clarity and stated 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.

Core funding has been confirmed for LEPs for 2022/23. The Levelling Up White Paper also clarified that future capital funding e.g., UK Shared Prosperity Fund (UKSPF), will be channelled through Local Authorities, the Greater London Authority and Mayoral Combined Authorities. This change in funding flows alters the function of LEPs across England and LEPs will play a role akin to that which they played following their creation in 2010 - providing the voice of businesses; carrying out strategic economic planning, using their convening power to bring together business, education and other local economic stakeholders, and leading economic growth and job creation within a local area.

It has also been confirmed that LEPs, subject to confirmation of funding, will continue to deliver crucial functions on behalf of government departments. The letter received from Government stated that these may include:

- Growth Hubs, on behalf of the Department for Business, Energy and Industrial Strategy;
- International trade and investment activity, provision of local business intelligence, grant funding and levelling-up focused projects, on behalf of the Department for International Trade;
- Local Digital Skills Partnerships, on behalf of the Department for Digital, Culture, Media and Sport;
- Local skills analysis via Skills Advisory Panels and Career Hubs, on behalf of the Department for Education; and
- Monitoring and assurance pertaining to existing local growth programmes and funds for which LEPs are responsible.

The SELEP Economic Recovery and Renewal Strategy, published in March 2021, 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 will continue to keep these priorities under review, consider the governance structures needed to deliver, and evolve our partnership and the relationships that exist within this, to meet the new operating context.

In line with Government plans for levelling up and economic growth, and expectations of LEPs within this, SELEP will perform three core functions going forward – the provision of strategic planning and intelligence to provide a clear regional strategy for growth, underpinned by a robust live evidence base; communicating, collaborating and convening across our network of businesses, academia and public sector to provide a business voice and joint activity around key strategic objectives; and delivering strategic economic projects to seize opportunities to accelerate growth. The following three chapters set these out in more detail.

# STRATEGIC PLANNING AND INTELLIGENCE

Our work is underpinned by an evidence-based approach to strategic planning and this will continue to inform our priorities and future direction as set out below.

## Economic Strategy

— In March 2021, the SELEP Board approved its Economic Recovery and Renewal Strategy. It responds to the devastating impact of the COVID-19 pandemic on the economy, but also the implications of Brexit on supply chain issues and the labour market and the need to level up within the South East. These issues 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 build on the unique opportunities and challenges that our area possesses and fully engage with Government policy for 'Global Britain' and 'Levelling Up' but we face clear cross-cutting issues in executing this. 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. One hundred and thirty LSOA across SELEP are in the 10% most deprived neighbourhoods in the country (IMD 2019) and 107 of those LSOAs are found in SELEP's 16 coastal districts, including the most deprived community in the UK, Jaywick Sands in Clacton.

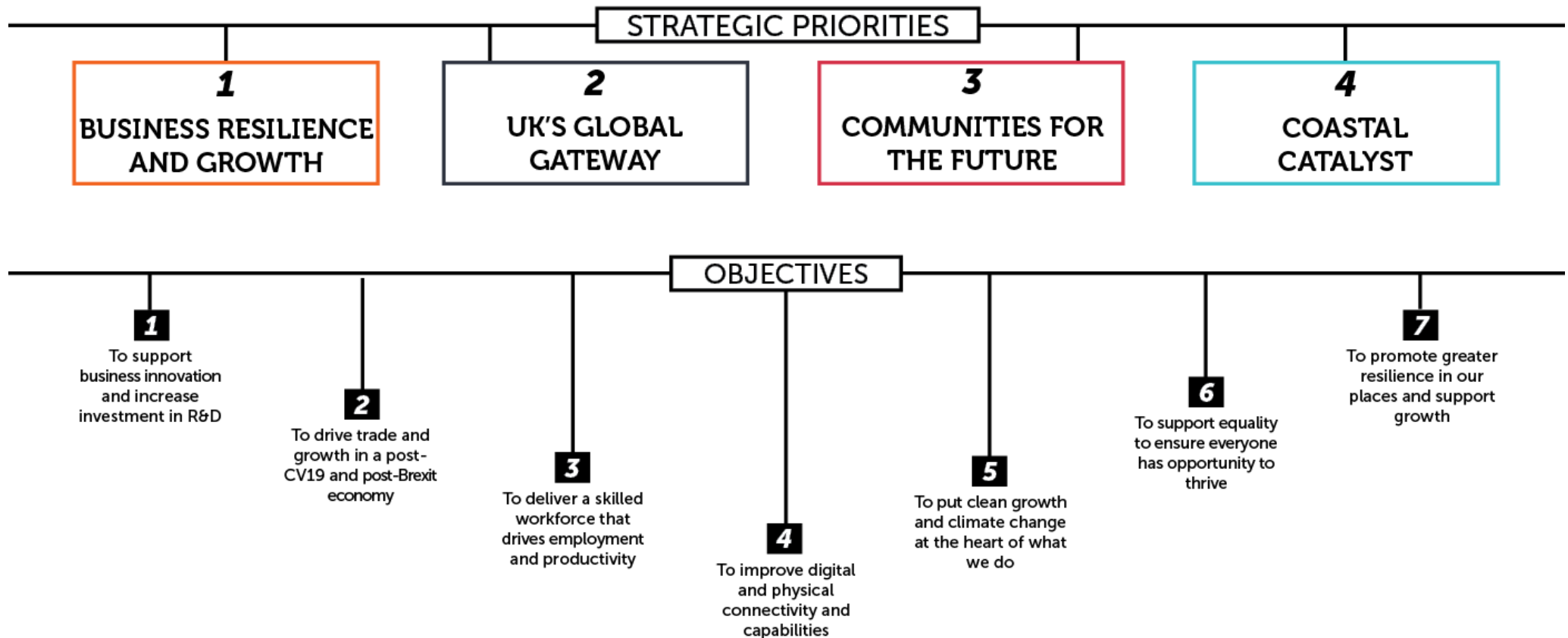
Our future plans and activity must also consider the impact on the climate, how interventions can support greater equality and inclusion within our society and ensuring the necessary connectivity, digital access and skills to support growth. Failing to do so would impede our future economic success and 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.

This year, Government 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 deals.

We believe our strategy and this delivery plan set out the right focus and priorities for SELEP, with a focus on creating well-paid sustainable jobs, which ultimately drives economic prosperity.

Our priorities are underpinned by seven cross cutting objectives which are 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 key indicators for the strategy. The strategic framework below sets this out.

Whilst we believe our Strategy remains current and relevant, as the detail of our future role, outlined by Government on 31st March 2022, becomes clearer, SELEP will revisit and pivot our Strategy as appropriate to reflect our evolving mandate and focus for the coming year and beyond.



## 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.

In the last year we have updated and extended our extensive evidence base aligned to our Strategy and making use of the LEP Indicator Handbook (BEIS, 2019). We continue to extend our evidence base and recent work has focussed on the Levelling Up agenda, with the development of our own robust Levelling Up Index, focussed on the priority area of "access to good quality local jobs". Our data intelligence capability includes "Town" level analysis, and our Levelling Up Index clearly shows that some of coastal communities are amongst the most left behind in the UK. Work is in hand to make more of our evidence available through our website with quarterly updates.

In the year ahead will we continue to align our evidence base to the Levelling Up agenda, including emerging Government metrics, and will produce more detailed sectorial analysis at a local level.

SELEP will also continue to produce high quality analysis of the local labour market and its skills needs, in line with our MoU with the Department for Education. This will include supporting the development of, and ongoing analysis for, the Local Skills Improvement Plans that sit within the SELEP area, working with them to identify where there are gaps in knowledge and where additional analysis would be beneficial.

## Strategic Partnership and Leadership

Our active leadership and engagement with our wider partnership is crucial to delivering our ambitions for the SELEP economy. Amongst others, some key areas of activity include:

### **CATALYST SOUTH**

As a LEP we will continue to lead and engage with the work of Catalyst South, our partnership of six LEPs across the south east. Last year we jointly held an event looking at the impact of the pandemic on the economy surrounding airport towns. This was to highlight the significant and ongoing challenges faced by these areas due to their reliance on probably the worst hit sector during the crisis.

Chaired by our Chief Executive, we will continue to establish and drive forward our shared agenda and collaborative activity to unlock the economic power of the wider South East.

### **HOUSING**

We will also continue to play a strong role in the strategic housing agenda. Housing remains an important issue in the south east and it is vital that we ensure alignment with our capital programme as well as with national initiatives such as Garden Communities. The SELEP area has 25% of garden community allocation in the UK and therefore, alongside other large scale housing development, we are in a strong position to lead the way in the development of these future communities.

### **BUSINESS REPRESENTATIVE ORGANISATIONS**

SELEP also remains committed to maintaining its strong connections with our regional network of business representative organisations. This helps to ensure that we collectively understand the needs of businesses within the LEP and so we can ensure the support we provide will help to drive the growth of our economy.

### **FUTURE AREAS OF WORK AND DEVOLUTION**

Following our directive from Government, SELEP aims to explore new areas of work that haven't formed part of our core offer previously. These may include activity to promote Inward Investment, for example by developing a thematic approach that supports particular communities across SELEP and will add value to the great work already happening in the region; and working more closely with our universities, via our U9 group, on regional innovation, focusing on improving access to UKRI/IUK funding for businesses.

We will also work closely with our Local Authority partners to develop and support plans for the transition to devolution deals, in line with local ambitions.



# COMMUNICATING, COLLABORATING AND CONVENING

A key role for SELEP is to use our convening power to bring together business and other stakeholders to drive economic growth and we will do this through effective communication and collaboration and by continuing to expand and strengthen our existing network.

**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](https://southeastlep.com))** and **Major Projects Group - South East Skills**.

One of the biggest opportunities to support ambitions for both levelling up and global Britain is Freeports. SELEP has two Freeports: — **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.

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**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) and our Skills Working Group (SWG), comprising of further and higher education, local authorities and other key stakeholders. We have 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.

SELEP was also selected as a pilot area in 2019 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 has worked 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 recently produced the DSP's Digital Skills Strategy for 2022/23. In response to COVID-19 this partnership also took a leading role in areas such as ensuring access to online learning, running webinars and tackling issues such as digital kit and connectivity.

Our role in skills remains important and we will continue to play a leading role in supporting this agenda through delivery of the MPG skills and employment action plan, development of the Freeports, maintaining the relationships and expertise established through the DSP, 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 SWG and helping shape and support new interventions that may take place as part of levelling up plans, may also form key activities this year.

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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.

**Net Zero/Clean Growth**

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 LEPs. 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.



## Strategy Network

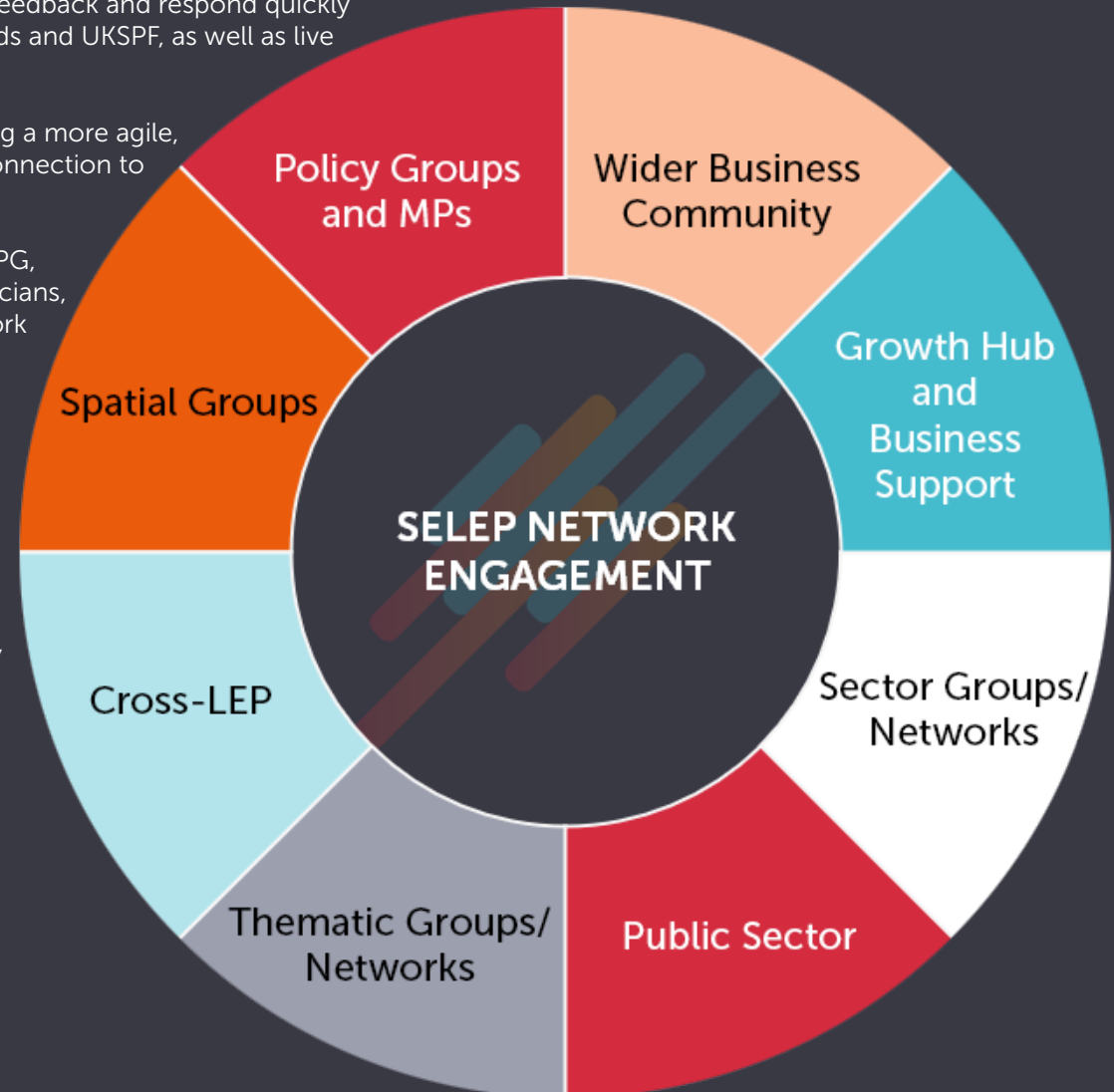
SELEP works effectively through a number of thematic working groups which bring private and public sector partners together to tackle shared issues and opportunities (please find information on current groups here). This network also provides existing collaborations to be able to garner views and feedback and respond quickly and add value to local investments such as the Towns Fund, Levelling Up Funds and UKSPF, 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 strategy network model, with the main aim of increasing connection to and engagement with the business community.

The network will include our existing working groups, such as University 9, MPG, SECEN, Rural, Coastal, housing etc., as well as our MPs and other senior politicians, but we will broaden our engagement and communication with a wider network of groups, organisations and individuals and in doing so ensure that we can focus efforts on where the SELEP can add most value.

We will continue to facilitate and engage with existing working groups and structures in support of the SELEP strategy and strengthen and expand our relationships with Business Representative Organisations across the area.

We will also reach out to other existing sector groups to establish active two-way communications on sectoral issues and opportunities, promote and, where possible, facilitate collaboration in cross-cutting themes e.g. skills, low-carbon and evolve and expand our online presence to enable great-business engagement.



# DELIVERY

Our main areas of programme delivery are set out below, with progress against each of SELEP's strategic priorities also set out in Section 6.

## Capital 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 40 Getting Building Fund (GBF) projects approved with a total of £0.716 billion being invested in the region. Eleven GPF, 65 LGF and 9 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, which are monitored by the SELEP Accountability Board, can be found in annex A.

SELEP's intention is to conduct an evaluation of our capital programme to demonstrate outcomes and impact this has had on our economy over recent years.

## Sector Support Fund and COVID-19 Recovery Funds

A further £2.351m was 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 made available a £2.4m Business Support Fund, of which £3.365m has been contracted for delivery, and a £2m Skills Recovery Fund, of which £1.525m has been contracted for delivery that will continue into Q1 of 2022/23. Detailed reports on these funds, including breakdowns of spend allocations, are provided to the Strategic Board and an impact evaluation of the skills and business support projects will be undertaken later in 2022/23. Further details on revenue funds are provided in annex B.

## 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.

Government has now confirmed that Growth Hubs will receive core funding for 2022/23. However, the national settlement is a 50% reduction on the core budget for 2021/22. For SELEP this equates to £445,000 for 2022/23. SELEP will work at pace with the steering group and Lead Authorities, to agree how the substantially reduced envelope can be deployed to best effect and fairness and achieve economies of scale, to ensure the provision of a core service as far as is practicable across the area whilst maintaining service continuity. SELEP will also continue to convene the South East Business Hub Steering Group on the transition to a service delivery model that is sustainable within the reduced funding envelope.

## Supporting Partner Delivery

With capital funding being allocated to more local areas, it is even more important that SELEP focuses efforts on supporting the delivery of an aligned set of activities that are led by our partner organisations and into which we are one of many contributors. Such

projects and initiatives include:

- Freeport East (joint board member) and Thames Freeport
- Town Boards
- Greater South East Net Zero Hub
- Spend of remaining ERDF/ESF
- Sub-national transport bodies (TfSE, Transport East)
- Thames Estuary Growth Board
- Maritime UK

As we move forward this year, in agreement with local partners SELEP will consider implementing new funded programmes, including potentially a future round of Growing Places Fund and using any residual funding (e.g. returned GPF, LGF) to stimulate regional activities which aggregate from common themes of UK Shared Prosperity Fund activities, and which are aligned to the SELEP Strategy.

Following publication of this delivery plan, Government have set a timescale of November 2022 for LEPs to submit a draft delivery plan for 2023/24, on which we will work closely with Government and local partners to ensure this fully reflects our future priorities and operating model.

# PROGRESS AGAINST OUR STRATEGY

Our Strategic Priorities are aligned to many of the Levelling Up Missions, as highlighted below, and reflects the major economic needs and opportunities across the SELEP area. We will therefore continue to use these priorities to inform and drive our work and are confident that by focusing on the functions and issues where we can have the most impact, we remain in a strong position to help build a better, stronger economy.

The headline activities and key indicators are provided below and a dashboard is made available 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 where possible.

## Strategic Priority 1: Business Resilience and Growth

### Supporting Levelling Up missions:

- 1) Increasing pay, employment and productivity; and
- 6) A rise in the numbers completing high quality skills training

KEY ACTIVITIES	KEY INDICATORS (AS AVAILABLE IN MARCH 2022)
Delivery and evaluation of the COVID-19 Recovery Fund programme, including business support activities and training for skills.	SELEP GVA 2020 = £96.2 bill., a 10.5% real terms reduction
Continued delivery of Growth Hub services across SELEP and evolution of the Growth Hub delivery model, commensurate with funding and in line with current national requirements of Growth Hubs.	Enterprise 3-year survival rates (2020): SELEP 58.2%, England 53%
Delivery against the Skills Strategy and Skills Report, working with the Skills Advisory Panel the Local Skills Improvement Plan pilots.	Job density per 100 residents aged 16 to 64 (2020): SELEP 76, England 85 (both down compared to 2019)
Delivery and securing the legacy of Digital Skills Partnership.	Skills level (2021): Level 4+ – SELEP 36.3%, UK = 43.5%; Level 2+ – SELEP 76.8%, UK = 78.1%; No qualification – SELEP 6.0%, UK 6.7%
Delivery of GBF, GPF, LGF and SSF projects that support business survival and growth.	Apprenticeship starts (2020/21): 24,480. Up 2.4% from 2019/20 and 15.5% down from 2018/19  Apprenticeship vacancies (at 23/05/22): 2,039 or 1.13 per 1,000 jobs. Increases in Engineering and Agriculture, reductions in hospitality



## Strategic Priority 2: UK's Global Gateway

### Supporting Levelling Up missions:

- 1) Increasing pay, employment and productivity; 3) Improving public transport connectivity; and  
6) A rise in the numbers completing high quality skills training

KEY ACTIVITIES	KEY INDICATORS
Working with Freeport East and Thames Freeport to support full business case development and subsequent points of gearing up and implementation.	Port passengers (2020): 4.86 million compared to 11.97 million in 2019, a 59.4% drop. 70.5% share of UK passengers
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.	Airport passengers (2021): 7.2 million which was 23.8% of 2019 level, with UK overall passenger numbers at 21.7% of 2019 level
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.	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
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

### Supporting Levelling Up missions:

- 1) Increasing pay, employment and productivity; 3) Improving public transport connectivity;
- 4) Improving gigabit-capable broadband and 4G/5G coverage;
- 9) A rise in people's satisfaction and 'pride of place'; and
- 10) Increasing the number of first-time buyers

KEY ACTIVITIES
Continue to participate and contribute, as appropriate and feasible, to events and debates that support advancement of the housing and community development agenda.
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.
Continue to work with Arts Council England and wider partners to implement the recommendations of the 'Creative High Streets' report.
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.
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).
Delivery of GBF, GPF, LGF and SSF projects relating to housing and community development.

KEY INDICATORS
Housing growth (EPC): 17,900 in 12 months to Mar-22, an 6.7% increase on prior year, with 85.1% energy efficiency rating A or B.
Commercial space (Mar-21): 32.5 million square metres floorspace. 5 years growth - 0.5 mill sq. metre, 1.6% growth. 0.1% retail growth, 6.0% loss office space, 3.8% industrial growth
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; 10.7% increase on 2019 (England reduction of 4.2%)
Digital infrastructure (Jan-22), percentage of premises with access to Gigabit broadband – SELEP 55; England 67 – a significant increase on last report with Virgin having completed major upgrades



## Strategic Priority 4: Coastal Catalyst

### Supporting Levelling Up missions:

- 1) Increasing pay, employment and productivity; 7) Narrow the healthy life expectancy gap; and  
9) A rise in people's satisfaction and 'pride of place'

KEY ACTIVITIES
Ongoing work to develop and utilise enhanced evidence base for coastal work to support prioritisation in delivering the coastal prospectus and wider levelling up.
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.

KEY INDICATORS
Claimant rate population aged 16 to 64 (Mar-22): Coastal 5.1%, non-coastal 3.4%, both on reducing trend
Gross Disposable Household Income (using net household incomes after housing costs) (2018): Coastal 27,000; Non-coastal 30,300
Digital infrastructure (Jan-22), percentage of premises with access to Gigabit broadband – coastal 43.8, non-coastal 59.7
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

# 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 Strategy 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.

SELEP received a 'met' 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 the outcome confirmed that SELEP continues to meet the expected requirements for Governance, as well as Strategic Impact.

## Governance

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 January 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.

A review of governance, structures and processes will be a key area of work in 2022/23 as we work towards a more sustainable SELEP model and to develop plans for supporting the transition to devolution deals. The Board Effectiveness Survey, which was completed in 2021, will also inform any transitional steps that the board need to take.

## Annex A: Capital Programme

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 40 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. We will continue 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. The detail of these projects is presented to and monitored by the Accountability Board, but a summary of these programmes can be found below.

### Outcomes of Capital Programmes

	HOMES	JOBS
<b>LOCAL GROWTH FUND</b>		
Outcomes delivered as to 31/03/2022	25,326	25,302
Outcomes forecast to be delivered in 2022/23	7,635	17,411
Outcomes forecast to be delivered in 2023/24 and future years	57,651	66,893
<b>TOTAL OUTCOMES FORECAST</b>	<b>90,612</b>	<b>109,606</b>
<b>GETTING BUILDING FUND</b>		
Outcomes delivered as to 31/03/2022	0	53
Outcomes forecast to be delivered in 2022/23	75	1,414
Outcomes forecast to be delivered in future years	1,709	3,686
<b>TOTAL OUTCOMES FORECAST</b>	<b>1,784</b>	<b>5,153</b>
<b>GROWING PLACES FUND</b>		
Outcomes delivered as to 31/03/2022	3,277	3,351
Outcomes forecast to be delivered in 2022/23 and future years	6,045	7,795
<b>TOTAL OUTCOMES FORECAST</b>	<b>9,322</b>	<b>11,146</b>

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 the GBF funding now expected to be spent in full by March 2023 at the latest.

As delivery of the LGF and GBF programmes end, 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



**SOUTH EAST**  
LOCAL ENTERPRISE  
PARTNERSHIP

## Local Growth Fund

Project	LGF allocation	Total project cost	Expected completion date	Notes
<b>East Sussex</b>				
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	Overall project completion date is dependent upon final junction solution selected
North Bexhill Access Road	£18,600,000	£18,600,000	TBC	North Bexhill Access Road is open to traffic but landscaping remains outstanding. Date for completion of landscaping to be confirmed
Hastings and Bexhill Movement and Access Package	£9,000,000	£9,363,968	31/03/2025	
Eastbourne Town Centre LSTF access and improvement package	£8,000,000	£11,250,000	30/09/2022	
East Sussex Strategic Growth Package	£8,200,000	£21,200,000	TBC	Business Case sets out a number of interventions. Initial interventions delivered but remainder are subject to receipt of income from earlier interventions and therefore a timeline cannot be provided at this time
Bexhill Enterprise Park North	£1,940,000	£20,700,000	31/05/2022	
Skills for Rural Businesses Post-Brexit (Plumpton College)	£4,413,000	£8,532,020	31/01/2023	
Churchfields Business Centre (previously known as Sidney Little Road Business Incubator Hub)	£500,000	£2,773,686	21/08/2022	
<b>Essex</b>				
A127 Fairglens junction improvements	£15,000,000	£20,453,000	TBC	Awaiting required Department for Transport approvals
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	TBC	Awaiting required Department for Transport approvals
M11 junction 8 improvements	£3,733,896	£15,085,000	31/12/2022	
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	31/08/2022	
Colchester Grow on Space, Queen Street	£3,777,451	£4,992,903	31/08/2022	
<b>Kent</b>				
Kent Strategic Congestion Management programme	£4,800,000	£5,024,000	31/05/2022	
A28 Chart Road	£2,756,283	£2,756,283	TBC	Project currently on hold - delivery is dependent upon receipt of developer contributions which are currently expected in 2023 or 2024
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	31/05/2023	
Dartford Town Centre Transformation	£4,300,000	£12,000,000	31/12/2023	
Kent and Medway EDGE hub	£7,344,000	£22,104,000	30/06/2022	
Leigh Flood Storage Area and East Peckham - unlocking growth	£2,349,000	£15,575,000	31/10/2025	
M2 Junction 5	£1,600,000	£90,700,000	31/12/2024	
East Malling Advanced Technology Horticultural Zone	£1,998,600	£5,358,000	31/05/2022	
<b>Medway</b>				
A289 Four Elms roundabout to Medway Tunnel	£1,821,046	£11,564,000	31/03/2025	
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	
<b>Southend</b>				
A127 The Bell	£4,300,000	£5,026,303	30/06/2022	
Southend Central Area Action Plan	£7,000,000	£7,000,000	30/06/2022	
London Southend Airport Business Park	£23,162,517	£32,670,000	31/07/2022	
Southend Town Centre Interventions	£1,625,000	£2,625,000	31/01/2024	
<b>Thurrock</b>				
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	30/11/2024	
A13 widening	£76,500,000	£122,719,000	31/05/2022	
<b>Total</b>	<b>£313,309,767</b>	<b>£1,048,175,163</b>		



## 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	31/07/2022
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	31/05/2022
Sussex Innovation Falmer - Covid Secure adaptations	£ 200,000	£ 300,000	31/05/2022
UTC Maritime & Sustainable Technology Hub	£ 1,300,000	£ 2,278,091	31/03/2023
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	31/05/2022
Jaywick Market & Commercial Space	£ 1,972,000	£ 4,445,000	31/03/2023
Nexus	£ 1,600,000	£ 11,765,000	31/05/2022
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	30/09/2022
Tindal Square, Chelmsford	£ 750,000	£ 3,838,000	30/08/2022
Laindon Place	£ 790,000	£ 4,715,000	30/09/2022
Princess Alexandra Hospital Training and Education Facility	£ 500,000	£ 4,702,000	31/05/2022
Braintree Active Travel	£ 291,000	£ 2,078,000	30/09/2022
Javelin Way Development	£ 578,724	£ 11,083,000	30/06/2022
Romney Marsh Employment Hub	£ 3,536,466	£ 7,081,466	30/06/2022
Thanet Parkway Railway Station	£ 11,999,000	£ 34,512,731	31/03/2023
First and Second Floors, Building 500, Discovery Park, Sandwich	£ 2,500,000	£ 5,500,000	31/10/2022
New Performing & Production Digital Arts Facility @ North Kent College	£ 12,301,796	£ 13,980,777	31/05/2022
The Meeting Place Swanley	£ 1,490,000	£ 1,490,000	31/08/2022
Techfort	£ 1,009,000	£ 1,260,417	30/09/2022
Britton Farm Redevelopment Learning, Skills & Employment Hub	£ 1,990,000	£ 7,190,000	31/07/2022
Innovation Park Medway - Sustainable City of Business	£ 778,323	£ 1,009,000	31/03/2023
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	30/06/2022
<b>Total</b>	<b>£ 73,349,144</b>	<b>£ 388,719,525</b>	

\* The Better Queensway project is an estate and town centre renewal project seeking to transform a 5.2-hectare site to the north of Southend town centre and will include phased demolition of existing residential and commercial development and redevelopment to provide up to 1,760 dwellings and 7,945sqm of commercial space. The GBF funding will be spent in full by the end of 2022/23 but project delivery will continue until 2034.

## Growing Places Fund

Project	GPF allocation	Total project cost	Expected completion date
Rochester Riverside	£ 4,410,000	£ 419,000,000	30/06/2029
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	30/06/2022
No Use Empty Commercial	£ 1,000,000	£ 4,500,000	30/06/2022
Green Hydrogen Generation Facility	£ 3,470,000	£ 3,470,000	31/03/2026
Wine Innovation Centre	£ 600,000	£ 700,000	30/06/2022
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
<b>Total</b>	<b>£ 37,692,542</b>	<b>£ 559,682,249</b>	



# Annex B: Revenue Programmes



**SOUTH EAST**  
LOCAL ENTERPRISE  
PARTNERSHIP

## Growth Hub—the South East Business Hub

Government has now confirmed that Growth Hubs will receive core funding for 2022/23. However, the national settlement is a 50% reduction on the core budget for 2021/22. For SELEP this equates to £445,000 for 2022/23. SELEP will work at pace with Lead Authorities, to agree how the substantially reduced envelope can be deployed to best effect and fairness, to ensure the provision of a core service as far as is practicable across the area whilst maintain service continuity. SELEP will also continue to convene the South East Business Hub Steering Group on the transition to a service delivery model that is sustainable within the reduced funding envelope.

## 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.

The fund is now closed and 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 at [southeastlep.com/projects/sector-support-fund](https://southeastlep.com/projects/sector-support-fund).

SECTOR SUPPORT FUND PROJECT	SSF INVESTMENT (£000)
<b>South East Export Development (SEED)</b>	92
<b>Building Back Better</b>	192
<b>Accelerating Nature-Based Climate Solutions</b>	135
<b>Creative Open Workspace Master Plan</b>	49
Coastal Communities Supplement to the SELEP Strategic Economic Plan	40
FutureProof: Accelerating Delivery of High Quality Development across SELEP	110
Future skills for Rural Businesses	96
England's Creative Coast	150
Good Food Growth Campaign	60
Gourmet Garden Trails	60
Kent Medical Campus Enterprise Zone – Innovation Centre design work	156
North Kent Enterprise Zone: Enabling and Marketing	161
Delivering Skills for the Future through teaching	167
Delivering Skills for the Future through teaching - project extension	76
Accelerating Opportunities within the Newhaven Enterprise Zone	115
Energy and Clean Growth – Supply Chain Mapping	130
Buy Local South East	65
Re-building Confidence and Demand in the Visitor Economy	182
Carbon Pathways (C-Path)	99
Catalyst for Culture	182
Gourmet Garden Trails (Extension)	35
<b>TOTAL</b>	<b>2,352</b>

Projects in bold are expected to be active in the financial year 2022/23 and the remaining have completed.

## CV19 - Economic Recovery Funds

The CV19 Recovery Funds made available a £2.4m Business Support Fund (final contract value £2.365m) and a £2m Skills Recovery Fund (final contract value £1.625m), 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 180 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 308 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 800 people supported with kit and connectivity and a further 600 supported with digital skills training.

Progress reports for these funds are presented to the Board quarterly and can be found on the SELEP website.

# 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.

KEY ACTIVITY – QUARTER 1 (APRIL—JUNE)
<b>Strategic Planning &amp; Intelligence</b>
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.
Monitoring of interventions to support Strategy delivery through regular dashboard updates to the Board.
Ongoing provision of data and intelligence to inform SELEP partnership activities, including to develop our understanding of key issues such as diversity and coastal deprivation.
<b>Communicating, Collaborating &amp; Convening</b>
Continue to lead the Major Projects Group, including skills action plan, exploring local supply chain opportunities and sustainability planning and implementation. Host the second skills webinar.
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 and working with LSIPs and local skills plans (e.g. Essex, Thurrock).
Continue to deliver on the Digital Skills Partnership and develop legacy plans to ensure that SELEP continues to benefit from the relationships and expertise developed through the DSP.
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 inc. changes to the website and ways of working.
Continued participation as part of the Greater SE Net Zero Hub to bring forward projects for transition to net-zero carbon emissions.
<b>Delivery</b>
Delivery of and reporting on the capital programme.
Delivery and monitoring of the CV19 Recovery Funds for skills and business support.
Supporting SE businesses through the Growth Hub and working with the Growth Hub Lead Authorities to agree principles and transition required to maintain core Growth Hub provision within the significantly reduced funding envelope.
Sharing information on ESF and ERDF programmes to support discussions and plans for local UKSPF activity, including potential for collaboration across areas.
<b>Governance</b>
Publish Delivery Plan for 2022/23 (30th June 2022).



KEY ACTIVITY – QUARTER 2 (JULY—SEPTEMBER)
<b>Strategic Planning &amp; Intelligence</b>
Continue discussions with partners about future areas of work that the LEP may support in line with guidance from Government e.g. to support inward investment, regional innovation etc.
Review of SELEP Secretariat to ensure it fits with the new model of LEPs and LEP funding.
Work with Catalyst South and LEP Network to influence and respond to Levelling Up Agenda, including APPG engagement.
Monitoring of interventions to support Strategy delivery through quarterly dashboard updates to Chairs and the Board.
Ongoing provision of data and intelligence to inform SELEP partnership activities, including to develop our understanding of key issues and policy areas.
<b>Communicating, Collaborating &amp; Convening</b>
Implement SELEP's new Network model to evolve and expand our communication and engagement with partners and businesses, inc. building our network database to achieve greater reach.
Continue to lead the Major Projects Group, including skills action plan, exploring local supply chain opportunities and sustainability planning and implementation.
Continuing to support the two Freeports following full business case submission, particularly supporting Thames with their skills planning.
Continue to support the skills agenda, working with LSIPs and local skills plans and delivery including provision of skills data to partners and DfE.
Work to secure a legacy of the Digital Skills Partnership following cessation of the programme in Qtr1.
Continue to contribute to and influence the work of key partnerships by identifying and responding to opportunities for SELEP to add value, including Town Boards, SRTBs, TEGB.
Continued participation as part of the Greater SE Net Zero Hub to bring forward projects for transition to net-zero carbon emissions.
Produce regular, timely external communications including through updates to the website and the SELEP ambassadors' internal communications route.
<b>Delivery</b>
Supporting businesses through the Growth Hub and working with the GH cluster.
Working with the Growth Hub Lead Authorities and with the GH Steering Group to transition to new model for Growth Hub provision.
Delivery of and reporting on the capital programme.
Delivery and monitoring of the CV19 Recovery Funds for skills and business support.
Scope and plan for a review of SELEP's investments to date, recording impact and delivery against stated ambitions. This to include LGF, GBF, GPF, and SSF.
<b>Governance</b>
Scope and plan for the Annual General Meeting.
Work with Executive Search agency to identify candidates for Chair and Deputy Chair role.



KEY ACTIVITY – QUARTER 3 (OCTOBER–DECEMBER)
<b>Strategic Planning &amp; Intelligence</b>
Formulate conclusions and recommendations from discussions with partners about future areas of work that the LEP may support e.g. elements of inward investment, regional innovation etc.
Review SELEP's Strategic framework and future delivery plans, linked to the emerging operating model and confirmed Government requirements for LEP delivery plans for 2023/24.
Monitoring of interventions to support Strategy delivery through quarterly dashboard updates to Chairs and the Board.
Ongoing provision of data and intelligence to inform SELEP partnership activities, including to develop our understanding of key issues and policy areas.
Work with Catalyst South and LEP Network to influence and respond to Levelling Up Agenda, including APPG engagement.
<b>Communicating, Collaborating &amp; Convening</b>
Continue to implement and grow SELEP's new Network model to evolve and expand our communication and engagement with partners and businesses, inc. management of our network database to achieve greater reach.
Continue to lead the Major Projects Group, including skills action plan, exploring local supply chain opportunities and sustainability planning and implementation.
Continuing to support the two Freeports following full business case submission, particularly supporting Thames with their skills planning.
Continue to support the skills agenda, working with LSIPs and local skills plans and delivery inc. provision of skills and labour market data to partners and DfE.
Convene Inward Investment agencies and agree approach to support investment across SELEP coastal communities.
Work with U9 group to develop our approach to regional innovation, focusing on improving access to UKRI/IUK funding for businesses.
Continue to contribute to and influence the work of key partnerships by identifying and responding to opportunities for SELEP to add value, including Town Boards, SRTBs, TEGB.
Continued participation as part of the Greater SE Net Zero Hub to bring forward projects for transition to net-zero carbon emissions.
Produce regular, timely external communications including through updates to the website and the SELEP ambassadors' internal communications route.
<b>Delivery</b>
Supporting businesses through the Growth Hub and working with the GH cluster.
Continue to work within the Growth Hub and with the GH Steering Group to transition to new model for Growth Hub provision.
Delivery of and reporting on the capital programme.
Evaluation of the CV19 Recovery Funds skills programmes.
Review of ESF and ERDF to share learning and provide insights to partners leading on UKSPF and other funding initiatives.
Commence a review of SELEP's investments to date, recording impact and delivery against stated ambitions. This to include LGF, GBF, GPF and SSF.
<b>Governance</b>
Strategic Board to agree new Chair and Deputy Chair.
Agree operational budget for 2023/24 and development of new operating model for SELEP.
Host Annual General Meeting.
Present draft Delivery Plan to Strategic Board ahead of submission to Government.
Submit draft Delivery Plan for 2023/24 to Government (25th November 2022).

**KEY ACTIVITY – QUARTER 4 (JANUARY–MARCH 2023)**

**Strategic Planning & Intelligence**

- Finalise and endorse plans for SELEP's future strategic framework, operating model and delivery plan for 2023/24.
- Ongoing provision of data and intelligence to inform SELEP partnership activities, including to develop our understanding of key issues and policy areas.
- Monitoring of interventions to support Strategy delivery through quarterly dashboard updates to Chairs and the Board.
- Produce regular, timely external communications including through updates to the website and the SELEP ambassadors' internal communications route.
- Work with Catalyst South and LEP Network to influence and respond to Levelling Up Agenda, including APPG engagement.

**Communicating, Collaborating & Convening**

- Continue to establish and grow SELEP's new Network model to facilitate our communication and engagement with partners and businesses.
- Continue to lead the Major Projects Group, including skills action plan, exploring local supply chain opportunities and sustainability planning and implementation.
- Continue to support the two Freeports following full business case submission, particularly supporting Thames with their skills planning.
- Continue to support the skills agenda, working with LSIPs and local skills plans and delivery inc provision of skills and labour market data to partners and DfE.
- Continue to contribute to and influence the work of key partnerships by identifying and responding to opportunities for SELEP to add value, including Town Boards, SRTBs, TEGB.
- Continued participation as part of the Greater SE Energy Hub to bring forward projects for transition to net-zero carbon emissions.

**Delivery**

- Supporting businesses through the Growth Hub and working with the GH cluster.
- Delivery of and reporting on the capital programme, including tours of completed projects.
- Evaluation of the CV19 Recovery Funds business support programmes.
- Evaluation of the CV19 Recovery Funds skills programmes.
- Agree next steps/recommendations following evaluation of the CV19 Recovery Funds for skills and business support.

**Governance**

- Induction and onboarding of new Chair and Deputy Chair.
- Potential onboarding of new Board Members.
- Implementation of new Secretariat and operational funding model (if applicable).

## Annex D: Operational Budget



**SOUTH EAST**  
LOCAL ENTERPRISE  
PARTNERSHIP

In November 2021, SELEP Accountability Board has approved an operational budget of £944,000, funded from its reserves; this position was updated in May 2022, to include the agreed contributions from Partners. However, a revised budget position will be brought to the July 2022 Accountability Board meeting which is expected to include core funding from Government (if confirmed) and be updated to reflect the 2021/22 outturn position. The updated budget will be published in due course.

### Operational budget 2022/23 – Agreed in May 2022

DESCRIPTION	£'000
Staffing (including Accountable Body recharges)	881
Chair and Deputy Chair Allowances	42
Meetings, consultancy and project work	571
<b>TOTAL EXPENDITURE</b>	<b>1493</b>
Government grants	(42)
Contributions from partners	(138)
Covid-19 Support funds	(507)
<b>TOTAL INCOME</b>	<b>(687)</b>
<b>NET EXPENDITURE</b>	<b>806</b>
(Withdrawal from)/contribution to reserves	(806)
<b>TOTAL NET EXPENDITURE</b>	<b>0</b>

## Annex E: Risks

The receipt of the Levelling Up White Paper and core budget announcement for 2022/23 has reduced the risks relating to uncertainties and the future of the LEP. However, receipt of the core funding for 2022/23 by SELEP is yet to be confirmed and there is no assurance of funding from Government beyond this year; further work is needed to crystallise the detail of LEPs future function, through both central and local dialogue.

Due to the delay in funding announcements, SELEP had to reduce the cost base of the Secretariat, which will need to be revisited as future plans are confirmed to ensure sufficient capacity is in place, within the available funding.

There are currently 19 risks in total, with medium and high rated risks and the mitigations that are in place reported regularly to Accountability Board. Our risk register can also be found on the SELEP website.