



SOUTH EAST  
LOCAL ENTERPRISE  
PARTNERSHIP

**INTEGRATION PLAN**

December 2023

# SELEP INTEGRATION PLAN

**DECEMBER 2023**

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# 1. INTRODUCTION AND CONTEXT

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

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

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

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

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

Following the draft plan being agreed by Strategic Board in October, we have evolved the final plan to set out the following:

- work completed and decisions already made;
- specific tasks still to undertake and timelines;
- remaining decisions, risks and updated critical path.

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

## OVERALL AIMS AND OUTCOMES

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

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

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

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

## 2. CURRENT AND PROPOSED POSITION

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

	<b>CURRENT</b>	<b>PROPOSED (2024/25 onward)</b>
Governance and Capital Programme	Management and administration of LGF, GBF and GPF by SELEP, supported by ECC as the Accountable Body for the funding and underpinned by the SELEP Assurance Framework.	Management of LGF, GBF and GPF <sup>2</sup> by UTLAs for their own projects. The UTLAs will assume Accountable Body status and report directly to Government, where required, on their projects. Local Governance arrangements in place and will work to a new Assurance Framework, an amendment of the English Devolution Framework, which will be supplied by Government.
Growth Hub	Central strategic co-ordination of Growth Hub operations and administration of funding, supported by ECC as the Accountable Body for the funding.	Three independent Growth Hubs <sup>3</sup> , each having an Accountable Body for administration of funding and reporting directly to Government.
Partnerships	Sectoral/thematic independent working groups convened and supported by the SELEP secretariat <sup>4</sup> , with membership from a wide range of partners, both public and private sector.  SELEP is a member of the Greater South East Net Zero Hub (GSENGH) Board of 11 consortia LEPs, responsible for providing strategic steer, maintaining a governance structure and making recommendations for funding allocations.	The following groups will continue to be offered secretariat support by UTLAs: SECEN; Major Projects Group (MPG); and Housing and Development. It is proposed this is initially committed to for a 12 month period to enable the integration and future ways of working to embed. (To note, the Skills sub-group of MPG will also continue; supported by the Construction Industry Training Board (CITB)).  Three UTLA representatives to replace SELEP on the GSENGH Board, representing functional economic areas. This change to current arrangements is subject to evolving Hub governance arrangements.
Resources & Information	SELEP resources, including the Secretariat (the team), websites, information, data, data tools held and funded by SELEP, all residing with ECC as Accountable Body.	Members of the SELEP secretariat will transition to UTLAs, where possible, to continue to support integrated functions and potentially wider, in line with the agreed SELEP and local integration plans, as will any other resources that have ongoing application.

<sup>2</sup> GPF decision taken at Strategic Board, October 2023 but remains subject to a subsequent decision by the SELEP Accountability Board in February 2024 to approve funding allocations.

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

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

### 3. RISKS, ASSUMPTIONS AND DEPENDENCIES

#### INTEGRATION RISK REGISTER

KEY RISK	MITIGATIONS	OWNER
Delay of further Government guidance to UTLAs and the quality, coverage and completeness of that guidance ( <i>current expectation is that it will be released in January 2024</i> ).	<p>Planning will continue to take place, so we are in the strongest place to progress once guidance is received.</p> <p>Development of back up proposal ('Plan B') that could be implemented if guidance and approvals were not received in time to undertake work to meet the 29/03/24 deadline.</p>	SELEP
Lack of formal response from Government regarding future accountable body arrangements and how these will be implemented.	<p>As above.</p> <p>Further clarifications have been received from DLUHC (3/11/23) which indicate Government is comfortable with having more than one AB across the LEP. This presents an indication that a swift formal response would be received with further clarification on how it should be achieved.</p>	AB
Agreement between Government and all partners cannot be reached on future accountable body status.	<p>ECC, as current AB, would remain accountable under current arrangements until March 2025.</p> <p>Funding would need to be agreed to support this work and may include a requirement for continuation of the Accountability Board supported by a revised Assurance Framework and Partnership Agreement.</p> <p>ECC could challenge this directly with Government.</p>	AB
Late confirmation of funding arrangements for the Growth Hub and impact on continuity of service.	<p>Continue with planning and preparation, including progressing market engagement, procurement and/or waivers as far as possible, on the basis that funding is forthcoming.</p> <p>Seek alternative means to temporarily underwrite the cost of the service to enable continuity<sup>5</sup>.</p> <p>Prepare holding communications including signposting in the event of a temporary break in service.</p>	UTLAs
Reduction in/insufficient capacity within Secretariat to progress the integration in a timely manner.	<p>Continue to support staff and monitor workload.</p> <p>Undertake staff consultation (informally or formally as required) in a robust and orderly way to provide clarity about future opportunities at the earliest opportunity.</p> <p>Seek secondment or external support should capacity reduce any further.</p>	SELEP
Reduction in/insufficient capacity within UTLAs.	<p>Closely monitor progress across the LEP and UTLAs to flag any capacity issues that may impede our ability to progress.</p>	UTLAs

<sup>5</sup> such costs can be claimed back on receipt of Growth Hub grant where this is in line with the Grant Agreement with DBT.

Reduction/insufficient capacity within the accountable body to undertake tasks to facilitate integration in a timely manner.	Continue to identify additional activities that the AB will need to undertake aligned to integration. Continue to monitor workload. Seek additional internal support if required.	AB
Speed and timings of formal decision-making processes within individual UTLAs impedes ability to meet March deadline.	Governance timeline continues to be monitored and updated to ensure a collective understanding of when and how decisions are being taken by all partners. If these cannot be met due to external delays, then Plan B may need to be implemented and governance timelines reset.	UTLAs
Misalignment of decision-making processes within all UTLAs to the SELEP timetable and 31st March 2024 deadline.	As above.	SELEP
Uncertainties over future Government support and funding.	Continue to push Government on timely funding decisions for LAs to undertake LEP functions including 2024/25 GH funding allocations.	All
Difficulty accessing information and data relating to SELEP activities following integration.	Future reporting requirements to be kept under review as part of Governance workstream. SELEP website to be retained for an agreed period post March 2024 as a key source of SELEP reports, data and decision-making. AB and UTLAs to retain and archive relevant information as required. Specific data and contacts to be reviewed and shared with UTLAs in line with GDPR guidance.	SELEP
Reputational risk of poor or disjointed communications, both within the partnership (SELEP and UTLAs) and with external stakeholders.	Continued development and monitoring of our communications plan. Facilitation of a virtual comms group between SELEP and UTLAs to ensure timely and consistent communications. Updating and sharing of the key messages paper.	SELEP
Retaining/securing the appropriate capacity and structures to complete residual LEP activity post SELEP Ltd closure.	Ascertain as soon as possible what the residual activities are and who is required to undertake them, noting that this may include additional internal resource to deliver. The costs for delivering this service will need to be funded from the residual SELEP budget, subject to approval by the Accountability Board.	AB

## **ASSUMPTIONS**

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

- There is sufficient resource in place within UTLAs, including the Accountable Body, to support the integration process.
- Sufficient Growth Hub funding will be forthcoming for 2024/25 service delivery.
- Government advice and funding commitments will be made in good time to allow preparation, implementation and, where needed, procurement of new delivery arrangements (especially for the Growth Hubs).
- UTLAs, where applicable, will accept and accommodate any delays caused by late receipt of Growth Hub funding confirmation, to administration of that funding, and procurement and/or recruitment for ongoing service delivery.
- That SELEP Boards remain quorate and can take all necessary and timely decisions to complete the integration plan.

## **DEPENDENCIES**

A successful and timely integration will require:

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



## CROSS-CUTTING THEMES

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

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

## CRITICAL PATH

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

- The completion dates are the dates by which the activity needs to be fully concluded, enabling integration.
- The critical milestones need to be achieved to secure a successful transition of LEP functions to UTLAs by the 31<sup>st</sup> March. Any delay to these critical milestones will put this date at risk.
- Growth Hub funding allocations and grant offer letters for 2024/25 are required for provision of the Growth Hub service.
- There are statutory timescales that cannot be shortened.
- If it is possible to commence activity prior to the start date shown in the programme then we should do so to help resource management.
- Key meeting dates for UTLAs have been identified by officers. Maintaining these dates for key decisions on LEP integration will be vital to ensure the 31<sup>st</sup> March 2024 date for integration is achieved.
- That there will be residual activities, such as audits and accounting that will need to take place post transition, regardless of the timeline.

Key:

Activity
Statutory or Contractual Period
Critical Dependency/Milestone

Milestone	Comments	Who	Start Date	Completion Date	18-Sep	25-Sep	02-Oct	09-Oct	16-Oct	23-Oct	30-Oct	06-Nov	13-Nov	20-Nov	27-Nov	04-Dec	11-Dec	18-Dec	25-Dec	01-Jan	08-Jan	15-Jan	22-Jan	29-Jan	05-Feb	12-Feb	19-Feb	26-Feb	04-Mar	11-Mar	18-Mar	25-Mar	01-Apr				
<b>Governance and Capital Programme</b>																																					
Future AB arrangements agreed by all UTLAs		UTLA	18-Sep-23	13-Oct-23	█	█																															
Proposals for new AB arrangements sent to Gov't	Supported by new or updated legal agreements	SS, UTLA	16-Oct-23	20-Oct-23					█																												
Decision from Gov't on AB status		DLUHC	23-Oct-23	01-Dec-23						█	█	█	█	█	█																						
Formal decision making in relation to UTLA and AB function	UTLAs identified meeting dates	UTLA	19-Dec-23	14-Feb-24														█				█	█	█	█	█	█	█	█	█	█	█	█	█	█		
Determine future for GPF	Paper at 13/10 SELEP Board	SS	13-Oct-23	08-Dec-23	█	█	█	█	█	█	█	█	█	█	█	█	█																				
Implement selected option for GPF	Final Decision SELEP Board 8/12/23	SS, UTLA	11-Dec-23	29-Mar-24															█																		
Submission of LEP integration template to DLUHC	Confirming geography, functions, resourcing etc.	UTLA	16-Oct-23	30-Nov-23					█	█	█	█	█	█	█																						
Formal Decision to close Joint Committee		UTLA	19-Dec-23	14-Feb-24														█																			
Receipt of new Assurance Framework for 2024/25	Amended English Devolution Framework.	DLUHC		31-Jan-24																																	
Process for transfer of projects to new AB arrangements		SS, UTLA	08-Jan-24	29-Mar-24																																	
Post Transition requirements	Preparation of accounts and Audit	AB	25-Mar-24																																		
<b>Resourcing</b>																																					
Confirmation of future role profiles	Critical for all resourcing activity	UTLA	18-Sep-23	29-Sep-23	█	█																															
45 Day consultation	Statutory timescale	AB	02-Oct-23	24-Nov-23																																	
Confirm outcomes and moves to new posts		SS, AB, UTLA	27-Nov-23	15-Dec-23																																	
Notice Periods	Contractual timescale	SS, AB	08-Jan-24	31-Mar-24																																	
<b>Growth Hub</b>																																					
Confirm service delivery approach and Accountable Body x3	Determine if in house or procured service	UTLA	18-Sep-23	24-Nov-23	█	█	█	█	█	█	█	█	█	█	█	█																					
Indication of Government Funding for 2024/25	Autumn Statement confirmed 2024/25 funding	Government		22-Nov-23																																	
Pre-procurement market engagement	Engage market prior to procurement	UTLA	27-Nov-23	12-Jan-24																																	
Procurement	Accelerated by pre-procurement engagement	UTLA	08-Jan-24	19-Feb-24																																	
Confirmation of Government funding	Notional allocations and grant offer letter	DBT		19-Feb-24																																	
Provider Selection and Mobilisation		UTLA	26-Feb-24	25-Mar-24																																	
Post Transition requirements	2023/24 Annual Report and financial Audit	AB	25-Mar-24																																		
<b>Partnerships &amp; Networks</b>																																					
Greater South East Net Zero Hub - develop preferred option	Confirm options with GSENZH	SS, UTLA	23-Oct-23	22-Dec-23																																	
Greater South East Net Zero Hub - implement process																																					
Process to transition selected working groups	Establish new support resource as required	SS, UTLA	05-Feb-24	22-Mar-24																																	
<b>SELEP Board Meetings</b>																																					
SELEP Accountability Board	Budget considerations, High risk reporting	SELEP		22-Sep-23	█																																
SELEP Strategic Board	Draft Transition Plan, GPF options	SELEP		13-Oct-23																																	
SELEP Strategic Board	Final Integration Plan	SELEP		08-Dec-23																																	
SELEP Accountability Board	Transition of agreements. Decision for GBF.	SELEP		12-Jan-24																																	
SELEP Accountability Board	Wrap up Capital Programme (High Risk)	SELEP		16-Feb-24																																	
SELEP Strategic Board	Company closure. Exit of Framework Agreement	SELEP		22-Mar-24																																	
<b>Key External Dates</b>																																					
Autumn Statement 2023				22-Nov-23																																	
Publication of further Government guidance & funding to LAs	No firm date from Government			08-Jan-24																																	

Closure of SELEP

## 4. WORK PLAN FOR INTEGRATING LEP FUNCTIONS

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

The section below sets out the key milestones, deliverables and decisions needed to fully integrate LEP functions into local authorities by March 2024. This is set out by quarter and by party. Monthly monitoring of this plan takes place to understand progress and to review risks and actions.

### Key

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

*Workstreams: Governance and Capital Programmes (G&CP); Growth Hub and Business Support (GH&BS); Data and Intelligence (D&I); Partnerships and Networks (P&N); Resourcing (RS).*

## 2023/24 QUARTER 3: OCTOBER – DECEMBER 2023 (CURRENT)

	<b>WORK-STREAM</b>	<b>OUTPUTS/ OUTCOMES</b>	<b>WORK COMPLETED/ DECISIONS TAKEN</b>	<b>WORK TO BE COMPLETED/DECISIONS TAKEN BEFORE 31<sup>ST</sup> DECEMBER</b>
<b>Milestones</b>	G&CP	<ul style="list-style-type: none"> <li>Agreement reached between the AB, the UTLAs and with Government as to the AB arrangements for 2024/25 onwards.</li> </ul>	Formal letter submitted to Government from SELEP and the AB to confirm the proposed future AB arrangements. Meeting with all S151 officers held to ensure shared understanding of steps ahead.	Chase for letter response if not received. SELEP (ECC as AB) to schedule a meeting with UTLA Monitoring Officers.
	D&I	<ul style="list-style-type: none"> <li>Identified all data and intelligence resources.</li> </ul>	Summary of all data products and sources shared with UTLAs.	UTLAs to establish local needs for economic data analysis and reporting.
	P&N	<ul style="list-style-type: none"> <li>Identify all partnerships and networks that SELEP manages and/or provides secretariat and project management support.</li> </ul>	Comprehensive spreadsheet of all existing partnerships and networks that are managed/supported by SELEP was shared with UTLAs.	UTLAs to assess their local partnerships and networks and consider how to utilise existing SELEP contacts moving forward.
	GH&BS	<ul style="list-style-type: none"> <li>Confirmation of Accountable Bodies informed by 2023/24 grant documentation.</li> </ul>	2023/24 grant documentation shared. ESCC, KCC and ECC in principle agreed as new ABs for 2024/25 GH funding. 2024/25 GH funding confirmed in Autumn Statement. Future usage and access arrangements for three independent CRMs with Alcium confirmed. GH Steering Groups appraised of integration work.	Ongoing engagement with Government by all, requesting notional funding allocations and grant offer letters.
	RS	<ul style="list-style-type: none"> <li>Commence staff consultation.</li> </ul>	UTLA job profiles received. Mapping exercise near completion.	Staff consultation documents issued/ process through which staff to be redeployed agreed. Staff engagement meetings.
<b>Deliverables</b>	G&CP	<ul style="list-style-type: none"> <li>Assembly of all project and programme information for novation/handover/archiving.</li> </ul>	SELEP has provided UTLAs with copies of the LGF and GBF SLAs. Costs identified for retaining SELEP website for 12 months.	Completion of the contracts' tracker. Process and timeline set out for novation/termination of grant agreements, incl. governance required to complete. <sup>6</sup>

<sup>6</sup> In preparation of and assuming agreement from Government on new AB arrangements.

	<b>WORK-STREAM</b>	<b>OUTPUTS/ OUTCOMES</b>	<b>WORK COMPLETED/ DECISIONS TAKEN</b>	<b>WORK TO BE COMPLETED/DECISIONS TAKEN BEFORE 31<sup>ST</sup> DECEMBER</b>
		<ul style="list-style-type: none"> <li>SELEP website retention.</li> </ul>		
	D&I	<ul style="list-style-type: none"> <li>Plan for ongoing access and use of data.</li> </ul>	SELEP website updated with existing data products.	SELEP/AB to develop approach to GDPR and website legacy arrangements.
	P&N	<ul style="list-style-type: none"> <li>Plan for ongoing role and support arrangements (as required).</li> </ul>	Workstream identified three groups to continue to actively support and manage: SECEN, MPG, and HDG.	Agree UTLA hosts for each group that there will be ongoing support for. Begin assessment of what funding and support would be needed.
	GH&BS	<ul style="list-style-type: none"> <li>Plan for ongoing service delivery, including pre-market testing and procurement documents as required.</li> </ul>	ESIF Lessons Learnt and Knowledge Sharing webinar for business support and skills delivered, as part of SELEP's Legacy Programme.	Pre-procurement market testing and development of procurement material where required.
<b>Decisions</b>	G&CP	<ul style="list-style-type: none"> <li>Geographic coverage of new AB arrangements for the capital programme.</li> <li>Future deployment of Growing Places Fund.</li> </ul>	<p>Agreed that the 6 UTLAs will each have AB status for their capital programme.</p> <p>Strategic Board endorsed the approach to deployment of GPF on 13/10/23 to achieve best parity across UTLAs without ongoing arrangements post April 24 and further decision is sought at December Board.</p>	<p>Geographical coverage confirmed by UTLAs through DLUHC template submission 30/11/23.</p> <p>Further work to develop the GPF deployment will take place ahead of the decision by ACB to allocate the funding.</p> <p>Timeline for new GBF grant agreement amendments to be determined and shared, as well as existing variations needed.</p>
	D&I	<ul style="list-style-type: none"> <li>Agree optimum approach to management of data.</li> <li>Agree approach for ongoing subscriptions.</li> </ul>	<p>SELEP confirmed that existing licenses will cease at the end of 2023/24.</p> <p>SELEP provided UTLAs with costings and demos for future subscriptions as required.</p>	<p>UTLAs to establish local needs for economic data analysis and reporting.</p> <p>UTLAs to consider whether there will be an individual or collective approach to data management and analysis.</p> <p>UTLAs to confirm individual/collective needs for ongoing subscriptions.</p>
	P&N	<ul style="list-style-type: none"> <li>Each Group to confirm ongoing activities and way of working.</li> </ul>	All working group Chairs informed of the workstream decision on the provision of ongoing support.	Plan final meetings for groups that are closing.

<b>WORK-STREAM</b>	<b>OUTPUTS/ OUTCOMES</b>	<b>WORK COMPLETED/ DECISIONS TAKEN</b>	<b>WORK TO BE COMPLETED/DECISIONS TAKEN BEFORE 31<sup>ST</sup> DECEMBER</b>
		Groups that will not receive ongoing support post-March 2024 but have a continued wish to operate will be supported by SELEP until the end of the financial year.	Continue to engage with groups that will continue without ongoing support and connect these to UTLA contacts. Continue transition work and planning for groups that will be receiving ongoing support from the UTLAs, bringing in the UTLAs where they are not currently present.
GH&BS	<ul style="list-style-type: none"> <li>Confirm preferred delivery mechanism for Growth Hub functions, and procurement route.</li> </ul>	<p>ESCC to (continue to) deliver service in-house, no procurement or recruitment required. ECC confirmed in principle GH delivery mechanism for Essex, Southend and Thurrock.</p> <p>DBT and CLGU officials notified of proposed changes (new model and Accountable Bodies etc.) to secure support.</p>	<p>KCC to seek agreement from MC and KMPEP for GH delivery model and implementation plan.</p> <p>DBT to confirm that ongoing access to GH CRM by area Hubs complies with Knowledge management in line with Govt guidance.</p>

### **PROGRESS IMPLICATIONS FOR THE CRITICAL PATH**

The table below sets out any milestones on the critical path that were missed, along with the implications and actions.

<b>ITEM</b>	<b>DEADLINE</b>	<b>ACTUAL</b>	<b>IMPLICATIONS</b>
Proposals for new AB arrangements sent to Government.	16/10/23	01/12/23	The letter still requests a response deadline that, if met, would leave the critical path unaffected. The clarifications received in November give some assurance that the proposal will be agreed. The response to the letter will hopefully clarify how we enact this, which we are already working towards.
Confirmation of future resourcing demand in UTLAs and HR process.	29/09/23	31/10/23	Consultation timeline has been delayed as role profiles have taken a little longer and HR discussions are ongoing as to the best route of consultation. It is noted that for any members of staff that do not have secured positions, notice period would now go beyond 31 <sup>st</sup> March 2024.

## 2023/24 QUARTER 4: JANUARY – MARCH 2024

	WORKS TREAM	OUTPUTS/ OUTCOMES	SELEP	DATE BY	UTLAS	DATE BY
<b>Milestones</b>	G&CP	<ul style="list-style-type: none"> <li>New accountability arrangements in place with UTLAs.</li> <li>SELEP resource transfers agreed.</li> <li>Receipt of new Assurance Framework from Government.</li> <li>Establish ongoing reporting requirements</li> </ul>	<p>Chase for Government letter response, if not received.</p> <p>Compile and share a draft overarching agreement to novate capital programme agreements to UTLAs<sup>7</sup></p> <p>Complete staff consultation, if required.</p> <p>Understand new Assurance Framework arrangements for 2024/25 from Government.</p> <p>Consideration of 'Plan B' in case March deadline cannot be met.</p>	<p>16/01/24</p> <p>31/01/24</p> <p>29/02/24</p> <p>29/02/24</p> <p>16/02/24</p>	<p>Consideration and sign off of draft agreement.</p> <p>Confirmation of resource transfer, as required.</p> <p>Understand and agree internal requirements to ensure adherence to the new Framework.</p>	<p>29/02/24</p> <p>29/2/24</p> <p>29/03/24</p>
	D&I	<ul style="list-style-type: none"> <li>New subscriptions in place for access to datasets, where desired.</li> </ul>	E-introductions and provider contact details to be shared with UTLAs where required.	31/01/24	Individual or collective license agreements in place where required.	29/03/24
	P&N	<ul style="list-style-type: none"> <li>New arrangements in place for each partnership and network.</li> </ul>	<p>Confirm host UTLA and ongoing resource provision – ideally a named individual – for SECEN, HDG and MPG.</p> <p>Confirm updated ToRs for SECEN, HDG and MPG.</p> <p>Confirm three seats for our region on the updated GSENZH Board.</p>	<p>17/01/24</p> <p>15/03/24</p> <p>31/01/24</p>	<p>UTLAS to confirm host organisation and resource provision for groups in the local integration plans.</p> <p>Relevant UTLA officers engaged with SECEN, HDG and MPG in preparation for new arrangements.</p> <p>UTLAS nominate representatives to the new GSENZH Board.</p>	<p>31/01/24</p> <p>15/03/24</p> <p>28/02/24</p>
	GH&BS	<ul style="list-style-type: none"> <li>Funding allocations confirmed by DBT and</li> </ul>	Retire SEBH website and cease paying for current BEST and BES websites.	29/03/24	ECC and KCC to secure service providers/ staff where required, either	29/03/24

<sup>7</sup> Exact actions are dependent on agreement from Government on how to enact new AB arrangements.

		<p>Grant Offer Letters received.</p> <ul style="list-style-type: none"> <li>Ongoing service delivery plans concluded.</li> </ul>			at risk or delayed subject to receipt of grant offer letter from DBT. ECC, ESCC and KCC to arrange to keep or replace area GH web sites.		
	RS	<ul style="list-style-type: none"> <li>Complete staff consultation, if required.</li> </ul>	Process concluded in timings set.	29/02/24	UTLAs conclude any actions needed re transition of resources.	29/02/24	
<b>Deliverables</b>	G&CP	<ul style="list-style-type: none"> <li>Updated or termination of grant agreements and Framework Agreement.</li> <li>New AB agreements for each UTLA.</li> <li>Preparations to wind up SELEP Ltd.</li> <li>Prepare documents for closure of Joint Committee/ACB.</li> <li>Revised agreements prepared (if required).</li> <li>Agree future of SELEP information (e.g. website content).</li> <li>SELEP investments impact.</li> <li>Capital programme position statement</li> </ul>	Overarching transition agreement issued.	31/01/24	Internal preparation for grant agreement amendments. Review and sign off of grant amendments.	15/01/24	
			Identify any residual AB responsibilities needed post April.	31/01/24		15/03/24	
			Clear process for wind up activities developed.	31/01/24	Process agreed and factored into decision making, as required. Consideration and sign off of closure documents.	29/02/24	01/03/24
			Core paper for closure of Joint Committee (ACB) presented to SB and ACB.	22/03/24			
			Determine what information needs to be retained, how and by who.	29/02/24			
			Complete work to articulate the impact of SELEP investments.	29/02/24	Agree the approach to retention of SELEP information/ website.		
			Prepare and submit a position statement to Government on the status of the capital programme prior to transition.	15/03/24			
				D&I	<ul style="list-style-type: none"> <li>Provision of updated data by SELEP at UTLA level, where required.</li> </ul>	Updated State of the Region report and supporting UTLA level data to be shared.	29/02/24



		<ul style="list-style-type: none"> <li>Data sharing agreements in place, as required.</li> </ul>			Additional data sharing agreements to be put in place where required to support economic data analysis.	
	P&N	<ul style="list-style-type: none"> <li>Establish updated terms of reference and details of ongoing resource support from UTLAs.</li> <li>Hold Partnerships Best Practice Webinar.</li> <li>Hold a Roundtable event re the future role of businesses in local growth.</li> </ul>	<p>Draft updated Terms of Reference, in partnership with UTLAs, for confirmation by each group of the new operating model.</p> <p>Online webinar to highlight learnings and best practice of successful partnership working.</p> <p>In person event, hosted by SELEP for LAs and businesses.</p>	<p>31/01/24</p> <p>29/02/24</p> <p>22/03/24</p>	<p>Confirm ongoing resource support and engagement for SECEN, HDG and MPG – for inclusion in ToRs.</p> <p>Active engagement in and support for event.</p> <p>Active engagement in and support for event.</p>	<p>31/01/24</p>
	GH&BS	<ul style="list-style-type: none"> <li>UTLA communications strategy.</li> <li>Data sharing agreements (as required).</li> </ul>	<p>Cease SELEP CRM licence and access to SELEP GH CRM. SELEP GH data to be deleted by Alcium in line with GDPR. Download 2023/24 monitoring data (on 28 March 2024) required for GH Annual Report.</p> <p>Stand down SEBH Steering Group.</p> <p>Revoke Data Sharing Protocol.</p> <p>Handover Southeast GH Cluster and GH Network seats to UTLA GH leads.</p> <p>Share national/regional business support contacts with UTLA GH leads as appropriate.</p> <p>Announce GH services/ funding for 2024/25 (as per SELEP comms plan)</p>	<p>29/03/24</p>	<p>Purchase 2024/25 CRM licences.</p> <p>Establish data sharing agreements as required between UTLAs.</p> <p>Review membership and ToRs of current GH Steering Groups and make fit for purpose in line with Government guidance.</p> <p>Launch of ‘new’ GH service and/or websites and contact information as required.</p> <p>Develop local approaches to secure match funding and resources/funding from third parties to enhance/support the GH service.</p>	<p>29/03/24</p>
<b>Decisions</b>	G&CP	<ul style="list-style-type: none"> <li>Formal decision making to support new AB arrangements.</li> </ul>	<p>SB to agree closure process and documentation.</p>	<p>22/03/24</p>	<p>Decision making completed for new AB arrangements.</p>	<p>29/02/24</p>

		<ul style="list-style-type: none"> <li>• Agree retention of SELEP information and data and any future host authority.</li> <li>• Finalise the process for deploying GPF.</li> <li>• Wind up SELEP Ltd.</li> </ul>	<p>Proposal completed for use and host of SELEP information.</p> <p>Decision taken by ACB.</p> <p>Key decisions taken by SB and ACB.</p>	<p>16/02/24</p> <p>16/02/24</p> <p>22/03/24</p>	<p>Agreement of proposal.</p>	<p>29/02/24</p>
	P&N	<ul style="list-style-type: none"> <li>• Confirm way forward for Greater South East Net Zero Hub.</li> <li>• Confirm which UTLA/s will host the ongoing resource support for groups.</li> </ul>	<p>Consult with the GSENZH as they draft their ToR. Noting expectation of three seats on the new Board.</p> <p>Consult with the UTLAs and update ToR to reflect new lead and ongoing resource support for SECEN, HDG and MPG. Transfer existing group resources to new lead LA.</p>	<p>29/03/24</p> <p>31/01/24</p>	<p>Confirm membership of the new GSENZH, including any governance processes that need to take place for formal nominations.</p> <p>Confirm lead organisations and specific resources for groups that will receive ongoing support.</p> <p>Host working group resources on website/database.</p>	<p>29/03/24</p> <p>31/01/24</p>
	GH&BS	<ul style="list-style-type: none"> <li>• Service providers secured.</li> <li>• Business support ecosystem maintenance.</li> </ul>			<p>Maintain the business support ecosystem at the greater Essex, Kent and Medway, and East Sussex level, including cross-county collaboration.</p>	<p>29/03/24</p>

## 2024/25 QUARTER 1: APRIL 2024+

	WORK STREAM	OUTPUTS/ OUTCOMES	SELEP	DATE BY	UTLAS	DATE BY
Milestones	G&CP	<ul style="list-style-type: none"> <li>• New UTLA arrangements in place, supported by</li> </ul>	<p>All closure tasks completed. AB to ensure all required and relevant information is appropriate archived.</p>	<p>April- June 24</p>	<p>Staff transition, where agreed. UTLAs take over management and monitoring under new AB</p>	<p>April 24</p>

	<b>WORK STREAM</b>	<b>OUTPUTS/ OUTCOMES</b>	<b>SELEP</b>	<b>DATE BY</b>	<b>UTLAS</b>	<b>DATE BY</b>
		transferred resources, where agreed. <ul style="list-style-type: none"> <li>• ECC cease as SELEP's AB.</li> <li>• Archiving of information.</li> </ul>			arrangements, operating to requirements of new assurance framework.	
	D&I	<ul style="list-style-type: none"> <li>• Legacy arrangements in place for partners to access existing data.</li> </ul>	Agreed archive to be in place with confirmed timescales.	April 2024	UTLAs to access required data/reports and transfer to local systems.	April 2024-
	P&N	<ul style="list-style-type: none"> <li>• Resourced groups continue operating.</li> </ul>			SECEN, HDG and MPG are provided ongoing resource and support from host UTLA.	April 2024-
	GH&BS	<ul style="list-style-type: none"> <li>• New Growth Hub services in delivery.</li> </ul>			Funding and resource in place (or being put in place) for continuation of GH service. Greater Essex, Kent and Medway, and East Sussex GH Steering Groups reviewed and operational. GH CRMs compliant with 2024/25 GH grant funding conditions and Monitoring and Evaluation guidance. Approaches developed to secure match funding and resources/funding from third parties to enhance/support the GH service.	April-June 2024
<b>Deliverables</b>	G&CP	<ul style="list-style-type: none"> <li>• Preparation of Accounts and Audit requirements.</li> <li>• Filing at Companies House with respect to wind-up of the company.</li> </ul>	Completion and submission of accounts and audit for 2023/24 complete by AB. All required paperwork completed and filed with Companies House by AB.	June 2024? June 2024?	Local administration of new GPF funding.	April 2024 onwards

	<b>WORK STREAM</b>	<b>OUTPUTS/ OUTCOMES</b>	<b>SELEP</b>	<b>DATE BY</b>	<b>UTLAS</b>	<b>DATE BY</b>
		<ul style="list-style-type: none"> <li>Archiving of all SELEP based data and documentation.</li> </ul>				
	D&I	<ul style="list-style-type: none"> <li>Collaborative approaches to data and intelligence to be determined on a case-by-case basis.</li> </ul>			Collaboration and data sharing between UTLAs to enable economic analysis for functional economic areas. Ongoing engagement with wider regional partners and working groups (e.g. U9) to be set out in local integration plans.	
	P&N	<ul style="list-style-type: none"> <li>Ongoing resource support in place to support continued operation of select groups.</li> </ul>			Host UTLAs and partner UTLAs continue to actively engage and support the ongoing work of SECEN, HDG and MPG.	April 2024-
	GH&BS	<ul style="list-style-type: none"> <li>Complete outstanding 2023/24 grant funding obligations.</li> </ul>	Undertake Independent Audit of 2023/24 GH funding. Submit 2023/24 GH Annual Report.	June 2024	Input to 2023/24 GH Annual Report.	June 2024
<b>Decisions</b>	G&CP	<ul style="list-style-type: none"> <li>Future administration of Growing Places Fund.</li> </ul>	GPF monies transferred to UTLAs.	April 2024	Administration processes in place for receipt and use of GPF monies	April 2024



## 6. COMMUNICATIONS PLAN

### Successful communication around integration looks like:

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

### COMMUNICATION PRINCIPLES

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

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

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

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

### EXTERNAL VS INTERNAL AUDIENCE

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

### APPROACH

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

<b>WHAT DO WE NEED TO SAY - HEADLINE</b>	<b>TO WHO</b>	<b>BY WHEN</b>	<b>HOW</b>	<b>NOTES</b>
Awareness that we are working to integrate LEP functions into UTLAS as required by government and further detail will follow.	Existing SELEP network	Summer 2023	Lines to take have been shared with Board members and included in the SELEP newsletter to the network.	Messaging shared in August 2023.
Further headlines regarding the approach and agreement of plan for integration.	Existing SELEP network	Post each Board meeting until March 2024	<p>Revised lines to take will be shared.</p> <p>Virtual comms group with leads for each UTLA is being established to make sure all areas are aware of the messages and terminology and to build relationships for creation of 'combined' messages which will be needed for March 2024.</p>	<p>Revised messaging shared at end of October following Strategic Board meeting with further detail for stakeholders as to how the future arrangements will look.</p> <p>Lines will be drafted after each key decision point.</p> <p>Ongoing correspondence with the communications group, the group will convene virtually when required</p>
Future arrangements for economic growth strategy, business voice and funding in each area, following further guidance from Government and progression of LA planning.	Existing SELEP network, wider business community, local networks	January/February 2024	Agreed messaging to be developed with the local areas which can be used by SELEP representatives and included on SELEP website and newsletter etc.	UTLAs to share their own messages – developed in collaboration for consistency.

Announcement of Growth Hub services/funding for 2024/25.				LEP supporting comms on ECC devolution plans with businesses.
Clarity of approach and arrangements for future accountability and management of economic growth funding.	Existing SELEP network	February 2024	Agreed messaging to be developed with the local areas which can be used by SELEP representatives and included on SELEP website and newsletter etc.	
Post March 2024 signposting to alternative contact details in each area.  Closure of SELEP Ltd and thanks and appreciation to all those involved etc.	Existing SELEP network	Developed by February 2024 for use at end of March 2024	Message to be developed for use on SELEP website.	
Message to go to the existing Network data base to make them aware that another organisation will be looking after the Local Economic Growth agenda and type of work and do they wish to 'opt in'.	Existing SELEP network	To take place in January/February 2024	A message to be drafted and shared through the E-Shot software.  Advice on process to be sought from Information Governance Team.	
Plan for activity to demonstrate impact and legacy of the work of SELEP and to ensure that the expertise, knowledge, networks, and partnerships that have been created are not lost.	Existing SELEP network and wider partnership	From November 2023 – March 2024	November 2023 - ESIF Learning Webinar. January 2024 - Capital Programme Impact. February 2024 - Partnerships best practice webinar and video. March 2024 – South East, Future of Local Growth, in person roundtable.	See <a href="#">Legacy Plan</a> for further details.  ESIF Webinar delivered 8 <sup>th</sup> November 2023.