

Report title: SELEP Operations Update	
Report to Accountability Board	
Report author: Amy Ferraro – Governance Officer	
Meeting Date: 23 September 2022	For: Information
Enquiries to: amy.ferraro@southeastlep.com	
SELEP Partner Authority affected: Pan-LEP	

1. Purpose of Report

- 1.1. The purpose of this report is for the Accountability Board (the Board) to be updated on the operational activities carried out by the Secretariat to support both this Board and the Strategic Board. The report includes an update on risk management, compliance with the Assurance Framework and performance against governance KPIs.

2. Recommendations

- 2.1. The Board is asked to:
 - 2.1.1. **Note** the update on Assurance Framework compliance monitoring and Governance KPIs at Appendices B and C; and
 - 2.1.2. **Note** the changes to the Risk Register at Appendix D.

3. General Operations Update

- 3.1. We are continuing to co-operate with the Cities and Local Growth Unit's Deep Dive into East Sussex projects where the delivery partner is Sea Change Sussex, in line with our Assurance Framework.
- 3.2. We received the Core Grant Funding confirmation letter from the Department for Levelling Up, Housing and Communities on the 28 July, confirming £375,000 of funding for 2022/23. We submitted our application and have duly received the funding allocation; the SELEP revenue budget was updated at the Board meeting in July 2022 in anticipation of receipt of the funding and further details on the latest position are included within the Finance Update (agenda item 12).
- 3.3. A report considering future activities of the LEP was presented to the June 2022 Strategic Board meeting, and the Delivery Plan for 2022/23 (Appendix A) was agreed.
- 3.4. Requests for information from members of the public with regard to SELEP funded projects in East Sussex have continued. These requests are made in

SELEP Operations Update

line with the Freedom of Information (FOI) Act and are responded to accordingly, complying with the requirements of the Act.

- 3.5. The rights enshrined in the FOI Act are an important part of transparent governance however requests for information are impacting the capacity of both the Secretariat and Accountable Body resource. This will be exacerbated by any further resize of the team and other changes to personnel. Officers will keep the Board updated should ongoing requests be made, as a decision may be required regarding resourcing.

4. SELEP Chair Recruitment

- 4.1. The current SELEP Chair finishes his final term at the end of February 2023. Therefore, the Strategic Board have agreed to begin the recruitment process.
- 4.2. The Strategic Board agreed to form a Selection Panel and delegate decision-making powers to assist in the recruitment of a new SELEP Chair. The following Directors have volunteered to be a part of this Panel:
- 4.2.1. Cllr Keith Glazier, East Sussex County Council
- 4.2.2. Liz Gibney, Chair of the Kent and Medway Economic Partnership
- 4.2.3. Jeremy Kerswell, Further Education Representative
- 4.3. They will be supported by the Secretariat and Accountable Body.
- 4.4. The first meeting of the panel is being held in September, with an update to the Strategic Board to be provided at the October meeting.

5. Assurance Framework Monitoring

- 5.1. It is the role of the Board to oversee the implementation of the requirements of the SELEP Local Assurance Framework (LAF). To receive grant funding from central Government, SELEP must have in place a LAF which demonstrates full compliance with the National Assurance Framework, published by central Government in January 2019 and subject to periodic review.
- 5.2. An assessment has been made of compliance to the requirements of the current Assurance Framework. The following action is required:

Increasing gender diversity to 50/50 by January 2023	This has been indicated by Government as a target in the National Assurance Framework.
--	--

- 5.3. The Co-Opted representative for Essex District Councils is currently a vacancy as the appointment was made on an interim 6 month basis, expiring at the end of June 2022. The Secretariat is communicating with officers to appoint to this vacancy for the October Strategic Board meeting.

- 5.4. There are ongoing actions that involve keeping deadlines relating to publishing or maintaining up-to-date information, which will continue to be reviewed. More detail can be found at Appendix B.

6. Key Performance Indicators

- 6.1. We are tracking a number of KPIs to ensure there is compliance with the governance requirements in the Assurance Framework. These can be found at Appendix C.
- 6.2. All KPIs are mostly delivering in line with targets. There has been significant improvement in Federated Board KPIs, particularly regarding Registers of Interests. The Secretariat will continue to communicate with Federate Boards to maintain compliance.

7. Risk Register

- 7.1. The receipt of the core funding for 2022/23 has reduced the financial risks for this year and enabled funding to be retained in reserve for next year, however, that lack of confirmation of funding on-going continues to be a risk for the future of the LEP.
- 7.2. The risk related to the workload and wellbeing of the Secretariat (risk number 9) continues to be rated as a high risk. Workloads remain high due to the decreased resource. The smaller team is less resilient in the case of long-term illness or resignations due to the lack of capacity/specialisation to provide cover.
- 7.3. The risk of non-achievement of Outcomes/Outputs of the Capital Programme (Risk 19) has increased and is now classified as high risk. There is an increasing risk of projects still in delivery (predominantly GBF projects) being unable to deliver the full scope of the outputs set out within their approved Business Case due to significant cost increases which are impacting on the construction sector. It is expected that this risk will be partially mitigated through the award of available GBF funding to existing GBF projects.
- 7.4. There is also a risk that, due to the impacts of the COVID-19 pandemic and Brexit, the forecast project outcomes will not be achieved or will be achieved over a longer time period than originally expected. The Capital Programme Team will be working with local partners to understand the impact on the realisation of forecast project outcomes and will re-profile these outcomes as required. The Board will receive updates on this process at future meetings.
- 7.5. It should also be noted that there is a risk that an inability to achieve the stated project outcomes will be masked by a lack of robust post scheme completion monitoring and evaluation. There are currently a large number of monitoring and evaluation reports outstanding, and without this information, it cannot be confirmed whether the projects are delivering in accordance with their agreed Business Cases. As delivery of the Capital Programme nears a conclusion, there will become an ever greater focus on securing the required monitoring

and evaluation documentation to ensure that robust updates can be provided to the Board and to Central Government.

- 7.6. The risk of high levels of staff absences due to COVID-19 (risk 34) has been reassessed as low as case numbers have reduced across the country. The Secretariat continues to work from home and staff are encouraged to be vaccinated. Further variants may occur and business continuity must be a priority of the Management Team on an ongoing basis.
- 7.7. Risk 46, rated as medium, is a reputational risk related to the increasing numbers of requests for information about projects and questions raised about the delivery of outputs and outcomes of some projects. Whilst responses to these requests are being provided in accordance with statutory requirements or internal policy (as applicable), the volume of requests received is placing additional pressure on the limited officer resource available to both SELEP and the Accountable Body. An internal review is currently being conducted to ensure that SELEP policies and procedures have been fully complied with and, in the meantime, a number of presentational changes have been made to the Board agenda pack in response to queries submitted. SELEP and the Accountable Body continue to look at opportunities to improve the management of the Capital Programme and the presentation of information to the Board and the public.

8. Accountable Body Comments

- 8.1. It remains a requirement for SELEP to have an assurance framework in place that complies with the requirements of the National Local Growth Assurance Framework.
- 8.2. The purpose of the Assurance Framework is to ensure that SELEP has in place the necessary systems and processes to manage delegated funding from central Government budgets effectively.
- 8.3. The S151 officer of the Accountable Body is required to provide the following confirmation to the Government on an annual basis:
 - 8.3.1. That all the necessary checks have been undertaken to ensure that the SELEP has in place the processes to ensure the proper administration of their financial affairs and that they are being properly administered; and
 - 8.3.2. That the SELEP's Local Assurance Framework is compliant with the minimum standards as outlined in the *National Local Growth Assurance Framework* (2019).
- 8.4. This confirmation was provided to the Government, by the S151 Officer on the 24 February 2022.
- 8.5. The S151 Officer of the Accountable Body is required to ensure that their oversight of the proper administration of financial affairs within SELEP continues throughout the year.

SELEP Operations Update

- 8.6. In addition, the S151 Officer is required to provide an assurance statement to Government as part of the Annual Performance Review; this must include information about the main concerns and recommendations about the arrangements which need to be implemented in order for SELEP to be properly administered.
- 8.7. A number of risks to the future financial position of SELEP are noted in this report and considered further in the Finance update (agenda item 12)
- 8.8. The outcome of the Annual Performance Review 2021-22 confirmed an outcome of “met” with respect to Governance and Strategic Impact of the LEP; with regards, to Delivery, however, concerns were identified due to delays in delivering some of the Getting Building Fund (GBF) programmes, where a significant proportion of spend of the GBF by Partners is post March 2022. Due to GBF slippage from 2021/22, quarterly reporting of spend will continue to be a requirement for 2022/23. Government have indicated that any future year Core Funding allocations (if confirmed) would be subject to achievement of agreed KPIs, including in relation to Programme Delivery – the KPIs will be developed with Government as part of the development of the 2023/24 delivery plan.

9. Financial Implications (Accountable Body comments)

- 9.1. The Core funding for £375,000 was received from Government in August 2022. This amount is reduced compared to prior years but as it wasn't anticipated when the revenue budget was set in November 2021, it has enabled the 2022/23 budget to be updated at the July 2022 Board meeting and provides additional options for delivery moving into 2023/24 as reflected in the Finance update (agenda item 12).
- 9.2. The current level of reserves is sufficient to support the SELEP budget for 2022/23 and into 2023/24.
- 9.3. Currently there remains no assurance from Government of grant funding beyond 2022/23 however the letter received from Government refers to the requirement for LEPs to submit draft delivery plans for 2023/24 by 25 November 2022. These would be subject to agreement by Government and would be subject to meeting agreed delivery and performance metrics.
- 9.4. Essex County Council, as the Accountable Body for the SELEP, is only able to meet funding commitments made by the SELEP, where it is in receipt of sufficient funding to do so and any spend is in line with the requirements of the Local Assurance Framework and any conditions associated with individual funding allocations.

10. Legal Implications (Accountable Body comments)

- 10.1. There are no significant legal implications arising out of this report.

11. List of Appendices

SELEP Operations Update

11.1. Appendix A – Delivery Plan 22/23

11.2. Appendix B – Assurance Framework Monitoring

11.3. Appendix C - Governance and Transparency KPIs

11.4. Appendix D – Extract from Risk Register

12. List of Background Papers

12.1. None

(Any request for any background papers listed here should be made to the person named at the front of the report who will be able to help with any enquiries)

Role	Date
Accountable Body sign off Stephanie Mitchener (On behalf of Nicole Wood, S151 Officer, Essex County Council)	14 th September 2022

South East Local Enterprise Partnership

Delivery Plan April 2022 to March 2023

[Updated May 2022]

Contents

- 1. Introduction**
- 2. Evolution of SELEP**
- 3. Strategic Planning and Intelligence**
- 4. Communicating, Collaborating & Convening**
- 5. Delivery**
- 6. Progress against our Strategy**
- 7. Partnership & Governance**

Annexes

- A: Capital programme
- B: Revenue programme
- C: Quarterly plan for 2022/23
- D: Operational budget
- E: Risk register

1. Introduction

Message from the Chair and Chief Executive

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

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.

2. 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.

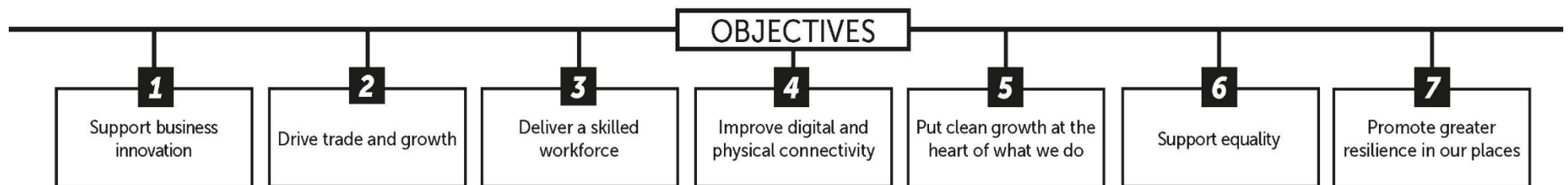
We believe our strategy and this delivery plan set out the right focus and priorities for SELEP, with a focus on creating well-paid sustainable jobs, which ultimately drives economic prosperity.

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 KPIs for the strategy. The strategic framework below sets this out.

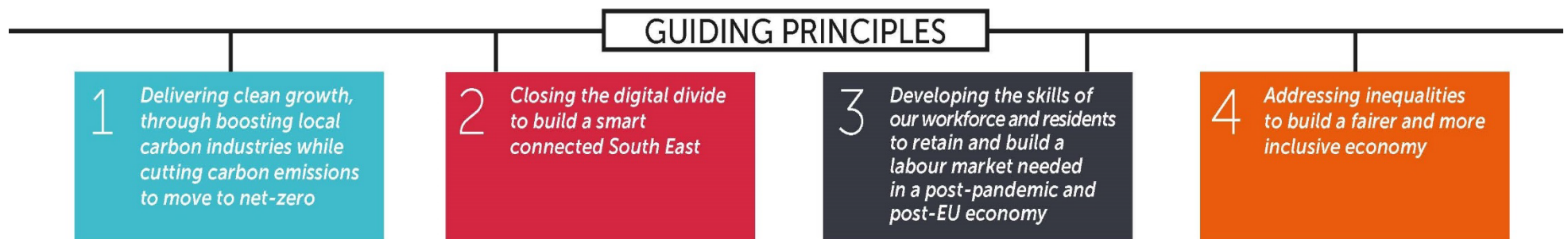
Whilst we believe our Strategy remains current and relevant, as the detail of our future role, outlined by Government on 31st March 2022, becomes clearer, SELEP will revisit and pivot our Strategy as appropriate to reflect our evolving mandate and focus for the coming year and beyond.



These are underpinned by seven key objectives, which are to:



And four guiding principles:



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 we will 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 Partnerships 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.

3. Communicating, Collaborating & 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](#).

Freeports

One of the biggest opportunities to support ambitions for both levelling up and global Britain is Freeports. SELEP has two Freeports – Thames Freeport in Thurrock and Freeport East in Suffolk and Essex. SELEP has played an important role in helping develop the successful bids and subsequent business cases and will continue to work closely with the Freeports as they establish and work to drive new commercial

opportunities that support the regional and national economy. Both are also situated in areas of deprivation and as such will benefit communities that need levelling up.

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

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.

Net Zero/Clean Growth

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

Our actions and priorities in support of net zero will be informed by the outputs of SELEP's Annual Conference in 2021 'South East Futures: What Does Clean Growth Look Like for the South East?' and will also build on the strong relationships that have been formed through the SELEP Clean Growth Group and the South2East Energy Strategy previously developed in partnership with Coast to Capital and Enterprise M3 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.

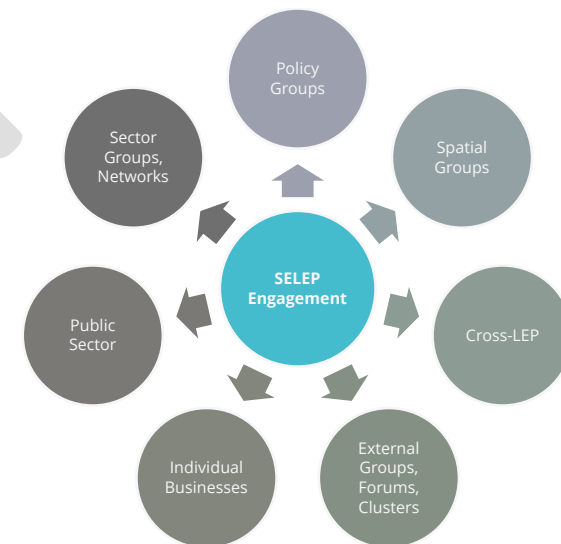
Strategy Network

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 greater business engagement.



4. 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.

5. 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 KPIs 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 Enterprise 3-year survival rates (2020): SELEP 58.2%, England 53%
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.	Job density per 100 residents aged 16 to 64 (2020): SELEP 76, England 85 (both down compared to 2019)
Delivery against the Skills Strategy and Skills Report, working with the Skills Advisory Panel the Local Skills Improvement Plan pilots	Skills level (2021): Level 4+ – SELEP 36.3%, UK = 43.5%; Level 2+ – SELEP 76.8%, UK = 78.1%;
Delivery and securing the legacy of Digital Skills Partnership	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

Strategy 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	<p>Port passengers (2020): 4.86 million compared to 11.97 million in 2019, a 59.4% drop. 70.5% share of UK passengers</p> <p>Airport passengers (2021): 7.2 million which was 23.8% of 2019 level, with UK overall passenger numbers at 21.7% of 2019 level</p> <p>Export value of goods (all countries, 2020): £8.3bn (2.9% share of England trade) of which £4.1bn was to EU countries, with overall 18% decline compared to 2019</p>
Continue work with the Major Projects Group and MPG Skills group to implement/support activity on skills and employment, supply chain development and environmental aspects	
Working with the DiT ERDF Internationalisation project to increase international trade within the region, ensuring alignment with the Growth Hub and the South East Export Development (SEED) SSF project.	
Work with Transport for the South East and Transport for the East, to help identify and prioritise transport improvements that will support sustainable movement of goods from our ports.	
Collaborate with and support the work of Maritime UK and other sector organisations to capitalise on opportunities for the south east to engage with important priorities such as sector and decarbonisation	
Delivery of GBF, GPF, LGF and SSF projects relating to port and trading activity	

Strategic Priority 3: Communities for the Future

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	Key Indicators
Continue to participate and contribute, as appropriate and feasible, to events and debates that support advancement of the housing and community development agenda	Housing growth (EPC): 17,900 in 12 months to Mar-22, an 6.7% increase on prior year, with 85.1% energy efficiency rating A or B.
Continue to support the South East Creative Economy Network (SECEN) in delivering against its published Statement of Intent. Including sector-led pledges for initiatives that can be delivered in partnership	Commercial space (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
Continue to work with Arts Council England and wider partners to implement the recommendations of the 'Creative High Streets' report	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%)
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	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
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.	

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	Key Indicators
Ongoing work to develop and utilise enhanced evidence base for coastal work to support prioritisation in delivering the coastal prospectus and wider levelling up	Claimant rate population aged 16 to 64 (Mar-22): Coastal 5.1%, non-coastal 3.4%, both on reducing trend
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	Gross Disposable Household Income (using net household incomes after housing costs) (2018): Coastal 27,000; Non-coastal 30,300
COVID-19 Recovery Fund project supporting the South East Visitor Economy	Digital infrastructure (Jan-22), percentage of premises with access to Gigabit broadband – coastal 43.8, non-coastal 59.7
Delivery of LGF, GBF, GPF and SSF funds that support coastal areas	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
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	

6. 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.

Governance

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.

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 potential devolution deals. The Board Effectiveness Survey, which was completed in 2021, will also inform any transitional steps that the board need to take.

Annexes

Annex A: Capital Programmes

Investments made through our Capital Programme are visible interventions made to deliver to our strategic priorities. In total there are 105 Local Growth Fund (LGF) projects, 29 Growing Places Fund (GPF) projects and 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
Local Growth Fund		
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
Total Outcomes Forecast	90,612	109,606
Getting Building Fund		
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
Total Outcomes Forecast	1,784	5,153
Growing Places Fund		
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
Total Outcomes Forecast	9,322	11,146

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

Local Growth Fund

Project	LGF allocation	Total project cost	Expected completion date	Notes
East Sussex				
Hailsham, Polegate and Eastbourne Movement and Access Transport scheme	£2,100,000	£3,530,000	31/03/2023	
Eastbourne and South Wealden Walking and Cycling LSTF package	£6,600,000	£10,560,000	31/03/2023	
Queensway Gateway Road	£10,000,000	£12,000,000	TBC	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	
Essex				
A127 Fairglen 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 Fairglen 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	
Kent				
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	
Medway				
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	
Southend				
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	
Thurrock				
London Gateway/Stanford le Hope	£7,500,000	£29,090,000	31/07/2024	
Purfleet Centre	£5,000,000	£122,000,000	31/12/2030	
Grays South	£10,840,274	£37,900,000	30/11/2024	
A13 widening	£76,500,000	£122,719,000	31/05/2022	
Total	£313,309,767	£1,048,175,163		

Getting Building Fund

Project	GBF allocation	Total project cost	Expected completion date
Restoring the Glory of the Winter Garden	£ 1,600,000	£ 3,935,000	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
Total	£ 73,349,144	£ 388,719,525	

* 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
Total	£ 37,692,542	£ 559,682,249	

Annex B: Revenue Programmes

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

Sector Support Fund Project	SSF Investment £000
South East Export Development (SEED)	92
Building Back Better	192
Accelerating Nature-Based Climate Solutions	135

Sector Support Fund Project	SSF Investment £000
Creative Open Workspace Master Plan	49
<i>Coastal Communities Supplement to the SELEP Strategic Economic Plan</i>	40
<i>FutureProof: Accelerating Delivery of High Quality Development across SELEP</i>	110
<i>Future skills for Rural Businesses</i>	96
<i>England's Creative Coast</i>	150
<i>Good Food Growth Campaign</i>	60
<i>Gourmet Garden Trails</i>	60
<i>Kent Medical Campus Enterprise Zone – Innovation Centre design work</i>	156
<i>North Kent Enterprise Zone: Enabling and Marketing</i>	161
<i>Delivering Skills for the Future through teaching</i>	167
<i>Delivering Skills for the Future through teaching - project extension</i>	76
<i>Accelerating Opportunities within the Newhaven Enterprise Zone</i>	115
<i>Energy and Clean Growth – Supply Chain Mapping</i>	130
<i>Buy Local South East</i>	65
<i>Re-building Confidence and Demand in the Visitor Economy</i>	182
<i>Carbon Pathways (C-Path)</i>	99
<i>Catalyst for Culture</i>	182

Sector Support Fund Project	SSF Investment £000
<i>Gourmet Garden Trails (Extension)</i>	35
Total	2,352

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)
Strategic Planning & Intelligence
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
Communicating, Collaborating & Convening
Continue to lead the Major Projects Group, including skills action plan, exploring local supply chain opportunities and sustainability planning and implementation. Host the 2nd 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

Key Activity – Quarter 1 (April – June)	
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	
Delivery	
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	
Governance	
Publish Delivery Plan for 2022/23 (30 th June 2022)	

Key Activity – Quarter 2 (July – September)	
Strategic Planning & Intelligence	
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	

Key Activity – Quarter 2 (July – September)

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
Communicating, Collaborating & Convening
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

Key Activity – Quarter 2 (July – September)

Delivery
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
Governance
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)

Strategic Planning & Intelligence
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

Key Activity – Quarter 3 (October – December)	
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	
Communicating, Collaborating & Convening	
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	
Delivery	

Key Activity – Quarter 3 (October – December)

- 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

Governance

- 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

Key Activity – Quarter 4 (January – March 2023)

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 including 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

Key Activity – Quarter 4 (January – March 2023)

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)

DRAFT

Annex D: Operational Budget

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
Total Expenditure	1493
Government grants	(42)
Contributions from partners	(138)
Covid-19 Support funds	(507)
Total Income	(687)
Net Expenditure	806
(Withdrawal from)/contribution to reserves	(806)
Total net expenditure	0

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.

DRAFT



SOUTH EAST
LOCAL ENTERPRISE
PARTNERSHIP

ASSURANCE FRAMEWORK MONITORING

Updated September 2022



ONGOING ACTIONS

INCORPORATION

Requirement	Status
Maintain the records at Companies House and fulfil all legal requirements	COMPLETE/ONGOING (supported by the Accountable Body)

BOARD COMPOSITION

Requirement	Status
To improve the gender balance and representation of those with protected characteristics on the Board.	COMPLETE/ONGOING

DECLARING INTERESTS

Requirement	Status
To publish all Registers of Interest on the SELEP website for all Strategic Board, Accountability Board and Federated Board members, with signatures redacted.	Federated Boards Registers of Interest are generally in place and up to date with the exception of some Local Authority seats in KMEP which will be resolved by Federated Board officers. Decision-making Boards (SELEP Strategic and Accountability Board) are all published and up to date.
Declarations of interest must be noted at the outset of each meeting.	COMPLETE/ONGOING
All members of the Strategic Board, Accountability Board and Federated Boards are required to complete a Register of Interests form.	COMPLETE/ONGOING
All senior members of staff or staff involved in advising on decisions must also have a valid register of interests, reviewed the same as for board members.	COMPLETE/ONGOING

CAPITAL PROJECTS

Requirement	Status
To use the SELEP Business Case Template for all strategic outline business cases.	COMPLETE/ONGOING
To inform the Accountability Board where there are concerns around a project, including presenting the Board with legal options around recovering funding	COMPLETE/ONGOING
Implementing the monitoring and evaluation of projects including reporting on delivery of outputs and outcomes against the delivery of the ESS/Recovery and Renewal Strategy	ONGOING

POLICIES AND PROCEDURES

Requirement	Status
For each Federated Board to apply the prioritisation process as approved by the Strategic Board.	COMPLETE/ONGOING
To have a delivery plan in place for the year.	COMPLETE/ONGOING
To create and maintain a log of SELEP engagement activities.	COMPLETE/ONGOING
To hold Annual General Meetings open to the public to attend	COMPLETE/ONGOING
To collaborate across boundaries, with other LEPs and the LEP network, and be open to peer review	COMPLETE/ONGOING
Review of Assurance Framework to be a standing item on the last Strategic Board meeting of each calendar year.	COMPLETE/ONGOING
To ensure that all policies are refreshed annually according to the requirements in the Assurance Framework.	COMPLETE/ONGOING

ACCOUNTABLE BODY

Requirement	Status
The Secretariat to extend invitations to the Section 151 Officer or representative for all board meetings.	COMPLETE/ONGOING
The Secretariat should ensure that Business Case Templates include a section for assurance from the Section 151 Officer of the promoting authority that the value for money statement is true and accurate.	COMPLETE/ONGOING
For the Section 151 officer or their representative to review and comment on all board papers in advance of publication	COMPLETE/ONGOING

PUBLISHING INFORMATION

Requirement	Status
To publish Strategic and Accountability Board papers to agreed timescales	COMPLETE/ONGOING
To publish the Local Assurance Framework on the website	COMPLETE
To create, maintain and publish a register of all board member expenses and hospitality costs.	COMPLETE/ONGOING
To publish the Gate 2 outline business case at least one month in advance of Accountability Board meetings.	COMPLETE/ONGOING
To publish the Gate 4 and 5 full business cases for relevant projects at least one month in advance of Accountability Board meetings.	COMPLETE/ONGOING
To publish information around the process for applying for funding on the SELEP website, as agreed by the Strategic Board.	COMPLETE/ONGOING
To publish on the SELEP website a rolling schedule of projects, outlining a brief description of the project, names of key recipients of funds/contracts and amounts of funding designated by year.	COMPLETE/ONGOING
To publish on the SELEP website the Terms of Reference, calendar of dates and papers of the Working Groups.	COMPLETE/ONGOING
To use Government and SELEP branding on all marketing.	COMPLETE/ONGOING
To publish all key decisions of the Strategic and Accountability Boards on the Forward Plan, SELEP website and upper tier authority websites.	COMPLETE/ONGOING

Appendix C - Governance Key Performance Indicators

Forward Plan of Decisions

Is the Forward Plan of Decisions, including any associated business cases, published at least 28 days in advance of the Accountability Board meeting?

Meeting date	Met (Y/N)?
10/09/21	Y
19/11/21	Y
11/02/22	Y
27/05/22	Y
15/07/22	Y
23/09/22	Y

Publication of Papers

Are all papers published 5 clear working days in advance of the meeting?

Board	Meeting date	Met (Y/N)?	Meeting date	Met (Y/N)?	Meeting date	Met (Y/N)?	Meeting date	Met (Y/N)?
Accountability Board	19/11/21	Y	11/02/22	Y	27/05/22	Y	15/07/22	Y
Strategic Board	10/12/21	Y	18/03/22	Y			24/06/22	Y
SE	06/12/21	N	14/03/22				06/06/22	Y
KMEP	25/11/21	Y	28/03/22	Y			14/06/22	Y
OSE	01/12/21	N	09/03/22	N				
TES	06/12/21	Y	14/03/22	Y	03/05/22		20/06/22	Y

Draft Minutes

Are all draft minutes published within 10 clear working days following the meeting?

Board	Meeting date	Met (Y/N)?	Meeting date	Met (Y/N)?	Meeting date	Met (Y/N)?	Meeting date	Met (Y/N)?
Accountability Board	19/11/21	Y	11/02/22	Y	27/05/22	Y	15/07/22	Y
Strategic Board	10/12/21	Y	18/03/22	N			24/06/22	Y
SE	06/12/21	N					06/06/22	Y
KMEP	25/11/21	Y	28/03/22	Y			14/06/22	N
OSE	01/12/21	N	09/03/22	N				
TES	6/12/21	Y	14/03/22	Y	03/05/22	Y	20/06/22	Y

Final Minutes

Are final minutes published within 10 clear working days following approval?

Board	Meeting date	Met (Y/N)?	Meeting date	Met (Y/N)?	Meeting date	Met (Y/N)?	Meeting date	Met (Y/N)?
Accountability Board	10/09/21	Y	19/11/21	Y	11/02/22	Y	27/05/22	Y
Strategic Board	01/10/21	Y	10/12/21	Y	18/03/22	Y		
SE	27/09/21	N	06/12/21	N				
KMEP	16/09/21	N	25/11/21	N	28/03/22	N		
OSE			01/12/21	Y	09/03/22	N		
TES	27/09/21	Y	6/12/21	Y	14/03/22	Y	03/05/22	Y

Registers of Interest- Board Members

Are registers of interests in place for all board members?

Board	Comments
Accountability Board	All complete and up to date
Strategic Board	All complete and up to date
SE	All complete and up to date
KMEP	All complete and up to date
OSE	All complete and up to date
TES	All complete and up to date

Registers of Interest - Officers

Are registers of interest in place for all officers?

Category	Percentage completed
SELEP Secretariat	100%
Accountable Body	100%
Federated Board Lead Officers	Some now out of date, in process of updating.

Declarations of interests in meetings

Are all interests declared and recorded in the meetings as a standing item with a note of any actions taken?

Board	Met (Y/N)?
Accountability Board	Y
Strategic Board	Y
Investment Panel	Y
SE	Y
KMEP	Y
OSE	Y
TES	Y

Business Case Endorsement

Have all new and amended projects/business cases been endorsed by the respective Federated Board in advance of submission to any of the SELEP boards?

Board	Met (Y/N)?	Comments
LGF	Y	Through prioritisation process for LGF3b
GPF	Y	Through prioritisation process
SSF	Y	Applications are considered by Federated Boards in advance of being brought forward for Strategic Board endorsement.

Publication of Business Cases

Are all business cases published 1 month in advance of funding decisions at Accountability Board meetings?

Meeting date	Met (Y/N)?
27/05/22	Y
15/07/22	Y
23/09/22	Y

Date	Percentage of female board members (excluding co-opted)
24/05/19	18%
05/08/19	21%
28/01/20	25%
16/04/20	35%
01/02/21	35%
10/06/21	35%
22/10/21	35%
18/05/22	35%

Appendix D - Extract from Risk Register

South East LEP

Risk Register - medium and high risks only

Ref	Risk Title and overview	Likelihood	Impact	Score	Rank	Description	Mitigation	Risk Owner	Dates/ Deadlines
Risks Related to the Team/Service Delivery									
9	Workload/Team wellbeing Risk	4	5	10	Med	The Levelling Up White Paper has been published, establishing a role for LEPs going forward which has increased morale, however more details around the activities of the LEP need to be solidified. The implications of a reduced team has been communicated to the Board and workload planning for next year is on the basis of available resource.	Planning for 2022/23 is being made on the basis of the resource available and communications to Boards and key stakeholders are being made, setting out those activities that can no longer be managed. Priority areas of work are set out in the Delivery Plan 2022/23 which was adopted by the Strategic Board in June 2022. The CEO is working closely with the management team and Accountable Body to pick up the work previously undertaken by the COO	All Man Team	Ongoing
10	Recruitment and Retention of Board Members Risk	2	5	8	Low	The Chair, Deputy Chair and private sector Board members have been reappointed for this financial year. This risk has reduced in the near term, but the risk still exists for the period beyond March 2023, especially if there are significant changes to the priorities and activities of SELEP that may affect public and private sector engagement.	Clear communication and engagement with public and private stakeholders to improve retention. Recruitment activities to start at the June 2022 Strategic Board meeting to appoint a new Chair for March 2023.	CEO	31/03/2023
34	COVID-19 - Secretariat Risk	3	4	8	Low	Risk that the operations and activities of the Secretariat are impacted by members of the team being unwell and unable to work. It seems likely that further waves of variants could impact on staffing levels in future	Remote working for the Secretariat is continuing for the foreseeable future. Team members have been encouraged to get vaccinated. Management Team to consider business continuity issues on a regular basis and ensure that safeguards on priority activities are put into place as far as possible	All Man Team	Ongoing
35	COVID-19- Board Risk	3	4	12	Med	Risk that business cannot be conducted at Board meetings because insufficient Board Members are available to meet quorate requirements. Whilst Strategic Board can meet virtually and virtual meetings are now well established, Accountability Board must meet in person to be able to take decisions. A hybrid approach has been set up but the quorum for Accountability Board is small as a result of the limited numbers of voting members. If Accountability Board voting members do have to self isolate, there is limited resilience on the quorum	The Secretariat will work with Accountability Board members and their supporting officers to identify potential deputies for the meetings and ensure that DoI etc are in place and up to date for short notice replacements.	CEO	Ongoing
47	Risk to service delivery from lack of engagement by stakeholders	3	4	10	Med	As a direct result of the delays to publication of the outcomes of the widely publicised LEP Review there has been an appreciable move away from the LEP by some key stakeholders. Whilst this is understandable given the uncertainties, now there is an established ongoing role for LEPs then the rebuilding of relationships with stakeholders will be prioritised.	The CEO is overseeing a programme of re-engagement with stakeholders based on the agreed role for the SELEP	CEO	Ongoing

Risk Register - medium and high risks only

Ref	Risk Title and overview	Likelihood	Impact	Score	Rank	Description	Mitigation	Risk Owner	Dates/ Deadlines
Risks Related to Outcomes/Outputs of Programmes									
19	Non achievement of Outcomes/Outputs of the Capital Programme	4	5	20	High	Given the ongoing impacts of the COVID-19 pandemic and Brexit on the economy, there is a risk that the outputs, outcomes and impacts stated in the approved Business Cases for the LGF, GBF and GPF projects may not be fully realised. Economic recovery will not be uniform across all sectors and therefore some projects may be more significantly impacted than others and this will be managed within the normal risk management of the relevant funding streams. The delivery of outputs from projects which are still in the delivery phase are most likely to be impacted due to increasing materials and labour costs and high inflation levels. This risk is further exacerbated by a lack of robust post-scheme completion monitoring and evaluation, which may mean that non-delivery of expected outcomes and impacts is occurring without being identified.	The capital programme continues to be closely monitored and the team work closely with delivery partners. The team is also providing regular updates to HMG. Award of available GBF funding to existing GBF projects will help to mitigate the risk to realisation of expected project outputs. All known changes to GBF outcomes and outputs have been approved by CLGU. An exercise to rebase the outcomes of the programme will be undertaken this financial year. Further work on the robustness of monitoring and evaluation data is required during 2022/23. Quality of information provided from delivery organisations will need to improve.	H Dyer	Ongoing
29	Uncertainty in application of LGF grant awarded to Hadlow College	5	4	20	High	£11m of LGF funding across 4 projects has been awarded to Hadlow College which entered into Education Administration in 2019. It is currently unclear whether the outputs and outcomes related to this funding will be delivered. Whilst the educational activities have resumed at the college, the grant agreements have not transferred to the new providers and therefore SELEP may be unable to recoup any monies that were not applied in line with the agreement. The Secretariat and the Accountable Body have responded to queries from the Education Administrators, BDO. There is a potential risk that monies weren't utilised in line with the grant agreement in place between the Accountable Body, on behalf of SELEP, and the college. If grant monies weren't correctly utilised, the outputs and outcomes in the business case will not be delivered or not delivered in full.	The Secretariat and the Accountable Body are in contact with BDO but the administration process is lengthy. Creditors have been raised with the administrators by the Accountable Body with respect to the investments made. We have made the then MHCLG (LGF awarding body) aware of the position and responded to their queries in this respect. Consideration has been given, and an update provided to the Board, as to what protections can be put into place to prevent this situation occurring in future, recognising that any action needs to be proportionate and balance the risk against the resource impact.	CEO	Ongoing
40	Getting Building Fund Risk - programme delivery	4	3	12	Med	At the outset of the GBF programme, Government indicated that all funding had to be spent by 31 March 2022 and that all projects had to be substantially delivered by that date. In reality, this couldn't be achieved and a process was agreed by the Board to allow projects to retain their GBF funding beyond March 2022 for a limited period of time. This still required projects to work to tight timescales for both project delivery and spend of funding. A limited number of projects are now seeking retention of their GBF funding for a longer time period. In line with latest Government guidance, no projects will receive approval for extensions beyond 31 March 2023. There is a significant reputational risk should SELEP not be able to deliver the full programme by 31 March 2023.	Programme slippage is being managed by both Accountability and Strategic Board. An agreed process has been introduced to manage delays to GBF projects, similar to that used on the LGF. The programme is being actively managed with funding being reallocated to other projects if existing projects are unable to deliver in accordance with the required timescales. Retention of GBF funding beyond March 2022 has been agreed in relation to a number of projects and there is a mechanism in place for ensuring that all GBF funding is spent by 31 March 2023 at the latest, in line with advice from Central Government.	H Dyer	31/03/2023

Risk Register - medium and high risks only

Ref	Risk Title and overview	Likelihood	Impact	Score	Rank	Description	Mitigation	Risk Owner	Dates/ Deadlines
Risks Related to Funding/Financial Position									
12	GPF Project Repayments	4	4	16	Med	Any risks to repayment of the existing GPF loans have been flagged to the Board and there are ongoing discussions between the Capital Programme Team and the loan recipients'. Whilst these risks have been taken into account when planning, there is an increasing risk with regards to repayment due to one project having defaulted on their agreed loan repayment, with no alternative repayment schedule provided for Board consideration to date.	The Capital Programme Team are working with project leads to understand where GPF repayments are at risk. Future rounds of the GPF are currently held and assumptions about future repayments will be downgraded to take into account additional risks to avoid over-profiling of the GPF.	H Dyer	Ongoing
15	Misadministration of grants	3	4	12	Med	Grants issued by HMG can potentially be clawed-back by HMG if SELEP cannot demonstrate that they have been used in line with the conditions and restrictions set at the time of award by the grant awarding body. Back to back agreements are in place but should HMG claw back we would be required to pay immediately whilst legal action to claw back from the recipient of the grant could take some time. The number and value of grants is decreasing so the likelihood of this risk occurring has been reduced.	Back to back agreements are in place and the Accountable Body provides advice on the correct application of grants by SELEP. A full review of the capital programme and assessment of the application of grant funding, including site visits to completed projects, is planned for 2022/23 and early 2023/24. Consideration will be given as to how oversight of the application of grants can be structured and in a virtual manner if necessary. Each Management Team member who has grant funded activity takes responsibility for ensuring that grant conditions are understood and met	All Man Team	Ongoing
38	Future viability of the operational budget	5	5	25	High	A balanced budget for 2022/23 has been set and a reduced core and growth hub budget has been announced for 2022/23. Although this increases certainty going forward, the significant reduction will affect the resources and activities of both the secretariat and growth hubs. This risk is high as there is no confirmation of any funding beyond 2022/23.	The SELEP secretariat is aware of the financial circumstances and budget pressure and will continue to be appraised formally. At the appropriate point in the 2023/24 financial year, steps will be taken to ensure that SELEP can operate within budget from 1st April 2024. Conversations with partners in respect of new arrangements will continue and will be reflected to staff as appropriate.	CEO	Ongoing
43	LEP Review - insufficient future funding to support operations and/or interventions	5	5	25	High	HMG has made clear that, at least in the short term, no further capital investment monies will be awarded to LEPs. This will severely impact not only our ability to deliver interventions as set out in our Recovery and Renewal Plan but also will restrict the level of influence we can have in the region. This also further restricts our ability to support the operations of the Secretariat as no interest can be earned and there is no opportunity to charge administration fees for the management of capital schemes.	Discussions with Catalyst South have confirmed this is the case across the wider region and is likely to be true for the entire LEP community.	CEO	31/03/2023

Risk Register - medium and high risks only

Ref	Risk Title and overview	Likelihood	Impact	Score	Rank	Description	Mitigation	Risk Owner	Dates/ Deadlines
Risks Related to Service Design and Reputation									
46	Risk of damage to SELEP reputation from delays or non-delivery of projects or perception thereof	3	4	12	Med	There has been an increasing number of requests for information and assurances concerning a number of projects which are being or have been delivered in East Sussex. Whilst responses to these requests are being provided in accordance with statutory requirements or internal policy (as applicable), there is a risk that the reputation of the LEP will be impacted if continued requests are received against a background of perceived lack of transparency.	Responses to requests for information and public questions will continue to be answered fully and in compliance with statutory and internal policy. Linking to risk 19, improvements to the quality of output and outcome data reporting are required and will be worked on during 2022/23. An internal review is underway to ensure that SELEP policies and procedures have been fully complied with, and opportunities to improve the management of the Capital Programme and the presentation of the information to the Board and the public are being sought. Most importantly, compliance with the National Assurance Framework, Local Assurance Framework, local policy and other applicable regulations must continue, not just by SELEP but by all delivery partners. All delivery partners and third party recipients of funding will be referred to their contractual obligations in responding to requests for information in a timely, open and transparent manner. SELEP and the Accountable Body will take action where it can be evidenced that requirements of the SLA are not being met	CEO	Ongoing