

# SELEP INTEGRATION PLAN

September 2023

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## 1. Introduction and Context

The South East Local Enterprise Partnership (SELEP) was constituted in 2010 covering the administrative geography of six Upper Tier Local Authorities (UTLA) and twenty-nine District, Borough and City Councils. It has been built on a foundation of strong governance and assurance processes, supported by Essex County Council (ECC) as the Accountable Body. Governance evolved further, as Government required the partnership to formally constitute as a Company Limited by Guarantee. SELEP Ltd was formed in 2020 and our 20 Directors offering political, business and academic representation provide a truly collaborative partnership of the public and private sector, alongside Government, to drive economic growth across the region.

Over more than 10 years, SELEP has successfully overseen the investment of over £650m in capital grants to improve road and housing infrastructure, commercial enterprise, skills and research and innovation and has strengthened the business voice to work strategically on sectoral and thematic opportunities across the region. It has been driven by robust data and intelligence and collaborative strategic planning to ensure focus and effective prioritisation.

In August 2023, Government announced it would not continue to fund LEPs from 2024/25 and that their functions should be integrated into UTLAs. This evolution of policy, as part of the Government's devolution agenda, has led to the SELEP Strategic Board taking the decision, in July 2023, to integrate the LEP functions and resource into the UTLAs by 31<sup>st</sup> March 2024. This is to provide the greatest clarity and continuity to all partners, and in particular the business community and the SELEP team.

SELEP has therefore embarked on integration planning and to structure the process, the work has been broken down into five workstreams, each led by a member of the SELEP team:

- Governance & Capital Programme
- Data & Intelligence
- Partnerships & Networks
- Growth Hub & Business Support
- Resourcing

Please note this is a working draft and it is intended that a final version is brought to SELEP Strategic Board in December 2023.

Please also note that this document and its future iteration is designed to provide an overall LEP wide plan for integration. Local authority areas are developing their own integration plans that will detail the local context, implications, resources and decision making, including future ways of working e.g., Business /Local Economic Growth Boards and partnership arrangements.

## Overall Aims and Outcomes

To fully integrate LEP functions within UTLAs by 31<sup>st</sup> March 2024.

A successful integration will mean that from 1<sup>st</sup> April 2024:

- Current SELEP accountability arrangements are concluded, with ongoing responsibilities transferred to UTLAs under new agreements<sup>1</sup>.
- Future arrangements and processes are agreed for delivering LEP functions, as set out in Governments letter of 4<sup>th</sup> August.
- New Growth Hub accountable bodies are agreed and fully prepared for taking on functions that will enable delivery of business navigation services across Greater Essex, Kent & Medway and East Sussex (subject to funding being confirmed by the Department for Business and Trade).
- SELEP generated reports, data and analysis are shared and an agreed archive is in place, enabling UTLAs to take the lead in data analysis for their areas with ongoing access to sources used by the LEP.
- All current SELEP partnerships have a clear future direction with new support arrangements in place where required.
- Successful and complete integration of SELEP resource to the UTLAs.
- SELEP Ltd has been closed.

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<sup>1</sup> Please note this is subject to further clarification and may only be applicable to funding.

## 2. Current and Proposed Position for 2024/25 Onward

This section headlines the current and proposed positions for integration of the main areas of LEP functions. Section 4 supports this by outlining the areas of work, tasks and actions to be taken to achieve integration into the proposed structures. Please note that these are all subject to ongoing local discussions, as well as central and local decision making.

	Current	Proposed
Governance and Capital Programme	Management and administration of LGF, GBF and GPF by SELEP, supported by ECC as the Accountable Body for the funding and underpinned by the SELEP Assurance Framework.	Management of LGF, GBF and GPF <sup>2</sup> by UTLAs for their own projects. The UTLAs will assume Accountable Body status and report directly to Government, where required, on their projects. Future Assurance requirements needs Government clarification.
Growth Hub	Central strategic co-ordination of Growth Hub operations and administration of funding, supported by ECC as the Accountable Body for the funding.	Three independent Growth Hubs <sup>3</sup> , each having an Accountable Body for administration of funding and reporting directly to Government.
Partnerships	Sectoral/thematic independent working groups convened and supported by the SELEP secretariat <sup>4</sup> , with membership from a wide range of partners, both public and private sector.  SELEP is a member of the Greater South East Net Zero Hub (GSENZH) Board of 11 consortia LEPs, responsible for providing strategic steer, maintaining a governance structure and making recommendations for funding allocations.	The following groups will continue to be offered secretariat support by UTLAs: SECEN (Kent County Council, tbc); Major Projects (UTLA tbc); Housing and Development (UTLA tbc). It is proposed this is initially committed to for a 12 month period to enable the integration and future ways of working to embed.  One individual plus sub representing all 6 UTLAs to replace SELEP seat on the GSENZH Board, as an interim arrangement, and to influence Hub governance arrangements as they evolve <sup>5</sup> .
Resources & Information	SELEP assets, including the Secretariat (the team), websites, information, data, data tools are held and funded by SELEP, all residing with ECC as Accountable Body.	Members of the SELEP secretariat will transition to UTLAs to continue to support integrated functions and potentially wider, in line with the agreed

<sup>2</sup> GPF is subject to decision at Strategic Board, October 2023 and a subsequent decision by the SELEP Accountability Board to approve funding decisions.

<sup>3</sup> Working proposal is that leads will be East Sussex County Council, Essex County Council and Kent County Council and will be subject to funding from DBT being confirmed from 2024/25.

<sup>4</sup> Please note the structure and operating models of the working groups differ, and as such the level of support provided by SELEP and the engagement by UTLAs has varied across groups.

<sup>5</sup> Proposal is subject to current GSENZH Governance arrangements.

	Current	Proposed
		SELEP and local integration plans, as will any other resources that have ongoing application.

### 3. Overall Risks, Assumptions and Dependencies

#### Risks

Headline risks associated with implementation of the overall plan are:

- Timeliness of further Government guidance (current indication is that this will be released in January 2024).
- Quality, coverage and completeness of government guidance.
- Late confirmation of funding arrangements for the Growth Hub and impact on continuity of service.
- Capacity within Secretariat to progress the integration in a timely manner.
- Capacity within UTLAs.
- Capacity within the accountable body to undertake tasks to facilitate integration in a timely manner.
- Speed and timings of formal decision-making processes within individual UTLAs.
- Agreement between Government and all partners on future accountable body status.
- Alignment of decision-making processes within all UTLAs matches the SELEP timetable and 31<sup>st</sup> March 2024 deadline.
- Uncertainties over future Government support and funding.
- Breaks in service continuity because of late confirmation of Government funding.
- Implications of GDPR.
- Reputational risk of poor or disjointed communications, both within the partnership (SELEP and Local Authorities) and with external stakeholders.

#### Assumptions

To ensure successful integration, the work is progressing based on the following assumptions:

- There is sufficient resource in place within UTLAs, including the Accountable Body, to support the integration process.
- Growth Hub funding will be forthcoming for 2024/25 service delivery.
- Government advice and funding commitments will be made in good time to allow preparation, implementation and, where needed, procurement of new delivery arrangements (especially for the Growth Hubs).
- UTLAs, where applicable, will accept and accommodate any delays caused by late notification of Growth Hub funding, to administration of that funding, and procurement and/or recruitment for ongoing service delivery.

- That SELEP Boards remain quorate and can take all necessary and timely decisions to complete the integration plan.

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## Dependencies

A successful and timely integration will require:

- Early confirmation of geographical coverage of new Accountable Body arrangements.
- Government advice being received at the right time.
- Government function and funding confirmations for UTLAs received by January 2024.
- All local authority formal decision making concluded by March 2024, ahead of March SELEP Strategic Board.

Below is a programme which articulates the critical dependencies and milestones. A delay to these dates could put the Board objective of achieving integration by the 31<sup>st</sup> March 2024 at risk. The programme has been developed with the following dependencies and assumptions:

- The completion dates are the dates by which the activity needs to be fully concluded, enabling integration.
- The critical milestones need to be achieved to secure a successful transition of LEP functions to UTLAs by the 31<sup>st</sup> March. Any delay to these critical milestones will put this date at risk.
- The Autumn Statement and Government guidance to be published in January 2024 are expected to provide a clear position in terms of Growth Hub funding for 2024/25 to ensure there is no break in Growth Hub service.
- There are several statutory timescales that cannot be shortened.
- If it is possible to commence activity prior to the start date shown in the programme then we should do so to help resource management.
- Key meeting dates for UTLAs have been identified by officers. Maintaining these dates for key decisions on LEP integration will be vital to ensure the 31<sup>st</sup> March 2024 date for integration is achieved.
- That there will be residual activities, such as audits and accounting that will need to take place post transition, regardless of the timeline.

Key:

Activity
Statutory or Contractual Period
Critical Dependency/Milestone

Milestone	Comments	Who	Start Date	Completion Date	2023												2024																										
					18-Sep	02-Oct	09-Oct	16-Oct	23-Oct	30-Oct	06-Nov	13-Nov	20-Nov	27-Nov	04-Dec	11-Dec	18-Dec	25-Dec	01-Jan	08-Jan	15-Jan	22-Jan	29-Jan	05-Feb	12-Feb	19-Feb	26-Feb	04-Mar	11-Mar	18-Mar	25-Mar	01-Apr											
<b>Governance and Capital Programme</b>																																											
Future AB arrangements agreed by all UTLAs		UTLA	18-Sep-23	13-Oct-23	█	█																																					
Proposals for new AB arrangements sent to Gov't	Supported by new or updated legal agreements	SS, UTLA	16-Oct-23	20-Oct-23			█																																				
Decision from Gov't on AB status		DLUHC	23-Oct-23	01-Dec-23				█	█	█	█	█	█																														
Formal decision making in relation to UTLA and AB function	UTLA meeting dates identified meeting dates	UTLA	19-Dec-23	14-Feb-24																																							
Determine future for GPF	Decision at SELEP Strategic Board	SS	16-Oct-23	08-Dec-23	█	█																																					
Implement selected option for GPF	Decision for SELEP Accountability Board to be confirmed at SELEP Strategic Board	SS, UTLA	06-Nov-23	29-Mar-24																																							
Formal Decision to close Joint Committee		UTLA	19-Dec-23	14-Feb-24																																							
Process for transfer of projects to new AB arrangements	Will be supported by updated or new legal agreements	SS, UTLA	08-Jan-24	29-Mar-24																																							
Post Transition requirements	Preparation of accounts and Audit	AB	25-Mar-24																																								
<b>Resourcing</b>																																											
Confirmation of future role profiles	Critical for all resourcing activity	UTLA	18-Sep-23	29-Sep-23	█	█																																					
45 Day consultation	Statutory timescale	AB	02-Oct-23	24-Nov-23																																							
Confirm outcomes and moves to new posts		SS, AB, UTLA	27-Nov-23	15-Dec-23																																							
Notice Periods	Contractual timescale	SS, AB	08-Jan-24	31-Mar-24																																							
<b>Growth Hub</b>																																											
Confirm service delivery approach and Accountable Body x3	Determine if in house or procured service	UTLA	18-Sep-23	27-Oct-23	█	█																																					
Indication of Government Funding for 2024-5	Autumn Statement to provide clarification	DBT		22-Nov-23	█	█																																					
Formal decision making in relation to UTLA GH AB function	Requires Gov't decision on AB arrangements	UTLA	20-Nov-23	15-Dec-23																																							
Pre-procurement market engagement (where required)	Engage market prior to procurement	UTLA	20-Nov-23	15-Dec-23																																							
Procurement (where required) <sup>1</sup>	Accelerated by pre-procurement engagement	UTLA	08-Jan-24	09-Feb-24																																							
Confirmation of Government funding		DBT		15-Dec-23																																							
Provider Selection and Mobilisation		UTLA	12-Feb-24	22-Mar-24																																							
Post Transition requirements	2023/24 Annual Report and financial Audit	AB	25-Mar-24																																								
<b>Partnerships &amp; Networks</b>																																											
Greater South East Net Zero Hub - develop preferred option	Confirm options with GSENZH	SS, UTLA	23-Oct-23	22-Dec-23																																							
Process to transition selected working groups	Establish new support resource as required	SS, UTLA	05-Feb-24	22-Mar-24																																							
<b>SELEP Board Meetings</b>																																											
SELEP Accountability Board	Budget considerations, High risk reporting	SELEP		22-Sep-23	█																																						
SELEP Strategic Board	Draft Transition Plan, GPF Options	SELEP		13-Oct-23		█																																					
SELEP Accountability Board	Budget for Closure and Transition	SELEP		17-Nov-23																																							
SELEP Strategic Board	Final Transition Plan	SELEP		08-Dec-23																																							
SELEP Accountability Board	Transition of agreements. Decision for GBF.	SELEP		12-Jan-24																																							
SELEP Accountability Board	Wrap up Capital Programme (High Risk)	SELEP		16-Feb-24																																							
SELEP Strategic Board	Company closure. Exit of Framework Agreement	SELEP		22-Mar-24																																							
<b>Key External Dates</b>																																											
Autumn Statement 2023				22-Nov-23																																							
Publication of further Government Guidance & funding to LAs	No firm date from Government			08-Jan-24																																							
<sup>1</sup> Note ESCC Growth Hub is delivered in-house and no procurement is required																																											

Closure of SELEP

## Cross-Cutting Themes

There are a number of themes that cut across the workstreams:

- **Communications** – SELEP will need to communicate clearly with stakeholders during the integration process and provide links/sign posting to UTLAs that will be taking on LEP functions so that the UTLAs are able to undertake their own communications activity.
- **Resourcing** - An additional workstream convenes around resourcing to understand requirements for the integration phase as well as for each UTLA post integration. This includes confirming the resource and revenue needs and the proposed use of residual LEP funds (this will be subject to a decision by the Accountability Board).
- **Information** –Agreement will need to be reached regarding the information currently held by the LEP, such as that on its website and other documentation, on whether and how to retain, integrate or discard.
- **Governance** – Mapping the timelines for decision making across the LEP and 6 UTLAs is crucial to understanding the overall integration timetable.

## 4. Work Plan for Integrating LEP Functions

The SELEP team have worked to fully scope each core functional area of work (known hereon in as function). The workstreams were established in August for each function to share information, knowledge and expertise with UTLAs. UTLAs nominated relevant colleagues to join these workstreams and in addition there have been monthly meetings of the LEP Senior Officers Group to monitor overall progress in drafting the plan.

The section below sets out the four core functions that SELEP undertakes and identifies the tasks with their associated risks and dependencies. It also sets out the key milestones, deliverables and decisions needed to fully integrate these into local authorities by March 2024.

### Key

*Accountable Body (AB); Accountable Body Finance (ABF); Accountable Body Legal (ABL); SELEP Accountability Board (ACB); East Sussex County Council (ESCC); Essex County Council (ECC); Kent County Council (KCC); Medway Council (MC); SELEP Secretariat (SS); Southend-on-Sea City Council (SCC); SELEP Strategic Board (SB); Thurrock Council (TC); Upper Tier Local Authorities (UTLA); SELEP Based Working Groups (WG).*

## Governance and Capital Programme

	October – December 2023	January – March 2024	April 2024 Onward
<b>Milestones</b>	<ul style="list-style-type: none"> <li>Agreement reached between the AB, the UTLAs and with Government as to the AB arrangements for 2024/25 onwards.</li> </ul>	<ul style="list-style-type: none"> <li>New accountability arrangements in place with UTLA.</li> <li>SELEP resource transfers agreed.</li> </ul>	<ul style="list-style-type: none"> <li>New UTLA arrangements in place, supported by transferred resources, where agreed.</li> <li>ECC cease as SELEP's AB.</li> </ul>
<b>Deliverables</b>	<ul style="list-style-type: none"> <li>Assembly of all project and programme information for novation/handover/archiving.</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>Updated or termination of grant agreements and Framework Agreement.</li> <li>New AB agreements for each UTLA.</li> <li>Preparations to wind up SELEP Ltd.</li> <li>Revisions to Assurance Framework?</li> <li>Core paper for closure of Joint Committee/ACB.</li> <li>Revised agreements prepared (if required).</li> </ul>	<ul style="list-style-type: none"> <li>Preparation of Accounts and Audit requirements by the AB</li> <li>Filing at Companies House with respect to wind-up of the company</li> </ul>
<b>Decisions</b>	<ul style="list-style-type: none"> <li>Geographic coverage of new AB arrangements (UTLA).</li> <li>Future deployment of Growing Places Fund (SB/ACB).</li> </ul>	<ul style="list-style-type: none"> <li>Wind up SELEP Ltd (AB/SB).</li> <li>Formal decision making to support new AB arrangements (UTLA).</li> <li>Agree retention of SELEP information and data and any future host authority (SS, UTLA).</li> </ul>	<ul style="list-style-type: none"> <li>Future administration of Growing Places Fund (UTLA).</li> </ul>

Area of Work	Headline Tasks	Dependencies and Risks	October – December 2023	January – March 2024	April 2024 Onward
Grants - Local Growth Fund & Getting Building Fund (including ongoing monitoring)	<p>Confirm the mechanism to establish new agreements under new AB arrangements.</p> <p>Establish ongoing reporting requirements and resource required.</p>	<p>Confirmation of new AB structure.</p> <p>Speed and timings of formal decision-making processes within individual UTLA.</p> <p>Timeliness of further Government guidance to and funding for UTLA.</p>	<p>Submit proposal to Government for desired new AB arrangements (AB). – AGREED LOCALLY</p> <p>Identify any residual AB responsibilities (AB).</p> <p>Collate all project information and reporting</p>	<p>Handover process commences to UTLA (or new agreements), including formal decision for UTLAs to become AB (SS, UTLA, ABF, ABL).</p>	<p>UTLA managing delivery and monitoring and reporting under new AB arrangements. (UTLA)</p>

Area of Work	Headline Tasks	Dependencies and Risks	October – December 2023	January – March 2024	April 2024 Onward
			requirements (SS, ABF, ABL).		
Loan Fund - Growing Places Fund (incl. monitoring)	Determine the future model for administration of GPF monies for Board decision. Amend loan agreements as per agreed future arrangements. Establish ongoing reporting requirements and resource required.	Identify any residual AB responsibilities. Confirmation of new AB structure. Speed and timings of formal decision-making processes within individual UTLA. Clear Board decision on future deployment of GPF.	Collate all project information and reporting requirements (SS, LA, ABF, ABL).  Strategic Board to be presented with options on future approach to GPF, inc. available funds (SS).	Handover to UTLA (SS, LA, ABF, ABL).	UTLAs managing delivery and monitoring and reporting under new AB arrangements (UTLA).  Local administration of GPF funding (UTLA).
Framework Agreement/Joint Committee Agreement	Identify any residual considerations prior to cessation of the agreement. Report preparation to support closure of Joint Committee.		Review the agreement (AB). Develop the core report text to be used by each UTLA (ABL, SS).	Articulate process for ending the agreement (ABL). UTLA to seek formal decision to close joint Committee (UTLA). Cessation of the agreement and closure of committee (AB, UTLA).	
SELEP Ltd	Wind up SELEP Ltd. . Identify actions to be taken on behalf of Directors during/post wind up process.  Establish any residual AB responsibilities.	Timeliness of wider progress, which enable closure of SELEP Ltd, and its associated governance, to take place.	Develop the process to wind up SELEP Ltd (SS).	Seek formal decision to wind up the company and undertake closure process (AB, SS).	SELEP Ltd Company wound up.
Assurance Framework	Clarification of Assurance requirements post March 2024.	Timely clarification from Government.	Drafting and practical arrangements to support transfer (UTLA).	UTLA adopt assurance arrangements as required by Government (UTLA)	UTLAs operating to requirements of ongoing assurance arrangements as required by Government (UTLA).

<b>Area of Work</b>	<b>Headline Tasks</b>	<b>Dependencies and Risks</b>	<b>October – December 2023</b>	<b>January – March 2024</b>	<b>April 2024 Onward</b>
Accountable body role, as defined by DLUHC	Conclude the current AB role as undertaken by ECC for SELEP. Ensure all transfers in place to relevant UTLA.	Agreement from Government on future AB arrangements. Speed and timings of formal decision-making processes within individual UTLA. Any new structure arrangements with UTLA need to be in place.	Confirm the new AB arrangements for the SELEP region and secure DLUHC approval (SS, AB, UTLA).	Formal decisions for ECC to cease to be AB for SELEP (AB).  Decision for UTLA to take on AB role (LA), where required.	ECC, alongside other UTLA, assume AB functions, including Government reporting, audits, FOIs (UTLA).
Data Handling (incl. GDPR and archiving on SELEP records)	Establish data ownership, rights and ability to store/use.  Clarify data handling requirements.	Links to the Data and Intelligence workstream.	Identify all data sets, mailing lists etc and conditions around usage (SS, ABL). Identify options for use and storage of data (SS, ABL).	Develop and implement plan for transfer of data where possible (SS, ABL, UTLA).	
SELEP Website	Determine any future role for the SELEP website	Other workstreams.	Confirm costings for year retention. Agree host authority.	Determine what information should be shared/transferred to UTLA for continued transparency.	

## Data & Intelligence

	October – December 2023	January – March 2024	April 2024 Onward
<b>Milestones</b>	<ul style="list-style-type: none"> <li>Identified all data and intelligence resources.</li> </ul>	<ul style="list-style-type: none"> <li>New subscriptions in place for access to datasets, where desired.</li> </ul>	<ul style="list-style-type: none"> <li>Legacy arrangements in place for partners to access existing data.</li> </ul>
<b>Deliverables</b>	<ul style="list-style-type: none"> <li>Plan for ongoing access and use of data.</li> </ul>	<ul style="list-style-type: none"> <li>Provision of updated data by SELEP at UTLA level, where required.</li> <li>Data sharing agreements in place, as required.</li> </ul>	<ul style="list-style-type: none"> <li>Collaborative approaches to data and intelligence to be determined on a case-by-case basis.</li> </ul>
<b>Decisions</b>	<ul style="list-style-type: none"> <li>Agree optimum approach to management of data (UTLA).</li> <li>Agree approach for ongoing subscriptions (UTLA).</li> </ul>		

Area of Work	Headline Tasks	Dependencies and Risks	October – December 2023	January – March 2024	April 2024 Onward
Routine data reporting and analysis.	Confirm current reporting regime and identify ongoing requirements.		Capture all current routine data reporting (SS, UTLA). Determine options and resource requirement (SS, UTLA).	Implement new arrangements where applicable (UTLA).	New arrangements for UTLA produced data reports in place (UTLA).
Ad hoc Data Requests	Capture current activity and potential future requirements.	Ad hoc reporting by its nature can be difficult to predict but has previously included requests from individual LAs and working groups		Identify alternative methods of production and consider future links with continuing partnership groups (UTLA).	UTLAs responding to ad hoc data requests as appropriate (UTLA).
Bespoke Data and Analysis	Capture current activity and potential future requirements.		Engagement with U9/universities re data capabilities (SS).	Identify alternative methods of production (UTLA).	New arrangements for UTLA produced data reports in place (UTLA).
Existing data and reports (further details available if required)	Identify all current data and options for future access.		Confirm requirements for future access to existing data (SS, UTLA, ABL).	Put in place access to data (SS, UTLA, ABL).	Confirm the duration that this will be available for (UTLA).

Area of Work	Headline Tasks	Dependencies and Risks	October – December 2023	January – March 2024	April 2024 Onward
Networks	Confirm the data held in relation to networks.	Links to the Partnership and Networks workstream.	Identify how it may be possible to share this data (SS, LA, ABL).	Put in place data sharing arrangements, if possible (LA).	Data available, where possible (LA).
State of the Region Report	Review report and provide a 2023/24 update at UTLA level where required.	Capacity within the SELEP Secretariat.	Collate and analyse data (SS).	Create and share updated reports where required (SS).	UTLAs determine ongoing reporting (UTLA).
Skills Data	Capacity for UTLA production to be confirmed.  Identify approach to purchased datasets.	Differing capacity and capabilities across the UTLAs.	Identify requirements, capacity and access to datasets/subscriptions (SS, LA). Engagement with LSIPs re future needs/approach (SS, LA).	Confirm new subscription arrangements (UTLA).	UTLAs producing skills data sets and analysis (UTLA).
Growth Hub Data	Identify current data available via local GH administrators.	County LAs have direct access but unitary LAs do not. Linked to Growth Hub and Business Support.	Determine appropriate links with GH leads and approach to accessing data (UTLA).	Confirm and implement preferred approach to accessing/sharing data (UTLA).	Implementation (UTLA).

## Partnerships & Networks

	October – December 2023	January – March 2024	April 2024 Onward
<b>Milestones</b>	<ul style="list-style-type: none"> <li>Identify all partnerships and networks that SELEP manages and/ or provides secretariat and project management support.</li> </ul>	<ul style="list-style-type: none"> <li>New arrangements in place for each partnership and network.</li> </ul>	<ul style="list-style-type: none"> <li>Resourced groups continue operating.</li> </ul>

	<b>October – December 2023</b>	<b>January – March 2024</b>	<b>April 2024 Onward</b>
<b>Deliverables</b>	<ul style="list-style-type: none"> <li>Plan for ongoing role and support arrangements (as required).</li> </ul>	<ul style="list-style-type: none"> <li>Establish updated terms of reference and details of ongoing resource support (SS, UTLA).</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing resource support in place to support continued operation of select groups (UTLA).</li> </ul>
<b>Decisions</b>	<ul style="list-style-type: none"> <li>Each Group to confirm ongoing activities and way of working (WG).</li> </ul>	<ul style="list-style-type: none"> <li>Confirm way forward for Greater South East Net Zero Hub (SS).</li> <li>Confirm which UTLA/s will host the ongoing resource support for groups (UTLA).</li> </ul>	

<b>Area of Work</b>	<b>Headline Tasks</b>	<b>Dependencies and Risks</b>	<b>October – December 2023</b>	<b>January – March 2024</b>	<b>April 2024 Onward</b>
Next steps for SELEP Partnership and Network groups (Further detail on working groups available if required)	Confirm groups in scope. Identify options for continuance beyond March 2024. Develop plans as required. Implementation.	Ongoing availability of knowledge. Continued operation of SECEN is key to the DCMS Create South East programme.	Identify an appropriate way forward for each of the partnerships and networks. Develop the transition arrangements (SS, UTLA).	Start of implementation to new arrangements for the partnerships and network (SS, UTLA). Agree communication and information flows across the region for remaining groups (SS, UTLA, WG).	New arrangements in place (UTLA).
Town Boards	Ensure smooth exit for SELEP, ensuring UTLA's enable ongoing input.	Capacity within UTLAs.	Ensure Town Boards are aware of the LEP integration (SS).	Work with UTLAs to make sure there is ongoing strategic input (SS, UTLA).	UTLAs continue providing strategic input to Town Boards (UTLA).
Greater South East Net Zero Hub	Multi-LEP consortium.	Agreed approach required between the 6 UTLA and the GSENGH.	Identify the preferred way forward and transition plan (SS, LA).	Implementation of new arrangements (SS, UTLA).	New arrangements in place (UTLA).

## Growth Hub & Business Support

	October – December 2023	January – March 2024	April 2024 Onward
<b>Milestones</b>	<ul style="list-style-type: none"> <li>Procurement commencing for delivery partners, as required.</li> </ul>	<ul style="list-style-type: none"> <li>Funding Agreement confirmed by DBT.</li> <li>Ongoing service delivery plans concluded.</li> </ul>	<ul style="list-style-type: none"> <li>New Growth Hub services in delivery.</li> </ul>
<b>Deliverables</b>	<ul style="list-style-type: none"> <li>Plan for ongoing service delivery, including pre-market testing and procurement documents as required.</li> </ul>	<ul style="list-style-type: none"> <li>ULTA communications strategy.</li> <li>Data sharing agreements (as required).</li> <li>Pre-market testing collateral for UTLAs.</li> </ul>	
<b>Decisions</b>	<ul style="list-style-type: none"> <li>Confirm preferred delivery mechanism for Growth Hub functions, and procurement route (UTLA).</li> <li>To proceed with procurement, where required (UTLA).</li> </ul>	<ul style="list-style-type: none"> <li>Award of provider contracts, where relevant (UTLA).</li> </ul>	

Area of Work	Headline Tasks	Dependencies and Risks	October – December 2023	January – March 2024	April 2024 Onward
South East Business Hub (SEBH) Growth Hub	End current SELEP hub-and-spoke delivery model and complete all requirements of 2023/24 GH funding agreement.	Resource required to close 2023/24 GH grant funding obligations post-March.	Share experience and relevant documentation relating to bringing service in-house or procuring out, including TUPE risks (SS, UTLA).	Notify DBT and CLGU officials of planned changes (new model and Accountable Bodies etc.) (SS).	Undertake Independent Audit of 2023/24 GH funding (SS, ABF). Submit 2023/24 GH Annual Report (SS).
Greater Essex, Kent and Medway, and East Sussex Growth Hubs	Instate three independent Growth Hubs, mirroring BEST, KMGH and BES geographies.	Requires notification of 2024/25 GH funding to complete procurement or recruitment for 2024/25 delivery. Risk of break in service if funding notification/formal grant offer is untimely.	Confirm new AB arrangements for future funding (UTLA). Decide local delivery model and prepare service specifications, procurement documents and/or recruitment requirements for 2024/25 delivery (UTLA). Development of pre-market engagement collateral (SS, UTLA).	Undertake procurement and/or recruitment either at risk or delayed subject to receipt of funding confirmation from DBT (UTLA). Pre-market engagement, where relevant (UTLA).	Full responsibility accepted for new Growth Hub funding and associated T&Cs and processes (UTLA). Funding and resource in place (or being put in place) for continuation of Growth Hub service (UTLA).

Area of Work	Headline Tasks	Dependencies and Risks	October – December 2023	January – March 2024	April 2024 Onward
GH funding for 2024/25	Request receipt of official funding documents (allocation, letter of comfort, grant offer letter) as early as possible.	High risk of break in service – funding has not been confirmed until late-March in previous two years, which severely compromises continuity.	Ongoing engagement with Government requesting early funding confirmation including via LEP and GH Networks (SS, LA, ABF).	Anticipated that Autumn Statement, Government Guidance and Growth Hub specific communications will allude to funding.	All reasonable steps taken to instate new Growth Hubs to ensure continuous service.
Growth Hub websites	Develop plan for future of the Growth Hub websites.	SELEP and UTLAs to align communications via the websites for new GH arrangements.		Retire SEBH website and retire/replace or convert ownership of BEST/KMGH/BES websites (SS). Arrange and pay for website hosting costs, where applicable (UTLA).	Launch of ‘new’ Growth Hub service and/or websites and contact information as required (UTLA).
Growth Hub data	Identify future arrangement for GH data collection and use.	Data is required for mandatory reporting, and desirable for in-house planning and analysis purposes.  Link to Data and Intelligence workstream.	Confirm access, usage requirements and limitations of current SELEP GH data set held by Alcium (SS). Confirm future usage and access arrangements for three independent CRMs with Alcium (SS, UTLA).	Arrange 2024/25 CRM licences according to need (UTLA). Establish data sharing agreements as required between UTLAs (UTLA). Make arrangements as necessary for SELEP GH dataset retention in line with Government guidance (SS).	Ensure GH CRMs being used are compliant with 2024/25 GH grant funding conditions and associated Monitoring and Evaluation guidance (UTLA).
Growth Hub Steering Groups	Review SEBH and Area Growth Hub Steering Groups.	Steering Groups for new GHs to recognise requirements of integration guidance.	Appraise all existing Steering Group of this integration workstream.	Stand down SEBH Steering Group (SS). Review membership and ToRs of current GH Steering Groups and make fit for purpose e.g., to include broadly-based business voice (UTLA).	Greater Essex, Kent and Medway, and East Sussex Growth Hub Steering Groups become/continue to be operational (UTLA).

<b>Area of Work</b>	<b>Headline Tasks</b>	<b>Dependencies and Risks</b>	<b>October – December 2023</b>	<b>January – March 2024</b>	<b>April 2024 Onward</b>
Match and other funding commitments	Put in place approaches for additional funding to enhance/support the GH.	Confirmation of Growth Hub funding and associated T&Cs.		Develop local approaches to secure match funding and resources/funding from third parties to enhance/support the Growth Hub service (SS, UTLA).	Develop and implement local approaches to secure match funding and resources/funding from third parties to enhance/support the Growth Hub service (UTLA).
Business Support	Oversee and develop the local business support ecosystem.	Liaison with Districts/ Boroughs on UKSPF. Liaison with DBT on current/planned national initiatives. Active interface with Growth Hub service.		Handover South East GH Cluster and GH Network seats to new GH leads (SS, UTLA).  Share national/regional business support contacts with new GH leads as appropriate (SS).	Maintain the business support ecosystem at the greater Essex, Kent and Medway, and East Sussex level. Cross-county collaboration as required (UTLAs).



## 6. Outline Communications Plan

### Successful communications around integration looks like:

- Partners and organisations involved in the work of the LEP are aware of what activities are continuing and how these will be undertaken beyond March 2024.
- Levels of engagement with key partners and organisations is retained for those activities which will be continuing beyond March 2024.
- There is clear and consistent messaging across all UTLAs and representatives as to what 'integration' means for the area, focussing on the positive transfer of knowledge, expertise, and networks.

### Communication Principles

Communications around integration need to be focussed on the functions and where there will be continuation of activity rather than the administrative background to the delivery of these. It is important to share messages around timelines and to manage expectation of partners. There is a risk around levels of engagement of existing partners and continuing work if communications are not careful in the terminology used.

Headline messages have been developed and following each board meeting these will be revisited, tweaked and reshared with Board members and other partners to ensure clear and consistent messaging for all, across the area.

As part of the workstream communications considerations are being discussed, particularly around the channels, assets such as the website and continuation of our network and database.

General communications and messages do not include sharing of future arrangements and responsibilities with funders and those where SELEP holds contracts. This is more detailed work covered by each workstream.

### External vs Internal audience

In our approach to communications, we anticipate most of the messages around integration will be aimed at our 'internal' audience. This means all those partners and organisations who are part of the LEP partnership and network.

### Approach

As a cross cutting area of work, there is not a communications workstream but a more detailed Communications plan is being developed which flows out of the discussions and covers *what we need to say, to who, by when and how* and this will be shared with all workstream leads and a communications task and finish group will be brought together when needed to discuss key issues and agree a way forward.

<b>What do we need to say - headline</b>	<b>To who</b>	<b>By when</b>	<b>How</b>	<b>Notes</b>
Awareness that we are working to integrate LEP functions into UTLAS as required by government and further detail will follow	Existing SELEP network	Summer 2023	Lines to take have been shared with Board members and included in the SELEP newsletter to the network	Valid until next board meeting in October 2023
Further headlines regarding the approach and agreement of plan for integration	Existing SELEP network	Post each Board meeting until March 2024	Revised lines to take will be shared	
Future arrangements for economic growth strategy, business voice and funding in each area, following further guidance from Government and progression of LA planning.  Announcement of Growth Hub services/funding for 2024/25.	Existing SELEP network, wider business community, local networks	Jan/Feb 2024	Agreed messaging to be developed with the local areas which can be used by SELEP representatives and included on SELEP website and newsletter etc.	UTLAs to share their own messages – developed in collaboration for consistency
Clarity of approach and arrangements for future accountability and management of economic growth funding.	Existing SELEP network	Feb 2024	Agreed messaging to be developed with the local areas which can be used by SELEP representatives and included on SELEP website and newsletter etc.	Specific details and contract transfers will be undertaken as part of the capital programme and governance workstream
Post March 2024 signposting to alternative contact details in each area.  Closure of SELEP Ltd and thanks and appreciation to all those involved etc.	Existing SELEP network	Developed in Feb 2024 for use at end of March 2024	Message to be developed for use on SELEP website.	