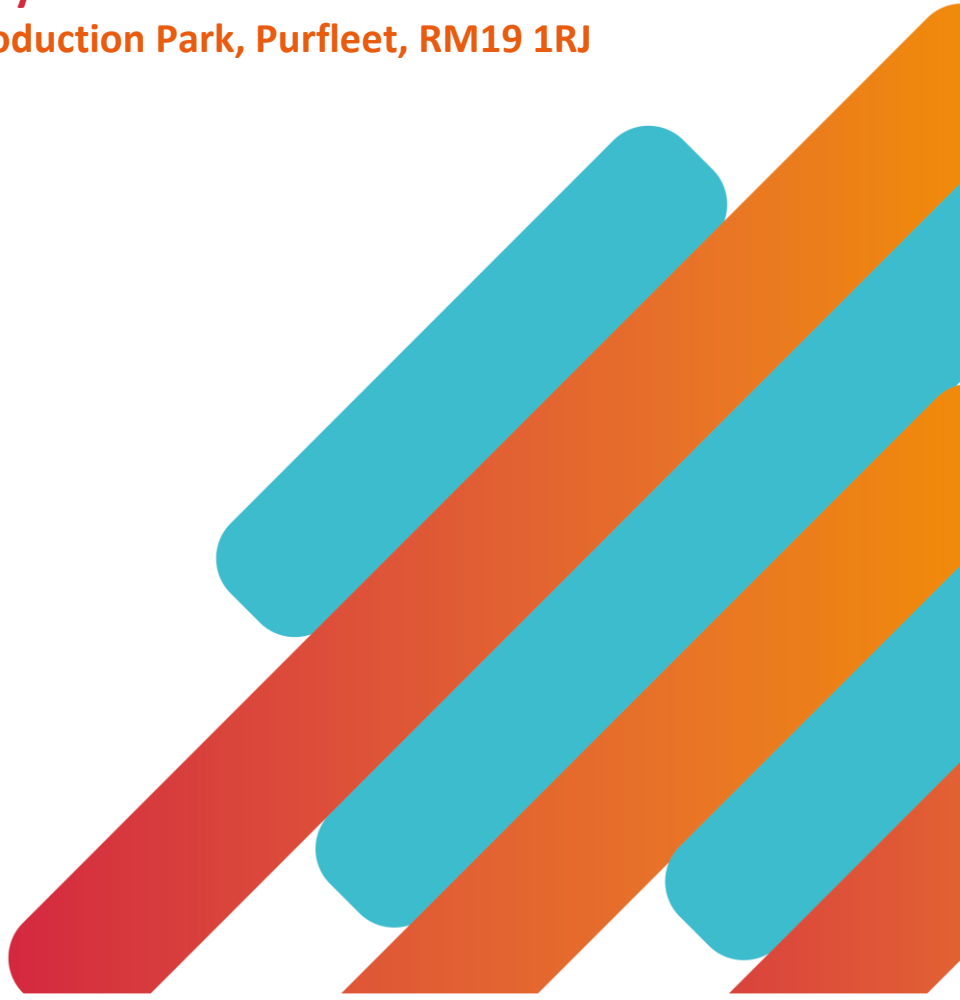




SOUTH EAST
LOCAL ENTERPRISE
PARTNERSHIP

STRATEGIC BOARD APPENDICES PACK

Friday 6th December 2019
High House Production Park, Purfleet, RM19 1RJ



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Item 4: Appendix A- Deputy Chair Electronic Procedure Paper

1. Purpose

- 1.1. The purpose of this paper is to undertake a vote by Electronic Procedure to agree the adoption of the Deputy Chair Recruitment Policy (the Policy), the establishment of a Selection Panel to oversee the recruitment of a Deputy Chair and the Job Description and Person Specification for the role.
- 1.2. Strategic Board (the Board) is reminded that votes by electronic procedure are subject to the same quorum and declarations of interest requirements as decisions made at Board meetings.

2. Recommendations

2.1. The Board is asked to:

- 2.1.1. Agree the adoption of the Deputy Chair Recruitment Policy as at Appendix A;
- 2.1.2. Agree the establishment of a Selection Panel with the membership and Terms of Reference as set out in section 4 below;
- 2.1.3. Agree the job description and person specification for the Deputy Chair role as at Appendix B; and
- 2.1.4. Agree the shortlisting criteria at Appendix C

2.2. Board members are invited to respond to the email entitled 'Deputy Chair Recruitment' with their position on whether to accept the four recommendations in 2.1.1 to 2.1.4 above. A simple 'YES' in the body of the email will indicate consent to adopt the four recommendations, while 'NO' will indicate dissent. It should be noted that Government has indicated that they require a Deputy Chair to be selected in advance of the Annual Performance Review which will be held in January 2020.

3. Background

3.1. Board Members will be aware be aware that the LEP Review ([Strengthened Local Enterprise Partnerships](#)) was launched by Government in late July 2018, with the aim of setting the conditions by which LEPs would strengthen and, by extension, become suitable custodians of future funding streams, such as the UK Shared Prosperity Fund.

3.2. One of the recommendations of the LEP Review, was the appointment of a Deputy Chair and this was approved at the meeting of the Board on 4 October 2019. The original intention was to bring a job description/person specification and recruitment approach to the meeting of the December Board but at the Mid-Year Review with Government Officials it was made clear that their expectation was that the recruitment of a Deputy Chair should have happened by the time of the Annual Performance Review in early 2020. It was agreed that the identification of a preferred candidate following an open recruitment would be sufficient. Therefore, it was agreed that this process would be expedited through an electronic procedure.

3.3. It was also agreed at that meeting that the recruitment of the Deputy Chair would be an open recruitment across the SELEP geography, led by the Chair and supported by the Secretariat and the remuneration package would be £10,000 per annum.

3.4. The agreed approach was to follow a similar process to that used for previous Chair recruitments.

4. Proposal

4.1. A Deputy Chair Recruitment Policy has been constructed and can be found at Appendix A. This policy closely aligns with the Chair Recruitment Policy that was agreed at the meeting of the Board in June 2019. It is proposed that this policy be adopted and the recruitment process will follow that policy.

4.2. The policy sets out a requirement for a working group of the Strategic Board to be formed who will function as a Selection Panel and this Panel should have a business majority. The proposed panel for this recruitment is: 4.2.1. The Chair (required under the policy)

4.2.2. One Vice Chair (representing business)

4.2.3. One Local Authority representative

4.2.4. One representative of the education sector (Higher and Further education)

4.3. This would mean the Panel would consist of 3 private sector representatives and one from the public sector.

4.4. The Terms of Reference for the Panel would be as follows:

4.4.1. **Purpose:** to oversee the recruitment process and make a recommendation of preferred candidate for the role of SELEP Deputy Chair to the SELEP Strategic Board.

4.4.2. **Membership:** as above at 4.2. Members of the Selection Panel can nominate a deputy for any meeting of the Panel, but they must be members of SELEP Strategic Board. Only Panel members can vote on final selection of preferred candidate (majority vote required on preferred candidate).

4.4.3. **Meetings:** the Panel will meet to select the Search and Recruitment Company, to shortlist candidates and to assess the shortlisted candidates following interviews. These meetings will be private and can be held via telephone if necessary.

4.4.4. **Responsibilities:** agree the approach to advertising and campaigns; shortlist from a long-list of candidates presented by the Search and Recruitment Company as per the agreed criteria at Appendix B; agree approach to selection; attend and conduct interviews of shortlisted candidates and propose preferred candidate to the next available meeting of the Strategic Board.

4.5. The proposed Job Description and Person Specification for the role can be found at Appendix B. The role will be adopted to on a two-year term, with the ability for the Strategic Board to extend for two further terms as set out in the Policy.

4.6. The proposed selection criteria for the role can be found at Appendix C.

5. Next Steps

5.1. Those Board members that are eligible to be on the Panel will be approached by the Secretariat to gauge their interest and the Chair will select members with consideration to fair and equitable representation across the LEP.

5.2. The Secretariat will make the necessary arrangements for scheduling and meetings and continue to work with the Accountable Body to ensure correct policies and procedures are followed.

6. Accountable Body Comments

6.1. The appointment of a Deputy Chair was a requirement for the SELEP following the LEP review in July 2018.

6.2. The proposed Deputy Chair Recruitment Policy adheres to the SELEP Terms of Reference.

6.3. SELEP Accountable Body, Essex County Council (ECC) will ensure employment law legislation and tax regulations are met on behalf of the candidate appointed to the role of SELEP Deputy Chair.

Author: Suzanne Bennett

Position: Chief Operating Officer

Contact details: Suzanne.bennett@southeastlep.com

Date: 22 October 2019

Item 4: Appendix B- Deputy Chair Electronic Procedure Results

1. Purpose

- 1.1. The purpose of this paper is to explain the results of a vote by Electronic Procedure to agree the adoption of the Deputy Chair Recruitment Policy (the Policy), the establishment of a Selection Panel to oversee the recruitment of a Deputy Chair and the Job Description and Person Specification for the role.
- 1.2. Strategic Board (the Board) was reminded that votes by electronic procedure are subject to the same quorum and declarations of interest requirements as decisions made at Board meetings.

2. Recommendations

- 2.1. The Board was asked to:
 - 2.1.1. Agree the adoption of the Deputy Chair Recruitment Policy as at Appendix A;
 - 2.1.2. Agree the establishment of a Selection Panel with the membership and Terms of Reference as set out in section 4 below;
 - 2.1.3. Agree the job description and person specification for the Deputy Chair role as at Appendix B; and
 - 2.1.4. Agree the shortlisting criteria at Appendix C
- 2.2. Board members were invited to respond to the email entitled 'Deputy Chair Recruitment' with their position on whether to accept the four recommendations in 2.1.1 to 2.1.4 above. A simple 'YES' in the body of the email would indicate consent to adopt the four recommendations, while 'NO' would indicate dissent. It should be noted that Government has indicated that they require a Deputy Chair to be selected in advance of the Annual Performance Review which will be held in January 2020.

2.3. The following responses were received:

YES: 17

NO: 0

ABSTENTIONS: 2

The quorum was met as follows:

Requirement	Actual
17 total votes	19
9 private sector votes	11
3 Upper Tier Local Authority votes	3
1 bus rep from each Federated Board	met

2.4. The proposals set out in 2.1.1 – 2.1.4 above were therefore agreed.

3. Accountable Body Comments

3.1. The appointment of a Deputy Chair was a requirement for the SELEP following the LEP review in July 2018.

3.2. The proposed Deputy Chair Recruitment Policy adheres to the SELEP Terms of Reference.

3.3. SELEP Accountable Body, Essex County Council (ECC) will ensure employment law legislation and tax regulations are met on behalf of the candidate appointed to the role of SELEP Deputy Chair.

Author: Amy Ferraro

Position: Governance Officer

Contact details: amy.ferraro@southeastlep.com

Date: 5th November 2019

Item 5: Appendix A- Sector Support Funding (SSF) Revenue Programme Guidance for Applicants

1 Background

- 1.1 The SELEP Strategic Board (the Board) has approved the use of the Growing Places Fund (GPF) Revenue grant to fund a programme of works to support the sector focussed activities that are being undertaken on a pan-LEP basis and which are predominantly led by the SELEP working groups.
- 1.2 The Board agreed the programme of total funding available in each year would be up to £500,000 of revenue grant per annum for three financial years, beginning 2017/18.

2 Purpose

2.1 Since its inception, SELEP has enabled a number of sector based working groups that function across the LEP area. At the time of writing those groups are:

- Coastal Communities
- Creative
- Housing
- Growth Hubs
- Transport and Infrastructure
- Rural
- Skills
- Universities
- Tourism
- Social Enterprise
- Clean Growth (soon to be established)

These groups are subject to change and there are many other groups that are working across the SELEP area, focussed on sector or common issues on a more informal basis.

- 2.2 The working groups are made up of representatives of any number of different organisations who give their time on a voluntary basis, as the benefits of cross-working have been clear. However, as these groups have matured, it has become apparent that there is additional work or projects that the groups could put into place that would bring further benefits but finding funding for these projects is increasingly difficult.
- 2.3 When the GPF grant was originally awarded, a proportion of the fund was earmarked as revenue. The intention had been to transfer this revenue into a wider property fund; but as the decision was made to not take forward that fund; the revenue funding became available to be used elsewhere.
- 2.4 The purpose of the SSF is therefore to support one-off, discrete pieces of work of a pan-LEP nature with a sector focus that brings demonstrable benefits and which have support across the LEP. All

applications must meet the criteria detailed in section 3 and be submitted in line with the process in section 4.

2.5 An independent assessment of the bid will be completed against the eligibility criteria.

2.6 Further guidance on Value for Money can be found in Appendix 1 and a copy of the application form can be found at Appendix 2.

3. Eligibility Criteria

3.1 All funding applications must meet the following eligibility criteria:

Table 1 Eligibility Criteria

Eligibility Criterion	Notes
Scope must be pan LEP	The project must be able to demonstrate impact in at least three of the SELEP federated areas, preferably all four.
Federated areas must support the project	The project proposal must be discussed with the SELEP lead officer/Director for every federated area impacted. Endorsement for the bid must also be sought from the relevant Federated Board of the lead Upper Tier Authority.
The outcomes must align with SELEP's overarching objective to <i>create the conditions</i> for increased jobs and homes , safeguarding existing jobs and raising skill levels	Given the low investment levels of this fund, it is not expected that the projects will directly deliver greater numbers of jobs and homes but applicants must be able to demonstrate how the project will be part of creating the conditions for greater numbers of jobs and homes.
The project must align with the SELEP priorities as defined in the Economic Strategy Statement	Applicants should highlight which objective(s) that their project supports. If you are unable to identify an objective to align to, this would suggest your project is not suitable for this funding.
The funding must be for a discrete piece of work, not ongoing or business as usual (BAU) costs	This funding is project based, that is a stand-alone piece of work, with defined start and finish dates and clearly identified inputs and outputs.
Minimum application value is £25,000 and maximum application value is £200,000	Bids outside of this range will not be considered.

Eligibility Criterion	Notes
Funding will be awarded as a grant to support revenue spending only	Capital bids will not be considered.
Match funding of 30% must be demonstrated	<p>Applicants must be able to evidence at least 30% of match funding at the time of application. This match can be either cash or non-cash. The source of this match must be identified and other SELEP funding or SELEP resource (including SELEP working group time) cannot be submitted as match.</p> <p>The certainty of this funding contribution must be stated and evidence provided of the availability of the match funding contribution.</p> <p>The match funding should also be spent within the project timescales specified within the bid application.</p> <p>Exception to the requirement for 30% match funding will only apply where evidence is provided of substantial follow on investment.</p>
Projects are expected to be a maximum of 12 months duration. Exceptions will be considered on a case by case basis	Funding can be provided in more than one financial year if the 12 month period straddles two financial years.
The project must demonstrate Value for Money and comply with the SELEP Assurance Framework	Further guidance on demonstrating Value for Money in a proportional manner can be found in Appendix 1.
The project must be supported by a lead County/Unitary Authority or equivalent	<p>A grant agreement will be implemented between SELEP and the lead upper tier authority.</p> <p>Other contracting routes will only be considered on an exceptional basis.</p>

4. Process for Applications

- 4.1 The process that applicants need to follow is detailed below. Applicants should make contact with the SELEP Secretariat before submitting an application, in order to discuss their bid. In the first instance this should be via the SELEP lead for the relevant working group. If there isn't a working

group for the particular sector focus of the bid, please use the general contact form on the SELEP website or email hello@southeastlep.com and the most suitable contact will respond.

- 4.2 Bidding Period: Table 2 below sets out the timetable for a series of open calls for projects in 2019/20. If the annual allocation is not fully depleted through the first call for projects then the remaining calls for projects will be launched until the annual funding has been fully allocated. The total allocation value for each year is £500,000. Information on the current value of funds available in each year can be found via your SELEP contact, on the website via this [link](#), or by emailing the Secretariat using the address above at 4.1.
- 4.3 During the Bidding Period, the opportunity to submit funding proposals will be advertised as an open call for projects on the SELEP website and Federated Board/Upper Tier Authority websites. Through this period, the project promoter must work with the relevant Federated Area to seek endorsement for the project and raise the profile of the project proposal with other Federated Areas. In the first instance, this engagement should be through contact with the relevant working group.
- 4.4 Bid Submission: all applications should be made using the application form at Appendix 2 and submitted via the hello@southeastlep.com email address, and your SELEP contact should be copied in.

Table 2 Timescales for 2019/20 SSF Call for Projects

Strategic Board meeting	22nd March 2019	4th October 2019	6th December 2019	20th March 2020
Bid Submission	8 th February 2019	9 th August 2019	18 th October 2019	31 st January 2020
Independent Review of bid by the SELEP Accountable Body	11 th February 2019	12 th to 23 rd August 2019	21 st October to 1 st November 2019	3 rd to 14 th February 2020
Prioritisation by SELEP Directors Group	w/c 25 th February 2019	w/c 26 th August 2019	w/c 4 th November 2019	w/c 17 th February 2020
Strategic Board report to be published	8 th March 2019	20 th September 2019	22 nd November 2019	6 th March 2020

- 4.5 Independent Review: An independent review of the Business Case will be completed by the SELEP Accountable Body against the Eligibility Criteria set out in Table 1 and the requirements of the SELEP Assurance Framework. This review of projects is to ensure that the requirement of the SELEP Assurance Framework to ensure that all investments are independently evaluated is met. The appraisal will be proportionate to the value of the investment. If your project does not meet all of the eligibility criteria, it is not suitable for this funding. In this case, please discuss further with the SELEP Secretariat who may be able to help you identify other, more suitable, funding sources.
- 4.6 Prioritisation: Should the call upon SSF exceed the amount of funding available, the funding bids will be prioritised in accordance with the criteria set out in Table 3 below. An initial technical prioritisation of the project will be led by the SELEP Directors Group, based on the outcome of the

independent evaluation of bids and the assessment criteria. The outcome of this technical exercise will be presented to the SELEP Strategic Board, or Investment Panel if Strategic Board agree the delegation of authority, for endorsement and will be used to inform the final decision making by the SELEP Managing Director. This technical prioritisation will be informed by the information presented within the SSF application form.

- 4.7 The SELEP Directors Group will be provided with the outcome of the independent assessment and will be asked to support the prioritisation of the bids based on the criteria set out in Table 3 below. A 1 to 5 scoring assessment will be made for each funding bid based on the five criteria listed in Table 3, based on the description which is most applicable to the project. The 1 to 5 scoring will be presented to the Strategic Board to support their consideration of the projects. A total score will not be provided as some of the prioritisation criteria, such as the project deliverability, are likely to be more important than other criteria.
- 4.8 Approval: SELEP Strategic Board meets on a quarterly basis and the timing of Board meetings should be considered when you submit your application. The project application will be considered for endorsement by the SELEP Strategic Board, but the funding award will be made by the SELEP Managing Director under delegated responsibilities. Through the consideration of the project by the SELEP Strategic Board, the SELEP Accountability Board Chair will be sighted on the proposed award of funding owing to the Accountability Board Chair's responsibilities for ensuring value for money for all projects and programmes.
- 4.9 Post Approval: the grant will be paid to the relevant Upper Tier Authority for the Project by Essex County Council, who acts as Accountable Body for SELEP. A grant agreement between the recipient and Essex County Council must be in place before any funds are transferred.
- 4.10 The funding will be transferred as a one off grant payment. Any increase to the cost of delivering the project must be managed locally.
- 4.11 Monitoring and Evaluation - project sponsors will be expected to report on the progress of the project and to provide information to allow the evaluation of the effectiveness of the project. Again, this will be proportionate to the size of the investment made. The requirements of monitoring and evaluation will be included in the grant agreement and a template will be provided by the SELEP Secretariat. Project progress and impact, and any changes to project scope will be reported to the Board on a bi-annual basis. More detailed update reports or presentations about the projects may be sought by the Board.
- 4.12 All projects and all recipients must comply with the SELEP Assurance Framework and grant conditions. It is strongly suggested that any potential applicant spends time familiarising themselves with the SELEP Assurance Framework before submitting any bid. The current Assurance Framework can be accessed [here](#).

Table 3 Prioritisation of SSF bids

Prioritisation Criteria	Evidence	1	2	3	4	5
Strategic Fit	The bid should give specific reference to the SELEP Economic Strategy Statement, SELEP objectives and set out how the project will meet these objectives.	Weak alignment with SELEP objectives. Little or no reference to SELEP objectives. The intended objectives of the project are unclear.	The project objectives have been identified but little/no reference given to SELEP objectives.	The project objectives and SELEP objectives are stated but the links between the two are unclear.	Links between the project objectives and SELEP objectives have been provided.	Strong fit with SELEP objectives. There are clear links made between the intended project objectives and SELEP objectives.
Scale of the benefits	The bid should set out the benefits related to the project. These benefits should be quantified where feasible to do so. Additional qualitative information can also be provided in support. The project benefits should be specific to the SELEP area. Any geography within the SELEP area which will benefit from the project to a greater extent than others should be specified. The timescales for these benefits being realised should be detailed. Further advice on the value for money assessment is set out in Appendix 1.	The bid has failed to provide evidence of the benefits of the project to the SELEP area. The project is unlikely to represent high value for money.**	The project benefits are stated but the timescales for these benefits being achieved is unclear and/or these benefits are unlikely to achieve high value for money.**	The benefits to the SELEP area are clearly stated and these benefits are aligned with SELEP's strategic objectives. The timescales for these benefits being achieved is clearly stated. The project is expected to present high value for money but a quantitative assessment of the benefits has not been feasible or there is uncertainty around the value for money assessment.	The benefits to the SELEP area are clearly stated and these benefits are aligned with SELEP's strategic objectives. The timescales for these benefits being achieved is clearly stated. High value for money has been demonstrated through a quantified assessment. The benefits will take longer than 3 years to come to fruition.	The benefits to the SELEP area are clearly stated and these benefits are aligned with SELEP's strategic objectives. High/very high value for money has been demonstrated through a quantified assessment of the project benefits. Evidence has been provided to support this value for money assessment through quantitative data and/or benchmarking against other projects. It is expected that these benefits will start to be realised within 3 years of SSF investment.
Delivery	The bid should include a detailed list of project milestones. The approach to managing the project should be specified with a	Limited information has been provided to demonstrate the deliverability of the project or to demonstrate that arrangements are in place to	A list of project milestones has been provided but limited information is included about the specific activities to be undertaken or the project milestones seem unrealistic relative	A list of project milestones has been provided but limited information has been included about the specific activities to be undertaken.	Project milestones have been provided, including details of the specific activities to be undertaken	Strong evidence that the project will be delivered and the proposed benefits of the project will be achieved.

Prioritisation Criteria	Evidence	1	2	3	4	5
	<p>lead officer having been identified and the project governance arrangements having been defined.</p> <p>The bid should detail the project risks and dependencies.</p> <p>The approach to monitoring and evaluation of outputs, outcomes and benefits is set out.</p>	<p>oversee the delivery of the project.</p> <p>The main project risks and/or project dependencies have not been identified.</p>	<p>to the timing of the SSF contribution.</p> <p>A project manager has been identified but the wider project governance arrangements are unclear.</p> <p>The main project risks and/or project dependencies have not been identified or high project risks have been identified.</p>	<p>The approach to the management of the project has been detailed, but requires further development.</p> <p>Project risks and dependencies have been identified but further consideration is required prior to the project commencing and/or mitigation action is required to address project risks owing to medium/high risks having been identified.</p>	<p>and indicative timescales for completion.</p> <p>A thorough approach has been taken to the consideration of project risks and dependencies.</p> <p>No high risks have been identified to project delivery, but some areas of medium risk have been identified.</p>	<p>Project milestones have been provided, including details of the specific activities to be undertaken and indicative timescales for completion.</p> <p>An approach to project governance has been defined.</p> <p>A thorough approach has been taken to the consideration of project risks and dependencies.</p> <p>No substantive project risks have been identified.</p>
Rationale for SSF investment	<p>The bid should explain other funding sources which have been considered and provide justification as to why SSF is required.</p>	<p>Limited justification as to why SSF is required.</p> <p>SSF is not considered to be the most appropriate funding source.</p>	<p>There is limited rationale for SSF investment over alternative funding sources.</p>	<p>A case is made for SSF investment but other funding options have not been explored.</p>	<p>Alternative funding options have been considered and the case is made for SSF investment.</p>	<p>Strong case is made for SSF investment.</p> <p>Evidence is provided that other funding opportunities have been considered but are not viable.</p>
Sector Support Fund available		<p>There is insufficient SSF available to support the SSF ask for the project.*</p>				<p>There is sufficient SSF available to meet the SSF ask for the project.</p>

* This criteria may be relevant in future rounds of SSF once the amount of SSF available has been depleted through previous funding commitments

** If a project fails to demonstrate high value for money then the project will not be considered for investment.

Appendix 1 – Value for Money Guidance

1. The Sector Support Funding (SSF) scheme is intended to provide low value revenue support to those key areas of SELEP work that are cross cutting across the SELEP Federated areas. This appendix focusses on the requirement for all projects requesting investment to demonstrate Value for Money (VfM).
2. It is recognised that any VfM appraisal undertaken should be proportionate to the investment requested and be limited to a consideration of the public sector financial contribution. Bids made via the SSF programme will not be in excess of £200,000 and therefore will not be subject to a full economic appraisal, that would be used to assess Local Growth Fund or Growing Places Fund projects, but project sponsors should take a best endeavours approach to monetise the benefits expected from the project and make a comparison to the investment requested to ensure that the benefits do exceed the cost of the project.
3. It is not expected that this level of investment will result in large economic benefits such as jobs or homes, but the investment MUST relate to some kind of output or outcome. As laid out in the criteria, projects submitted for funding should not be Business as Usual (BAU) type activity or to support operational costs. If you are struggling to identify direct outputs that are linked to your project it is likely that the costs are therefore operational/BAU and not applicable for funding.
4. Where outputs are identified, efforts must be made to translate these into financial terms. This could include the unlocking of further or additional funding, the bringing forward of financial benefits (such as the earlier realisation of fees/income or taxation such as Business Rates). Another example might be the avoidance of cost where a cross border piece of work can be undertaken thus preventing this being duplicated across the LEP.
5. Given the wide nature of the types of projects that are able to come forward it is difficult to provide definitive advice as to how benefits should be calculated, but the Secretariat can offer individual advice to any potential project sponsors. All calculations of benefit valuation should be provided as part of the application.
6. When benefits that can be directly linked to the SSF investment have been converted into financial terms – i.e. pounds sterling, they should be compared to the requested investment as a ratio. That is, benefits divided by costs. This will give a Benefit/Cost Ratio value. A high VfM project will have a BCR in excess of 2:1, a borderline project will have a BCR of 1.5:1, but will still be considered given the low financial value of the projects in projects where additional benefits are anticipated to demonstrate high value for money, but can't be readily quantified.
7. If your project does not meet the lowest BCR threshold of 1.5:1, and you believe this is due to the difficulty in converting benefits into financial terms, then please provide as much narrative around this as possible and an assessment will be made before a recommendation is made to Strategic Board.
8. SELEP is keen that a VfM assessment can be made in a light touch and proportionate way but in a way that ensures that any investment made by the Partnership gives benefit to the tax payer who ultimately funds these investments.

Appendix 2 Sector Support Fund (SSF) Application Template

1. Project Title	
2. Project Location	
3. Lead point of contact for Project	
Name	
Organisation	
Job Title	
Telephone	
Email	
4. Lead contact in County Council/ Unitary Authority (if different from above)	
Name	
Organisation	
Job Title	
Telephone	
Email	
5. Description of Project (No more than 300 words)	
<p><i>This narrative should include evidence of impact in at least three of the four SELEP Federated areas and links to sector based working groups</i></p>	

6. Federated Board endorsement				
<i>Please indicate which Federated Boards have endorsed the project, including dates of any relevant meetings.</i>				
7. Project links to SELEP Economic Strategy Statement				
<i>Please identify which objectives within the current Economic Strategy Statement that this project will assist in delivering</i>				
8. Total value (£s) of SSF sought (net of VAT)				
9. Total value (£s) of project (net of VAT)				
10. Total value (£) of match funding (net of VAT)				
11. Funding breakdown (£s)				
Source	2017/18	2018/19	2019/20	Total
SSF				
<i>Other sources of funding (please list below, add additional rows if necessary)</i>				
<i>Insert name of funding</i>				

Total Project Cost				

12. Details of match funding

Insert details of match funding, including who is providing match, at what value, on what terms and what assurances are there that the match will be provided

13. Expected project start and completion dates

14. Key Milestones

Key Milestones	Description	Indicative Date

15. Benefits created by 2021 (list benefits with number/amount and cash value if applicable)

Type of Benefit	Number of benefits created	Cash value of benefit (£)

16. Value for Money – Benefit/Cost Ratio		
<p><i>Please insert your Benefit/Cost Ratio (i.e total value of benefits divided by total costs). Please indicate how you have quantified your benefits and over what period those benefits are expected to be realised</i></p>		
17. Value for Money – Other Considerations		
<p><i>Please detail benefits that cannot be quantified or cannot be quantified without lengthy or expensive analysis. This narrative should include details on why the benefit can't be quantified. If your BCR does not meet the standard 2:1 – please use this section to set out why the investment should be considered</i></p>		
18. Dependencies and Risks		
<p><i>Please detail any scheme dependencies, risks and delivery constraints which may impact on the delivery of the project and/or the benefits achieved through SSF investment in the Project</i></p>		
19. State Aid Implications		
<p><i>Please indicate how your project complies with State Aid Regulations</i></p> <p><i>NB: A declaration of compliance with EU or other State Aid Regulations will be required prior to any SSF being provided. If your project is awarded SSF it will be subject to a condition requiring the repayment of funding in the event that the European Commission or UK Government determines that the funding constitutes unlawful State Aid</i></p>		
20. Contracting Body		
<p><i>Please provide the name of the organisation to act as contracting body and give details of a contact within the organisation, including phone number and email.</i></p>		

*If the contracting body is **not** one of the SELEP County or Unitary Councils, please detail the organisation that has been chosen, why the organisation has been selected and the benefits this arrangement will bring to the project. Any known risks of this organisation acting as contracting party should be identified here. Essex County Council as Accountable Body will make the final decision on whether any organisation is a suitable contracting partner.*

21. Project Governance Structure

Please explain the project governance structure (ideally as a diagram with accompanying text), including the Project Manager, Senior Responsible Officer.

22. Declaration

Declaration	I certify that the information provided in this application is complete and correct
Signature (Lead applicant)	
Print Name	
Organisation	
Date	

A version of this document is available on www.southeastlep.com

Item 5: Appendix B- Summary of Strategic Board endorsed Sector Support Fund projects

Project title	Project description	Endorsed by Strategic Board	SSF allocation to the project	SSF transferred to date	Expected completion date	Updated/ Actual completion date
England's Creative Coast (formerly Culture Coasting)	The project will create an innovative new immersive visitor experience driven by world class art, which aims to build the volume and value of visitors to the SELEP area. The project will deliver art commissions, itinerary-planning online platforms and an international marketing campaign amongst other outputs.	June 2017	£150,000	£0	January 2021	January 2021
Gourmet Garden Trails (Tourism - Colours and Flavours project)	The project will launch a series of tourist trails showcasing England's gardens and unique food and drink. The Gourmet Garden Trails product will be a leisure travel planning resource allowing visitors to plan and book accommodation, courses, wine and brewery tours and visits to English gardens individually or via the Gardens and Gourmet visitor pass.	June 2017	£60,000	£60,000	March 2019	No update provided
North Kent Enterprise Zone: Enabling and Marketing	The North Kent Enterprise Zone came into operation on 1st April 2017 and this project seeks to take forward two workstreams: 3.1.1. Preparation of Local Development Orders and Masterplan for Innovation Park Medway; and 3.1.2. Marketing of the North Kent Enterprise Zone and associated collateral.	June 2017	£161,000	£161,000	June 2019	May 2020
Future Proof – Accelerating Delivery	The project will create a financial product which will be used to accelerate the delivery of housing developments which	September 2018	£110,000	£110,000	November 2019	November 2019

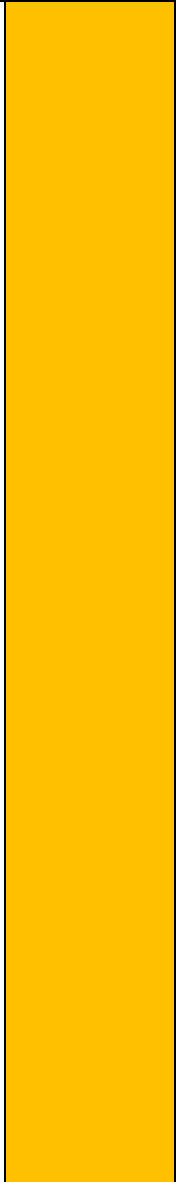
Project title	Project description	Endorsed by Strategic Board	SSF allocation to the project	SSF transferred to date	Expected completion date	Updated/ Actual completion date
of High Quality Development across the LEP	are future proofed for 2050. This product will help to overcome the existing barriers to housing delivery by taking a long-term approach to development finance.					
Good Food Growth Campaign	The project will support growers, processors, retailers, food businesses and new entrants to raise awareness of the opportunities available within the food and drink sector to develop and enhance their businesses thereby adding both volume and value to the sector.	September 2018	£60,400	£60,400	September 2019	March 2020
Kent Medical Campus Enterprise Zone – Innovation Centre design work	The SSF funding will contribute towards the design cost for the development of an Innovation Centre on Kent Medical Campus Enterprise Zone. The Innovation Centre will be 30,000 sqft in size and will offer SMEs focussed on life science, healthcare and med-tech activities access to a combination of high-grade office accommodation and business support.	September 2018	£156,000	£156,000	September 2019	September 2019
Planning and prioritising future skills, training and business support needs for rural businesses across SELEP	The Project will scope, plan and prioritise the future rural skills, training and business support needs. The project will deliver a comprehensive skills evaluation to formulate recommendations for targeting future skills delivery across the SELEP area, setting out priorities for the main rural sectors: agriculture, food and drink production and horticulture production.	September 2018	£96,000	£83,000	September 2019	August 2020


Project title	Project description	Endorsed by Strategic Board	SSF allocation to the project	SSF transferred to date	Expected completion date	Updated/ Actual completion date
Coastal Communities supplement to the SELEP Strategic Economic Statement	The project tackles the specific challenges that face coastal areas and will make a strategic case for investment in these areas. The project will deliver a supplement to the SELEP Strategic Economic Statement.	December 2018	£40,000	£0	September 2019	January 2020
Delivering skills of the future through teaching: teaching for growth	The project addresses the widespread shortage of tutors, teachers and trainers across the SELEP area as identified in the SELEP Skills Strategy. The project will address the recruitment challenges faced by priority sectors through delivery of an awareness raising campaign and a contribution to teacher training costs.	December 2018	£166,600	£27,499	January 2020	July 2020
Creative Open Workspace Masterplan and Prospectus	The project addresses a gap in suitable available workspace for the Creative, Cultural and Digital Sector across the SELEP area. This will be achieved through a range of interventions including a refreshed South East Creative Economy Prospectus and a Creative Open Workspace report and toolkit.	March 2019	£49,000	£0	March 2020	To be confirmed
Energy and Clean Growth - Supply Chain Mapping	The project seeks to enable an evidence led approach to identifying and exploiting the opportunities from the energy and low carbon and environmental goods and services (LCEGS) sectors and work towards creating the right conditions for growth and productivity in what is a rapidly evolving sector.	October 2019	£129,500	£0	September 2020	No update requested
Total			£1,178,500	£657,899		

Item 5: Appendix C- Update on Delivery of SSF Projects


Project	Update on project progress	Update on delivery of expected project benefits	Project RAG rating
England's Creative Coast (formerly Culture Coasting)	<p>Despite the required legal processes still being ongoing, the project is progressing well with a number of key milestones achieved. These milestones include:</p> <ul style="list-style-type: none"> • appointment of a PR agency and the press announcement for the project and the commissioned artists – an announcement which received significant national and international coverage); • continued development of the art commissions and artist proposals; • the development of partners' Local Engagement Programme plans; • the launch of the <u>online platform</u>; • geocaching training for partners; • partnership agreements with both the Geocaching Association of Great Britain and Geocaching HQ GeoTour; and • the development of the final Marketing and Communications strategy for the project. 	<p>Despite the project still having a considerable time to run, initial project benefits are starting to be realised:</p> <ul style="list-style-type: none"> • 82 individuals and businesses reached through travel trade training for tourism businesses and cultural partners, geocaching training for partners and Art Homes research workshop for tourism businesses; • International travel trade tour operator/media agencies reach: 37,226 Facebook blog links reach, 1,719 press, 70,117 Facebook ads reach; • 14 pieces of coverage across national and international press, with an online readership of 561m, and an estimated 414,000 coverage views; • 116 businesses onboarded to englandscreativecoast.com itinerary-building website; • Website reach July to September 2019: 738 page views and 218 sessions; 	


Project	Update on project progress	Update on delivery of expected project benefits	Project RAG rating
		<ul style="list-style-type: none"> • B2B project learning site: 5,871 page views and 2,416 visitors; and • Exhibition at Turner Contemporary between 10 April and 1 September 2019 promoting England's Creative Coast received 186,188 visits. 	
Gourmet Garden Trails (Tourism – Colours and Flavours project)	No project update provided	No update on delivery of expected project benefits	In the absence of a project update, project RAG rating assumed to be amber


<p>North Kent Enterprise Zone: Enabling and Marketing</p>	<p><u>Innovation Park Medway – Masterplan and Local Development Orders</u></p> <p>Public consultation on the proposed Local Development Order (LDO) has been concluded and the order is currently being prepared for adoption by both Medway Council and Tonbridge and Malling Borough Council. As part of the process of developing the LDO a Masterplan for the Innovation Park Medway site was also created, and following public consultation was adopted by Medway Council and Tonbridge and Malling Borough Council (subject to formal comment from Highways England).</p> <p>Realisation of expected project benefits is dependent upon adoption of the LDO. There are currently ongoing discussions with Highways England regarding the proposed development at Innovation Park Medway. If Highways England do not support the proposals or require extensive mitigation measures to be delivered this will threaten the adoption of the LDO and the realisation of project benefits. As a result, the project RAG rating is amber.</p> <p><u>Marketing of the North Kent Enterprise Zone and associated collateral</u></p> <p>A significant level of marketing activity associated with the launch of the North Kent Enterprise Zone was undertaken in 2017. This activity included creation of a website and associated branding.</p> <p>Preparatory work on a promotional video commenced in 2018/19 but was paused whilst sites within the Enterprise Zone were prepared for marketing. In August 2019 the North Kent Enterprise Zone Strategic Board approved a revised marketing strategy, which focused on completing the promotional video, upgrading the website, social media and digital marketing.</p> <p>A live digital campaign is due to launch on 1st December 2019.</p>	<p><u>Innovation Park Medway – Masterplan and Local Development Orders</u></p> <p>Project benefits will not be realised until the Local Development Orders have been adopted by both Medway Council and Tonbridge and Malling Borough Council.</p> <p><u>Marketing of the North Kent Enterprise Zone and associated collateral</u></p> <p>The aim of this investment was to raise awareness of the North Kent Enterprise Zone and to promote the offer to potential investors and occupiers.</p> <p>The marketing brochure and other collateral produced for use on the North Kent Enterprise Zone stand at the MIPIM UK Conference and Exhibition resulted in 180 people visiting the stand, 49 follow up contacts and a 57% lift in traffic on the North Kent Enterprise Zone website.</p> <p>The live digital campaign, due to launch in December, will further raise awareness of the benefits of establishing businesses within the Enterprise Zone.</p>	
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Project	Update on project progress	Update on delivery of expected project benefits	Project RAG rating
<p>Future Proof – Accelerating Delivery of High Quality Development across the LEP</p>	<p>The project is nearing completion.</p> <p>Benchmarking against Homes England current approach to development in the SELEP region has been carried out. Extensive stakeholder interviews have been held to test and refine the FutureProof concept and to devise the financial model. The financial and viability modelling of a generic project model has been completed.</p> <p>A final stakeholder workshop took place on 17th September to feedback the main findings from the Proof of Concept study. The aim is to publish the final report by the end of November.</p> <p>The financial model has been well received by investors and stakeholders and is seen as potentially game changing in that it offers a different model that could deliver a high level of additional positive environmental, social and economic outcomes to that of volume builders who often operate a near monopoly on supply.</p> <p>The next stage of work being planned is to take the concept to a live demonstration housing site of 500 units or more in the SELEP area and to put the collaborative legal and governance frameworks in place for delivery, secure an institutional investment partner and develop routes to procure delivery partners for construction. A formal commitment to these next stages from Homes England policy and development teams - whilst bidding for additional funding for the next stage of work - is now being explored with a view to starting the design and planning stage for a live site within the next 12 months.</p>	<p><u>Synergies and cost savings by avoiding public sector bodies carrying out the same work</u></p> <p>The final report will be made available on the SELEP, Haven Gateway Partnership and Daedalus websites to ensure that public sector bodies have full access. The team will also continue to work with organisations as appropriate to share progress on implementing the model.</p> <p><u>Capital expenditure cost reduction whilst upgrading performance of digital, energy, transport and water infrastructure</u></p> <p>The model has shown that it is possible to include high quality public realm and sustainable forms of utilities provision at a competitive rate to occupiers.</p> <p><u>Building homes faster by utilising innovative building techniques</u></p> <p>The model has embraced a wholly off-site manufactured approach which favours volumetric solutions enabling it to build more efficiently and faster than traditional techniques, increasing construction productivity and at the scale of 500 units becomes cost competitive with traditional construction whilst delivering far better levels of energy efficient performance.</p>	

Project	Update on project progress	Update on delivery of expected project benefits	Project RAG rating
Good Food Growth Campaign	<p>Consultation and networking events, focused on the barriers local producers face when seeking new customers in retail, wholesale and hospitality have been held in Kent, East Sussex and Essex. All events were well attended, with feedback provided by between 20 and 40 producers in each county, either at the event or through a post-event online survey.</p> <p>As a result of the consultation and networking events, it has been possible to identify the most significant issues impacting on local producers, which include pricing, how to win retail customers and marketing. A training workshop is currently being developed for each county which will address these issues.</p> <p>In addition, Meet the Buyer events are currently being planned for early 2020.</p>	As the project is still in progress, no project benefits have been realised to date.	
Kent Medical Campus Enterprise Zone – Innovation Centre design work	<p>The Innovation Centre Project is progressing well, with planning permission for the main Innovation Centre building being granted on 17th April 2019.</p> <p>Procurement processes have been completed to appoint a build contractor and an organisation to deliver the Business Support element of the project, with final approval received on 18th September 2019. It is expected that the contract will be in place for these works prior to the end of November 2019.</p>	<p>No project benefits have been realised to date as the project is still in the final stages of procurement and contract negotiation.</p> <p>Benefits should start to be realised in early 2020 during the initial phase of the build, with further benefits being realised from summer 2020 when business support delivery commences.</p>	

Project	Update on project progress	Update on delivery of expected project benefits	Project RAG rating
<p>Planning and prioritising future skills, training and business support needs for rural businesses across SELEP</p>	<p>Work to date has primarily focussed on planning activity and the required processes for data capture and presentation.</p> <p>Following stakeholder consultation, the intention is to produce early stage drafts by 31st December 2019, with a version ready for wider circulation and consultation by 31st March 2020.</p> <p>For each of the sectors a skills register is currently being collated to record the skills required for each progressive job level within the industry.</p> <p>Within the original funding application Hadlow College in Tonbridge, Kent was listed as one of the primary delivery locations and it was expected that Hadlow College would be directly involved in the delivery of the project. However, Hadlow College has subsequently entered into Educational Administration and has therefore reconsidered their involvement in the project.</p> <p>The latest project update notes that Hadlow College has now withdrawn from the project and that Plumpton College will deliver the work originally assigned to Hadlow College. Plumpton College will utilise temporary staff with knowledge of rural Kent to complete this work.</p>	<p>As the project is still in the early stages no project benefits have been realised to date.</p>	

Project	Update on project progress	Update on delivery of expected project benefits	Project RAG rating
<p>Coastal Communities supplement to the SELEP Strategic Economic Statement</p>	<p>The project is progressing well, with draft versions of the Supplement being reviewed by the Project Management Group. A final draft of the Supplement is due for completion in December 2019.</p> <p>An early version of the Supplement was shared with the wider coastal stakeholder group at a meeting in late September. This project is being taken forward in coordination with the drafting of the SELEP Local Industrial Strategy.</p> <p>It is anticipated that the Board will receive a presentation on the project at the Board meeting in January 2020.</p>	<p>The project is currently ongoing, and whilst progress is being made towards realising the project benefits, the benefits will not be fully realised until the Coastal Supplement has been produced. The Coastal Supplement will be used as an aid to influence decision makers.</p>	

Project	Update on project progress	Update on delivery of expected project benefits	Project RAG rating
<p>Delivering skills of the future through teaching: teaching for growth</p>	<p>The project is progressing well and uptake of bursaries has been high, largely via the effective direct marketing of the bursaries to colleges across the SELEP area. To date 80 bursaries have been applied for, with 72 of those having been awarded.</p> <p>The emphasis is now on the planning and delivery of the promotional videos; with one video being produced for each of the SELEP regions and one further all-encompassing video. Final arrangements are being made with six colleges in the SELEP area in regard to filming the videos.</p> <p>It is proposed that £5,000 of the project funding, which was originally intended to be used to produce videos and marketing information, is used to develop a dedicated website with the branding 'Become a Lecturer'. The website will host information relevant to the project and will contain key facts on what it means to become a lecturer in the Further Education sector, how to go about it and would have links to all SELEP wide college vacancy pages. Diverting funding to the creation of this website does not impact on the delivery of the videos and marketing information as set out in the original funding application, however, it does offer somewhere for interested applicants to make enquiries as a result of viewing the videos and other social media advertising.</p>	<p>Whilst the project is still in its early stages, the project has already been effective in raising awareness amongst SELEP partners of the shortage of individuals entering into the post-16 sector as lecturers from industry.</p>	

Project	Update on project progress	Update on delivery of expected project benefits	Project RAG rating
Creative Open Workspace Masterplan and Prospectus	<p>The South East Creative Economy Network has prioritised the production of the South East Creative Economy Prospectus so that it aligns with the production of the Local Industrial Strategy.</p> <p>A consultant has been appointed to produce the prospectus, research has been undertaken and early key messages have been identified. The Prospectus is due for completion in February 2020.</p> <p>The scope of the Creative Open Workspace report and toolkit is being considered and is taking into account developments across the area, as well as ideas emerging during the development of the Prospectus.</p> <p>Due to staff absence and the need to prioritise the production of the South East Creative Economy Prospectus to ensure it aligns with the production of the Local Industrial Strategy, delivery of the wider project has been delayed. Procurement processes are ongoing in relation to the production of the Creative Open Workspace report and toolkit which places a risk around the delivery of the expected project benefits. As a result, the project RAG rating is amber.</p>	As the project is still in the early stages no project benefits have been realised to date.	

Item 5: Appendix D- SSF Application- Independent Evaluation

Appraisal Guidance:

Bids will be appraised by the SELEP Secretariat and the SELEP Accountable Body. This is to ensure that the requirement of the SELEP Assurance Framework to ensure that all investments are independently evaluated, is met. The appraisal will be proportionate to the value of the investment. The appraisal will be made to ensure the bid fits with the criteria as laid out below. If the project does not meet all of the criteria, it is not suitable for this funding.

Applicant	Newhaven Enterprise Zone (East Sussex County Council accountable body)
Lead Contact for Project	Corinne Day
Project	Accelerating Opportunities within the Newhaven Enterprise Zone
Reviewed by	Amy Bernardo
Date	16.11.19
Outcome:	Met

Criteria for Funding

All funding applications must meet the following criteria:

Criterion	Notes	Reviewer Comments & RAG
Scope must be pan LEP	The project must be able to demonstrate impact in at least three of the SELEP federated areas, preferably all four	Newhaven is fast emerging as a key local growth hub for the south east. The Enterprise Zone is a key regeneration priority for SELEP and this project aligns with the Smarter, Faster, Together aims of the Strategic Economic Statement. Other enterprise zones have previously been funded through SSF.

<p>Federated areas must support the project</p>	<p>Project sponsors must discuss the project with Federated Boards or their lead officer/Director for every federated area impacted</p>	<p>The Project is already endorsed by Team East Sussex</p>
<p>The outcomes must align with SELEPs overarching objective to <i>create the conditions</i> for increased jobs and homes, safeguarding existing jobs and raising skill levels</p>	<p>Given the low investment levels of this fund, it is not expected that the projects will directly deliver greater numbers of jobs and homes but applicants must be able to demonstrate how the project will be part of creating the conditions for greater numbers of jobs and homes</p>	<p>Outcomes aligned to increasing GVA and job creation across the sector</p>
<p>The project must align with the SELEP priorities as defined in the Strategic Economic Plan / Economic Strategy Statement</p>	<p>Applicants should highlight which objective(s) that their project supports. If you are unable to identify an objective to align to, this would suggest your project is not suitable for this funding</p>	<p>The project will contribute to the delivery of the adopted <i>SELEP Strategic Economic Statement Priority 1: Creating Ideas and Enterprise</i>. This project will create an environment and support infrastructure to enable businesses to achieve sustainable growth and high value jobs. <i>Priority 2 – Developing tomorrows workforce</i>. Raising peoples’ awareness of employment opportunities available locally <i>Priority 3 – Accelerating Infrastructure</i>. Identifies infrastructure investment required, the business case for that investment and lobbying for that investment.</p>

		<p><i>Priority 4 – Creating Places. Support quality of place and connect business and people to drive forward plans that enhance the work space, cultural and natural assets.</i></p> <p><i>Priority 5 – Working Together. This project aims to take collaboration and partnership working to a new level by testing and developing new models and governance arrangements to involve businesses in estate renewal.</i></p>
The project must be for a discrete piece of work, not ongoing or business as usual (BAU) costs	This funding is project based, that is a stand-alone piece of work, with defined start and finish dates and clearly identified inputs and outputs.	The initial 3 stages of the project are discrete. However, the outcomes of the project are not discrete and the purpose is to establish a BID and generate ongoing investment.
Minimum application value is £25,000 and maximum application value is £200,000	Bids outside of this range will not be considered	£115,000
Funding will be awarded as a grant to support revenue spending only	Capital bids will not be considered	Revenue project
Match funding of 30% must be demonstrated	Applicants must be able to evidence at least 30% of match funding at time of application. This match can be either cash or non-cash. The source of this match must be identified and other SELEP funding or SELEP resource	£82,500 of match-in-kind resources

	(including SELEP working group time) cannot be submitted as match	
Projects are expected to be a maximum of 12 months duration. Exceptions will be considered on a case by case basis	Funding can be provided in more than one financial year if the 12 month period straddles two financial years	12 month delivery across 2019/20 and 2020/21
The project must demonstrate Value for Money and comply with the SELEP Assurance Framework	Further guidance on demonstrating Value for Money in a proportional manner can be found in Annex A	The Project provides a BCR of 9.71:1. There is supporting evidence provided to demonstrate value for money.
The project must be supported by a lead County/Unitary Authority or equivalent	The preferred route of contracting would be with one of the County/Unitary authorities. Other contracts will be considered on a case by case basis	The Accountable Body is East Sussex County Council who would be the contracting authority with SELEP.

SELEP Assurance Framework Value for Money Requirements:

To receive a recommendation for approval, projects should have a Benefit Cost Ratio of at least 2:1 or comply with one of the two exemptions listed below:

Exemption 1: This may be applied where a project does not present High Value for Money (a Benefit Cost Ratio of over 2:1); but

- has a Benefit Cost Ratio value of greater than 1.5:1; or
- where the project benefits are notoriously difficult to appraise in monetary terms.

Exemption 1 will only apply if the following conditions are satisfied:

- (1) The funding sought from SELEP in relation to the project must be less than £2.0m and to conduct further quantified and monetised economic appraisal would be disproportionate; and
- (2) where there is an overwhelming strategic case (with minimal risk in the other cases); and
- (3) there are qualitative benefits which, if monetised, would most likely increase the benefit-cost ratio above 2:1.

Exemption 2: This may be applied where a project does not demonstrate a High Value for Money (a Benefit Cost Ratio of over 2:1), but has a Benefit Cost Ratio of over 1:1, and only if the following conditions are satisfied:

- (a) there is an overwhelming strategic case that supports the prioritisation of this project in advance of other unfunded investment opportunities identified in the SEP; and
- (b) there is demonstrable additionality which will be achieved through investment to address a clear market failure; and
- (c) there are no project risks identified as high risk and high probability after mitigation measures have been considered; and
- (d) there are assurances provided from the organisations identified below that the project business case, including value for money, has been considered and approved for funding through their own assurance processes.
 - (1) A Government Department;
 - (2) Highways England;
 - (3) Network Rail;
 - (4) Environment Agency; or
 - (5) Skills Funding Agency.

Item 6: Appendix A- Local Growth Fund Projects Update

Appendix 1- Local Growth Fund update																				
Project	Accountability Board approval	Delivery Status	Deliverability				Financial						LGF spend 2019/20							
			Expected completion date (as stated in Business Case)	Updated expected completion date	Months delay incurred	Deliverability RAG rating	LGF allocation	LGF spend to date Up to end of Q2 2019/20	LGF spend to date (%) Up to end of Q2 2019/20	Original total project cost	Updated total project cost	% change	LGF planned spend (£m)	LGF planned spend	LGF updated forecast	LGF updated forecast*	Difference **	Financials RAG rating	Reputational risk RAG rating	Overall
East Sussex																				
Newhaven Flood Defences	Jun-15	Construction in progress	01/02/2020	01/02/2020	0	1	£1,500,000	£1,500,000	100%	TBC	£19,000,000		0.000000	£0	0.000000	£0	£0	1	1	1
Hailsham, Polegate and Eastbourne Movement and Access Transport scheme	Feb-17	Design in progress	01/03/2020	01/03/2020	0	3	£2,100,000	£1,254,000	60%	£2,300,000	£3,530,000	53%	1.782000	£1,782,000	1.027000	£1,027,000	£-755,000	5	1	3
Eastbourne and South Wealden Walking and Cycling LSTF package	Nov-15 and Feb-19	Construction in progress	01/03/2021	01/03/2021	0	1	£6,600,000	£3,815,000	58%	£9,390,000	£10,560,000	12%	1.779000	£1,779,000	1.846000	£1,846,000	£67,000	3	1	2
Queensway Gateway Road	Mar-15	Construction in progress	01/03/2016	01/03/2021	60	5	£10,000,000	£10,000,000	100%	£15,000,000	£10,000,000	-33%	0.000000	£0	1.570000	£1,570,000	£1,570,000	4	3	4
Swallow Business Park, Hailsham	Feb-16	LGF project delivered	01/03/2017	01/03/2017	0	1	£1,400,000	£1,400,000	100%	£1,595,000	£2,800,000	76%	0.000000	£0	0.000000	£0	£0	1	1	1
Sovereign Harbour	Feb-16	LGF project delivered	01/03/2017	01/03/2017	0	1	£1,700,000	£1,700,000	100%	TBC	£1,700,000		0.000000	£0	0.000000	£0	£0	1	1	1
North Bexhill Access Road and Bexhill Enterprise Park	Nov-15	LGF project delivered	01/03/2018	01/12/2018	9	1	£18,600,000	£18,600,000	100%	£16,600,000	£18,600,000	12%	0.000000	£0	0.000000	£0	£0	2	2	2
Hastings and Bexhill Movement and Access Package	Feb-18	Construction in progress	01/03/2021	01/03/2021	0	1	£9,000,000	£2,391,000	27%	£9,000,000	£9,364,000	4%	4.280000	£4,280,000	4.228000	£4,228,000	£-52,000	4	1	2
Eastbourne Town Centre LSTF access and improvement package	Apr-16 and Feb-19	Construction in progress	01/03/2021	01/03/2021	0	2	£8,000,000	£5,095,000	64%	£9,736,000	£11,250,000	16%	1.505000	£1,505,000	1.335000	£1,335,000	£-170,000	2	3	3
Coastal Communities Housing Intervention Hastings	Feb-17	Construction in progress	01/04/2020	01/03/2020	0	1	£666,667	£666,667	100%	£3,370,000	£3,200,000	-5%	0.000000	£0	0.000000	£0	£0	1	1	1
East Sussex Strategic Growth Project	Jan-17	LGF project delivered	01/03/2021	31/05/2021	2	2	£8,200,000	£8,200,000	100%	£21,200,000	£21,200,000	0%	0.000000	£0	0.350000	£350,000	£350,000	1	1	2
Devonshire Park	Mar-17	LGF project delivered	01/03/2020	01/03/2020	0	1	£5,000,000	£5,000,000	100%	£16,000,000	£16,000,000	0%	0.000000	£0	0.000000	£0	£0	1	1	1
Bexhill Enterprise Park North	Jun-19	Design in progress	01/03/2020	01/03/2020	0	4	£1,940,000	£440,000	23%	£20,700,000	£20,700,000	0%	1.940000	£1,940,000	£1,940,000	£1,940,000	1	3	3	
Skills for Rural Businesses Post-Brexit	Jun-19	Design in progress	01/03/2021	01/03/2021	0	1	£2,918,000	£383,900	13%	£7,037,020	£7,037,000	0%	£0	2.133900	£2,133,900	£2,133,900	1	1	1	
Sidney Little Road Business Incubator Hub	Jun-19	Design in progress	01/03/2021	01/02/2021	0	1	£500,000	£100,000	20%	£2,773,686	£2,774,000	0%	£0	0.381000	£381,000	£381,000	1	1	1	
Bexhill Creative Workspace	Sep-19	Approval pending	01/05/2020	01/05/2020	0	1	£960,000	£0	0%	£1,760,000	£1,760,000	0%	£0	0.960000	£960,000	£960,000	1	1	1	
Exceat Bridge Replacement - phase 1	Pending	Approval pending	TBC	TBC		1	£1,500,000	£0	0%	TBC	£4,744,000		£0	0.000000	£0	£0	1	1	1	
Essex																				
Colchester Broadband Infrastructure	Mar-15	LGF project delivered	01/03/2016	01/03/2016	0	1	£200,000	£200,000	100%	£528,782	£529,000	0%	0.000000	£0	£0.000000	£0	£0	1	1	1
Colchester LSTF	Mar-15	LGF project delivered	01/03/2016	01/12/2016	9	1	£2,400,000	£2,400,000	100%	£2,000,000	£3,144,000	57%	0.000000	£0	£0.000000	£0	£0	1	1	1
Colchester Integrated Transport Package	Mar-15	Construction in progress	01/03/2021	01/03/2021	0	1	£5,000,000	£5,000,000	100%	£12,749,000	£13,701,000	7%	0.000000	£0	£0.000000	£0	£0	2	1	2
Colchester Town Centre	Mar-15	LGF project delivered	01/03/2016	01/01/2018	22	1	£4,600,000	£4,600,000	100%	£5,052,000	£5,445,000	8%	0.000000	£0	£0.000000	£0	£0	1	1	2
TGSE LSTF - Essex	Mar-15	LGF project delivered	01/08/2016	01/03/2017	7	1	£3,000,000	£3,000,000	100%	£3,000,000	£3,062,000	2%	0.000000	£0	£0.000000	£0	£0	1	1	1
A414 Pinch Point Package	Jun-15	LGF project delivered	01/03/2017	01/03/2019	24	1	£10,487,000	£10,487,000	100%	£14,924,000	£26,695,000	79%	0.000000	£0	£0.000000	£0	£0	1	1	2
A414 Maldon to Chelmsford RBS	Jun-15	LGF project delivered	01/03/2017	01/12/2016	0	1	£2,000,000	£2,000,000	100%	£3,913,000	£3,217,000	-18%	0.000000	£0	£0.000000	£0	£0	1	1	1
Chelmsford Station/Station Square/Mill Yard	Jun-15	LGF project delivered	01/12/2017	31/03/2019	15	1	£3,000,000	£3,000,000	100%	£2,921,000	£3,014,000	3%	0.000000	£0	£0.000000	£0	£0	1	1	1
Basildon Integrated Transport Package	Mar-15, May-17 and Feb-19	Construction in progress	01/03/2021	01/03/2021	0	1	£6,586,000	£3,883,000	59%	£11,672,000	£10,749,000	-8%	4.203000	£4,203,000	£4,203,000	£4,203,000	£-0	4	1	2
Colchester Park and Ride and Bus Priority measures	Mar-15	LGF project delivered	01/04/2015	01/04/2015	0	1	£5,800,000	£5,800,000	100%	£7,193,000	£7,433,000	3%	0.000000	£0	£0.000000	£0	£0	1	1	1
A127 Fairglen junction improvements	Pending	Approval pending	01/09/2022	01/09/2022	0	3	£15,000,000	£0	0%	TBC	£18,819,000		0.000000	£0	£0.000000	£0	£0	3	4	4
A127 capacity enhancements	Jun-15	LGF project delivered	01/12/2020	01/03/2022	15	1	£4,000,000	£4,000,000	100%	£9,150,000	£5,863,000	-36%	0.000000	£0	£0.000000	£0	£0	1	1	2
A131 Chelmsford to Braintree	Feb-17	Construction in progress	01/03/2020	01/03/2020	0	1	£3,660,000	£3,359,294	92%	£7,320,000	£5,900,000	-19%	0.264000	£264,000	£1,160,000	£1,160,000	£896,000	1	1	1
A133 Colchester to Clacton	Nov-17	Construction in progress	01/03/2020	01/03/2020	0	1	£2,740,000	£1,030,236	38%	£5,480,000	£3,264,000	-40%	1.370000	£1,370,000	£2,214,623	£2,214,623	£844,623	1	1	1
A131 Braintree to Sudbury	Jun-18	Design in progress	01/03/2021	01/03/2021	0	3	£1,800,000	£0	0%	£3,600,000	£3,143,000	-13%	0.000000	£0	£0.502000	£502,000	£502,000	5	2	4
Chelmsford City Growth Area Scheme	Dec-17	Construction in progress	01/03/2021	01/03/2021	0	2	£10,000,000	£5,500,000	55%	£14,913,000	£15,067,000	1%	4.000000	£4,000,000	£4,000,000	£4,000,000	£0	1	2	2
Beaulieu Park Railway Station	Feb-19	Design in progress	01/03/2024	01/12/2025	21	4	£12,000,000	£0	0%	£157,070,000	£157,070,000	0%	0.000000	£0	£0.000000	£0	£0	3	4	4
Coastal Communities Housing Intervention Jaywick	Feb-17	Construction in progress	01/06/2019	01/06/2019	0	1	£666,667	£666,667	100%	£3,623,667	£3,623,667	0%	0.000000	£0	£0.000000	£0	£0	1	1	1
Gilden Way upgrading	Dec-17	Design in progress	01/03/2021	01/03/2022	12	4	£5,000,000	£5,000,000	100%	£12,327,000	£10,400,000	-16%	0.000000	£0	£0.000000	£0	£0	1	1	2
Technical and Professional Skills Centre at Stansted Airport	May-17	LGF project delivered	01/09/2018	01/09/2018	0	1	£3,500,000	£3,500,000	100%	£10,480,000	£10,480,000	0%	0.000000	£0	£0.000000	£0	£0	1	1	1
Innovation Centre - University of Essex Knowledge Gateway	Sep-17	LGF project delivered	01/01/2019	26/04/2019	3	1	£2,000,000	£2,000,000	100%	£13,000,000	£13,000,000	0%	0.000000	£0	£0.000000	£0	£0	1	1	1
STEM Innovation Centre - Colchester Institute	Dec-17	Design in progress	01/01/2019	TBC		1	£5,000,000	£5,000,000	100%	£10,000,000	£10,000,000	0%	3.000000	£3,000,000	£2,746,988	£2,746,988	£-253,012	1	1	1
A127/A130 Fairglen Interchange new link road	Feb-19	Design in progress	01/04/2022	01/04/2022	0	3	£6,235,000	£1,973,000	32%	£9,844,000	£9,844,000	0%	0.673000	£673,000	£0.673000	£673,000	£0	3	3	3
M11 junction 8 improvements	Nov-17	Design in progress	01/03/2021	01/03/2021	0	1	£2,733,896	£2,200,000	80%	£9,056,000	£9,056,000	0%	0.900000	£900,000	£0.900000	£900,000	£0	2	2	2
Mercury Rising Theatre	Nov-17	Construction in progress	01/03/2020	01/03/2020	0	1	£1,000,000	£0	0%	£8,988,967	£8,988,967	0%	0.000000	£0	£1,000,000	£1,000,000	£1,000,000	5	2	3

Project	Deliverability						Financial						LGF spend 2019/20							
	Accountability Board approval	Delivery Status	Expected completion date (as stated in Business Case)	Updated expected completion date	Months delay incurred	Deliverability RAG rating	LGF allocation	LGF spend to date Up to end of Q2 2019/20	LGF spend to date (%) Up to end of Q2 2019/20	Original total project cost	Updated total project cost	% change	LGF planned spend (£m)	LGF planned spend	LGF updated forecast	LGF updated forecast*	Difference **	Financials RAG rating	Reputational risk RAG rating	Overall
Basildon Digital Technologies Campus	Jun-19	Design in progress	01/09/2020	01/09/2020	0	1	£2,150,000	£0	0%	£15,800,000	£15,800,000	0%	0.000000	£0	£1.150000	£1,150,000	£1,150,000	1	1	1
Colchester Institute training centre (Groundworks and scaffolding)	Jun-19	Design in progress	01/01/2020	01/01/2020	0	1	£100,000	£0	0%	£250,000	£250,000	0%	0.000000	£0	£0.050000	£50,000	£50,000	1	1	1
USP College Centre of Excellence for Digital Technologies and Immersive Learning, Benfleet	Jun-19	Design in progress	01/09/2020	01/09/2020	0	1	£900,000	£0	0%	£2,016,000	£2,016,000	0%	0.000000	£0	£0.800000	£800,000	£800,000	1	1	1
Flightpath Phase 2	Jun-19	Construction in progress	30/09/2020	01/09/2020	0	1	£1,421,500	£0	0%	£2,843,000	£2,843,000	0%	0.000000	£0	£1.058000	£1,058,000	£1,058,000	1	1	1
Basildon Innovation Warehouse	Pending	Approval pending	TBC	TBC		1	£870,000	£0	0%	£1,700,000	£1,700,000	0%	0.000000	£0	£0.000000	£0	£0	1	1	1
University of Essex Parkside (Phase 3)	Pending	Approval pending	TBC	TBC		1	£3,000,000	£0	0%	£10,011,000	£10,011,000	0%	0.000000	£0	£0.000000	£0	£0	1	1	1
Kent																				
I3 Innovation Project (formerly referred to as the Kent and Medway Growth Hub)	Nov-15	Project in progress	01/03/2021	01/03/2021	0	2	£6,000,000	£5,468,030	91%	£15,000,000	£15,000,000	0%	1.000000	£1,000,000	£1.188279	£1,188,279	£188,279	1	1	2
Tonbridge Town Centre Regeneration	Mar-15	LGF project delivered	31/03/2017	30/04/2017	0	1	£2,631,269	£2,631,269	100%	£2,650,000	£2,931,000	11%	0.000000	£0	£0.000000	£0	£0	1	1	1
Sittingbourne Town Centre Regeneration	Nov-15	Construction in progress	01/09/2016	01/01/2020	40	5	£2,500,000	£2,500,000	100%	£44,331,000	£4,700,000		0.000000	£0	£0.000000	£0	£0	1	3	3
M20 Junction 4 Eastern Overbridge	Mar-15	LGF project delivered	31/03/2015	28/02/2017	22	1	£2,200,000	£2,200,000	100%	£4,435,000	£6,195,000	40%	0.000000	£0	£0.000000	£0	£0	1	1	1
Tunbridge Wells junction improvement package	Jun-15 and Sep-17	Construction in progress	01/09/2019	31/03/2021	18	4	£1,800,000	£1,159,306	64%	£2,050,000	£1,966,000	-4%	0.556000	£556,000	£0.249240	£249,240	£-306,760	4	2	4
Kent Thameside LSTF	Mar-15	Construction in progress	31/03/2021	31/03/2021	0	3	£4,500,000	£3,596,089	80%	£5,584,000	£8,272,000	48%	0.379000	£379,000	£0.452600	£452,600	£73,600	2	1	2
Maidstone Gyratory Bypass	Mar-15	LGF project delivered	01/02/2017	01/12/2016	0	1	£4,600,000	£4,600,000	100%	£5,700,000	£5,740,000	1%	0.000000	£0	£0.000000	£0	£0	1	1	1
Kent Strategic Congestion Management programme	Mar-15, Apr-16, Feb-17 and Feb-18	Construction in progress	31/03/2021	31/03/2021	0	2	£4,800,000	£2,510,477	52%	£4,800,000	£5,024,000	5%	0.800000	£800,000	£0.892910	£892,910	£92,910	3	2	3
Middle Deal transport improvements	Feb-16	Design in progress	01/12/2016	01/07/2020	43	5	£800,000	£800,000	100%	£1,800,000	£1,550,000	-14%	0.000000	£0	£0.000000	£0	£0	1	3	3
Kent Rights of Way improvement	Mar-15	Construction in progress	31/03/2021	TBC		3	£1,000,000	£627,986	63%	£1,200,000	£1,288,000	7%	0.150000	£150,000	£0.150340	£150,340	£340	2	1	2
Kent Sustainable Interventions Programme	Mar-15, Apr-16, Feb-17 and Feb-18	Construction in progress	31/03/2021	31/03/2021	0	3	£2,727,586	£1,554,036	57%	£3,000,000	£2,915,000	-3%	0.755000	£755,000	£0.646734	£646,734	£-108,266	4	1	3
West Kent LSTF	Apr-16	Construction in progress	31/03/2021	31/03/2021	0	2	£4,900,000	£3,828,988	78%	£9,060,000	£9,135,000	1%	0.700000	£700,000	£0.471012	£471,012	£-228,988	4	3	3
Folkestone Seafront: onsite infrastructure	Mar-15	LGF project delivered	30/09/2015	31/03/2016	6	1	£541,145	£541,145	100%	£500,000	£691,000	38%	0.000000	£0	£0.000000	£0	£0	1	1	1
A28 Chart Road	Nov-15	Design in progress	01/03/2020	TBC		5	£2,756,409	£2,756,283	100%	£32,799,223	£4,239,000	-87%	3.119000	£3,119,000	£0.000000	£0	£-3,119,000	5	4	5
Maidstone Integrated Transport	Nov-15 and Jun-18	Design in progress	01/02/2020	01/03/2021	13	4	£8,900,000	£2,389,563	27%	£13,900,000	£10,550,000	-24%	3.285000	£3,285,000	£3.101252	£3,101,252	£-183,748	3	3	4
A28 Sturry Link Road	Jun-16	Design in progress	01/10/2021	01/10/2021	0	5	£5,900,000	£1,109,051	19%	£28,500,000	£29,600,000	4%	0.000000	£0	£0.390000	£390,000	£390,000	5	5	5
Rathmore Road	Nov-15	LGF project delivered	01/11/2017	01/01/2018	2	1	£4,200,000	£4,200,000	100%	£9,200,000	£9,500,000	3%	0.000000	£0	£0.000000	£0	£0	1	1	1
Maidstone Sustainable Access to Employment	Nov-15	LGF project delivered	01/03/2016	01/06/2017	15	1	£2,000,000	£2,000,000	100%	£3,000,000	£2,625,000	-13%	0.000000	£0	£0.000000	£0	£0	1	1	1
Ashford Spurs	Sep-16 and May-17	Construction in progress	01/04/2018	01/04/2020	24	4	£7,896,830	£6,073,161	77%	£10,497,490	£8,597,000	-18%	1.632000	£1,632,000	£2.142967	£2,142,967	£510,967	3	2	3
Thanet Parkway	Apr-19	Design in progress	01/12/2021	TBC		4	£14,000,000	£0	0%	£27,650,000	£27,650,000	0%	2.355000	£2,355,000	£0.000000	£0	£-2,355,000	5	4	5
Dover Western Docks revival	Feb-17	LGF project delivered	01/02/2017	01/04/2017	2	1	£5,000,000	£5,000,000	100%	£5,100,000	£15,000,000	194%	0.000000	£0	£0.000000	£0	£0	1	1	1
Folkestone Seafront (non-transport)	Feb-16	LGF project delivered	31/12/2027	31/03/2018	0	1	£5,000,000	£5,000,000	100%	£37,000,000	£49,192,000	-85%	0.000000	£0	£0.000000	£0	£0	1	1	1
A226 London Road/B255 St Clements Way	Nov-16	LGF project delivered	01/03/2020	31/05/2019		1	£4,200,000	£4,200,000	100%	£6,900,000	£6,903,000	0%	0.000000	£0	£0.000000	£0	£0	1	1	1
Coastal Communities Housing Intervention (Thanet)	Feb-16	Construction in progress	31/03/2021	31/03/2021	0	3	£666,667	£574,013	86%	£1,529,075	£1,531,000	0%	0.000000	£0	£0.092653	£92,653	£92,653	3	2	3
Dartford Town Centre Transformation	Apr-18	Design in progress	31/03/2021	31/03/2021	0	3	£4,300,000	£524,270	12%	£12,000,000	£12,000,000	0%	1.604000	£1,604,000	£3.360217	£3,360,217	£1,756,217	3	3	3
A2500 Lower Road	Sep-17	LGF project delivered	01/12/2019	01/03/2019	0	2	£1,264,930	£1,264,930	100%	£1,804,930	£1,805,000	0%	0.000000	£0	£0.000000	£0	£0	1	1	2
Kent and Medway EDGE hub	Sep-17	Construction in progress	31/08/2020	30/09/2020	0	1	£6,120,000	£6,120,000	100%	£20,502,000	£21,000,000	2%	0.000000	£0	£0.000000	£0	£0	1	1	1
Leigh Flood Storage Area and East Pechkam - unlocking growth	Sep-18	Design in progress	01/07/2023	01/07/2023	0	2	£2,348,500	£1,089,345	46%	£24,691,000	£15,574,000	-37%	0.500000	£500,000	£1.365881	£1,365,881	£865,881	2	2	2
Sandwich Rail Infrastructure	Nov-17	Design in progress	31/03/2020	28/02/2020	0	1	£1,903,170	£244,160	13%	£4,299,200	£3,898,390	-9%	1.238000	£1,238,000	£1.331309	£1,331,309	£93,309	3	2	2
M2 Junction 5	Pending	Approval pending	TBC	TBC		1	£1,600,000	£0	0%	TBC	£90,700,000			£0	£0.000000	£0	£0	1	1	1
Kent and Medway Medical School	Pending	Approval pending	TBC	TBC		1	£4,000,000	£0	0%	TBC	£17,793,000			£0	£4.000000	£4,000,000	£4,000,000	1	1	1
Medway																				
A289 Four Elms roundabout to Medway Tunnel	Mar-15	Design in progress	31/12/2020	01/03/2022	14	4	£11,100,000	£1,521,045	14%	£18,697,000	£11,564,000	-38%	4.275000	£4,275,000	£0.381459	£381,459	£-3,893,541	5	2	4
Strood Town Centre	Mar-15	Construction in progress	30/06/2018	01/03/2020	20	4	£8,600,000	£5,849,210	68%	£12,750,000	£10,070,000	-21%	4.314000	£4,314,000	£4.300453	£4,300,453	£-13,547	3	2	3
Chatham Town Centre	Mar-15	Construction in progress	31/07/2017	01/10/2019	26	5	£4,200,000	£4,200,000	100%	£4,900,000	£5,129,000	5%	0.399000	£399,000	£0.756413	£756,413	£357,413	2	1	3
Medway Cycling Action Plan	Mar-15	LGF project delivered	31/03/2018	31/03/2019	12	1	£2,500,000	£2,500,000	100%	£2,900,000	£2,800,000	-3%	0.000000	£0	£0.000000	£0	£0	1	1	2
Medway City Estate	Mar-15	Design in progress	31/03/2021	31/03/2021	0	2	£2,200,000	£581,121	26%	£2,000,000	£2,094,000	5%	1.396000	£1,396,000	£0.560171	£560,171	£-835,829	3	3	3

Project	Deliverability						Financial						LGF spend 2019/20							
	Accountability Board approval	Delivery Status	Expected completion date (as stated in Business Case)	Updated expected completion date	Months delay incurred	Deliverability RAG rating	LGF allocation	LGF spend to date Up to end of Q2 2019/20	LGF spend to date (%) Up to end of Q2 2019/20	Original total project cost	Updated total project cost	% change	LGF planned spend (£m)	LGF planned spend	LGF updated forecast	LGF updated forecast*	Difference **	Financials RAG rating	Reputational risk RAG rating	Overall
Rochester Airport - phase 1	Jun-16	Design in progress	31/03/2018	31/03/2020	24	5	£4,400,000	£660,108	15%	£4,400,000	£4,400,000	0%	3.771000	£3,771,000	£3,934,593	£3,934,593	£163,593	4	3	4
Innovation Park Medway (phase 2)	Feb-19	Design in progress	31/12/2020	31/12/2020	0	4	£3,700,000	£158,458	4%	£48,900,000	£48,670,000	0%	2.400000	£2,400,000	£1,279,923	£1,279,923	£-1,120,077	5	4	5
Strood Civic Centre - flood mitigation	Feb-18	LGF project delivered	30/04/2019	01/06/2019	1	1	£3,500,000	£3,500,000	100%	£92,000,000	£92,000,000	0%	0.000000	£0	£0.000000	£0	£0	1	1	1
Innovation Park Medway (phase 3)	Pending	Approval pending	31/12/2020	31/12/2020	0	2	£1,518,500	£0	0%	£82,852,000	£82,852,000	0%	0.000000	£0	£0.000000	£0	£0	1	1	1
Southend																				
Southend Growth Hub	2015	LGF project delivered	31/12/2016	01/03/2017	2	1	£720,000	£720,000	100%	£4,562,000	£7,092,000	55%		£0	£0	£0	£0	1	1	1
Southend Forum 2	Feb-18	Design in progress	01/09/2021	01/09/2021	0	1	£6,000,000	£784,657	13%	£17,298,000	£17,298,000	0%	1.000000	£1,000,000	£1	£1,029,519	£29,519	1	1	1
TGSE LSTF - Southend	Mar-15	LGF project delivered	01/08/2016	01/03/2017	7	1	£1,000,000	£1,000,000	100%	£1,000,000	£1,000,000	0%	0.000000	£0	£0	£0	£0	1	1	1
A127 Kent Elms Corner	Jun-16	LGF project delivered	19/05/2017	31/05/2019	24	1	£4,300,000	£4,300,000	100%	£7,150,000	£5,700,000	-20%	0.000000	£0	£0	£0	£0	1	1	1
A127 The Bell	Nov-18 and Feb-19	Design in progress	31/03/2021	31/03/2021	0	1	£4,300,000	£737,000	17%	£5,229,000	£5,020,000	-4%	0.800000	£800,000	£1	£831,109	£31,109	2	1	3
A127 Essential Bridge and Highway Maintenance	Sep-16, Nov-18 and Feb-19	Design in progress	31/03/2021	31/03/2021	0	2	£8,000,000	£1,457,000	18%	£8,000,000	£8,000,000	0%	2.000000	£2,000,000	£1	£573,246	£-1,426,754	3	1	2
Southend Central Area Action Plan	Jun-16, Sep-17 and Feb-19	Construction in progress	31/03/2021	31/03/2021	0	2	£7,000,000	£2,988,223	43%	£7,600,000	£7,000,000	-8%	2.000000	£2,000,000	£1	£500,000	£-1,500,000	5	2	3
London Southend Airport Business Park	Feb-16, Sep-17 and Sep-18	Construction in progress	31/03/2021	30/09/2021	5	4	£23,090,000	£13,154,079	57%	£31,090,000	£31,070,000	0%	12.693000	£12,693,000	£12	£11,842,947	£-850,053	3	2	3
Southend Town Centre Phase 1	Pending	Approval pending	TBC	TBC		1	£867,708	£0	0%	TBC	£2,000,000			£0	£1	£750,000	£750,000	1	1	1
Thurrock																				
TGSE LSTF - Thurrock	Mar-15	Construction in progress	31/03/2016	31/03/2020	48	5	£1,000,000	£886,852	89%	£1,000,000	£1,243,000	24%	0.163000	£163,000	£0	£124,976	£-38,024	3	1	3
Thurrock Cycle Network	Apr-16	LGF project delivered	31/03/2019	31/03/2019	0	1	£5,000,000	£5,000,000	100%	£6,000,000	£6,000,000	0%	0.000000	£0	£0	£0	£0	1	1	1
London Gateway/Stanford le Hope	Feb-17	Design in progress	31/12/2018	01/08/2021	31	5	£7,500,000	£5,216,132	70%	£12,050,000	£19,090,000	58%	0.547000	£547,000	£2	£1,647,481	£1,100,481	4	3	4
A13 - widening development	Feb-17	Construction in progress	31/12/2019	31/12/2020	12	2	£5,000,000	£5,000,000	100%	£5,000,000	£5,000,000	0%	0.000000	£0	£0	£0	£0	1	1	2
Purfleet Centre	Jun-16	Design in progress	01/09/2027	01/01/2030	28	4	£5,000,000	£2,700,698	54%	£122,000,000	£122,000,000	0%	0.000000	£0	£3	£3,158,843	£3,158,843	3	1	3
Grays South	Feb-19	Design in progress	01/07/2022	01/02/2023	7	4	£10,840,274	£1,774,650	16%	£27,436,981	£27,440,000	0%	3.700000	£3,700,000	£4	£3,700,000	£-0	1	2	2
A13 widening	Apr-17	Construction in progress	31/12/2019	01/06/2021	17	5	£66,057,600	£41,423,482	63%	£78,900,000	£85,879,000	9%	25.011000	£25,011,000	£32	£32,174,607	£7,163,607	5	5	5
Tilbury Riverside	Sep-19	Approval pending	01/04/2021	01/04/2021	0	1	£2,360,000	£0	0%	£5,118,000	£5,118,000	0%	0.000000	£0	£0	£0	£0	1	1	1
Managed Centrally																				
Capital Skills	Mar-15	LGF project delivered	31/03/2017	31/03/2018	12	1	£21,974,561	£21,974,561	100%	TBC	TBC		0.000000	£0	£0	£0	£0	1	1	1
M20 Junction 10a	Feb-17	Construction in progress	31/09/2020	31/09/2020	0	1	£19,700,000	£19,700,000	100%	£104,400,000	£104,400,000	0%	0.000000	£0	£0	£0	£0	1	1	1
												* Updated forecast spend as reported in August 2019								
												** Difference between the planned LGF spend at outset of 2019/20 and current spend forecast for 2019/20 (Positive values shows increase in planned spend and negative values shows decrease in planned spend).								

Item 6: Appendix B- Growing Places Fund Project Update

Growing Places Fund Update Appendix 1				Deliverability and Risk					
Name of Project	Upper Tier	Description	Current Status	Delivery Risk	GPF Spend Risk	Repayment Risk	Delivery of Project outcomes	Other Risks	Overall Project Risk
Growing Places Fund Round One									
Priory Quarter Phase 3	East Sussex	The Priory Quarter (Havelock House) project is a major development in the heart of Hastings town centre which has delivered 2,247m ² of high quality office space with the potential to facilitate up to 440 jobs.	The Priory Quarter (Havelock House) project is now complete and has delivered 2,247m ² of high quality office space. To date the project has created 240 jobs, with the forecast of 440 jobs still achievable when the building is fully occupied. Havelock House has now been sold, which enabled full repayment of the GPF loan prior to the end of 2018/19.	Project Complete	Project Complete	Havelock House has been sold enabling full repayment to be made in 2018/19.	As the building has now been sold, it is difficult to obtain data regarding the number of jobs created as a result of the project		
North Queensway	East Sussex	The project has delivered the construction of a new junction and preliminary site infrastructure in order to open up the development of a new business park providing serviced development sites with the capacity for circa 16,000m ² (gross) of high quality industrial and office premises.	GPF invested, project complete and repayments are being made.	Project Complete	Project Complete and GPF funding spent in full	Risk to repayment schedule due to continued slow take up of land. In line with agreed governance processes, a proposed further change to the repayment schedule will be presented to Strategic Board in December 2019.	Once the development of the first plot is underway and further interest is stimulated the delivery of outputs will begin to flow.	Planning application for a car showroom on 7,200sqft of the site has been approved. However, there is a risk that occupation of the site will not proceed.	
Rochester Riverside	Medway	The project will deliver key infrastructure investment including the construction of the next phase of the principal access road, public space and site gateways. This development is to be completed over 7 phases and should take approximately 12 years. The scheme will include: 1,400 new homes (25% of which are affordable), a new 1 form entry primary school, 2,200 sqm of new office & retail space, an 81 bed hotel and 10 acres of public open space.	The first housing units were completed in Q2 of 2019. The Plaza launched on 17th October. It is expected that the commercial premises will now be occupied in 2019, rather than 2020 as originally planned. Work has commenced on the planning application for the school.	This project is already on site and the S106 agreement was signed at the end of January 2018.	The GPF Funding has already been spent	Medway Council is happy with the current repayment programme and has made the first two repayments.	The contractor is on site and will be delivering 1,400 homes, 1,200sqm of commercial space, a new school, hotel and various new open spaces. The scheme is now delivering more than was originally intended and there are no delivery risks.		Overall the project is on track to deliver outputs and outcomes.
Chatham Waterfront	Medway	The project will deliver land assembly, flood mitigation and the creation of investment in public space required to enable the development of proposals for the Chatham Waterfront Development. A waterfront development site that can provide up to 115 homes over 6 storeys with ground floor commercial space and 115 parking spaces.	Initial design stage works taking place as well as work to clear pre-commencement planning conditions such as archaeology boreholes. S106 agreement being finalised.	Three key areas of delivery risk identified but work is underway to mitigate these risks to ensure the project is delivered according to programme.	The GPF Funding has been spent.	Medway Council is comfortable with the current repayment schedule.	Development project will deliver 175 new homes and additional commercial space.		Project currently on time and any risks are being mitigated
Bexhill Business Mall	East Sussex	The Bexhill Business Mall (Glover's House) project has delivered 2,345m ² of high quality office space with the potential to facilitate up to 299 jobs. This is the first major development in the Bexhill Enterprise Park in the A259/A21 growth corridor.	Glover's House has been delivered and is currently occupied by a single tenant. The building has been sold which will ensure full repayment of the GPF loan by the end of 2019/20	Project Complete	Project Complete	Building sold in April 2019, allowing full repayment to be made in 2019/20	As the building has now been sold, it is difficult to obtain data regarding the number of jobs created as a result of the project		

Growing Places Fund Update Appendix 1				Deliverability and Risk					
Name of Project	Upper Tier	Description	Current Status	Delivery Risk	GPF Spend Risk	Repayment Risk	Delivery of Project outcomes	Other Risks	Overall Project Risk
Parkside Office Village	Essex	SME Business Units at the University of Essex. Phase 1, 14,032 sqft.; 1,303sqm lettable space, build complete June 2014. Phase 1a 3,743 sqft.; 348 sqm - complete September 2016.	Project complete and GPF funding repaid in full. 270 jobs created through the project.	Project Complete	Project Complete	Project Complete and loan repaid in full.	All units fully occupied with enquiry waiting list. Expected job outcomes realised.		Project Complete
Chelmsford Urban Expansion	Essex	The early phase of development in NE Chelmsford involves heavy infrastructure demands constrained to 1,000 completed dwellings. The fund will help deliver an improvement to the Boreham Interchange, allowing the threshold to be raised to 1,350, improving cash flow and the simultaneous commencement of two major housing schemes.	GPF invested, project complete and GPF has been repaid in full.	Project Complete	Project Complete	Project Complete and loan repaid in full.	Project Complete		Project Complete
Grays Magistrates Court	Thurrock	The project has converted the Magistrates Court to business space as part of a wider Grays South regeneration project which aims to revitalise Grays town centre.	GPF invested, project complete and repayments are being made. The refurbished building is now in use and having a positive impact in the town centre.	Project Complete	GPF funding spent in full	Final repayment will be made in Q4 2019/20	The number of new jobs delivered by the project is increasing each quarter, however, this is dependent upon decisions taken by individual businesses	The only significant risk to the project now is a significant economic down turn which impacts on occupancy	
Sovereign Harbour	East Sussex	The Pacific House project has delivered 2,345m ² of high quality office space with the potential to facilitate up to 299 jobs. This is the first major development in the Sovereign Harbour Innovation Park in the A22/A27 growth corridor.	The Sovereign Harbour Innovation Mall (Pacific House) project is now complete and has delivered 2,345m ² of high quality office space. This development has delivered 214 jobs.	Project Complete	Project Complete	Revised repayment schedule approved by Accountability Board in September 2019			
Workspace Kent	Kent	The project aims to provide funds to businesses to establish incubator areas/facilities across Kent. The project provides funds for the building of new facilities and refit of existing facilities.	There are four projects within this programme. Of these, one project has been completed and has repaid in full, two projects are meeting their repayment schedule and one project is behind on their targeted repayment schedule. A full application is expected from one further project on 11th November, which will allow allocation and draw down of the remaining funding.	There is a risk to defrayment of the final amount of funding, however, a full application is expected to be received from a company on 11th November. Assuming this application is successful, the remaining funding will be defrayed by the end of Q4 2019/20.	There is a risk to defrayment of the final amount of funding, however, a full application is expected to be received from a company on 11th November. Assuming this application meets the Panel's agreement, the full amount of funding will be defrayed by the end of 2019.	There was a slight delay on repayment from one of the loan applicants so the loan agreement was renegotiated in line with income received from business. Paperwork has now been received regarding an Individual Voluntary Arrangement (IVA), work is ongoing to determine the impact this will have on repayments.	Some job numbers have been delayed for approximately one year due to a new project build not completing in accordance with the agreed programme. However, the remainder of the project is on schedule for delivery and outcomes will be realised.		
Harlow West Essex	Essex/Harlow	To provide new and improved access to the London Road site designated within the Harlow Enterprise Zone.	Project delivered to a reduced scope and GPF funding repaid	Project Complete	Project Complete	Project Complete and loan repaid in full.	Enterprise zone is operational with 85% of space let.		Further works in the programme ongoing in Harlow that help improve the overall viability and attractiveness of the Enterprise Zone.

Growing Places Fund Update Appendix 1				Deliverability and Risk					
Name of Project	Upper Tier	Description	Current Status	Delivery Risk	GPF Spend Risk	Repayment Risk	Delivery of Project outcomes	Other Risks	Overall Project Risk
Discovery Park	Kent	The proposal is to develop the Discovery Park site and create the opportunity to build both houses and commercial retail facilities.	<p>At the meeting on 13th September 2019, the Board agreed to continue to support the project but this was subject to a number of conditions being met, including that the funding awarded should not constitute state aid.</p> <p>Work has been ongoing to address these conditions, with legal advice sought as to whether the funding constitutes state aid.</p>	<p>Work is ongoing to establish if it is possible to meet the funding conditions agreed by Accountability Board.</p> <p>A State Aid check has been commissioned to determine whether the funding awarded constitutes state aid</p>	Subject to the identified delivery risk being mitigated, the GPF funding will be spent in accordance with the funding application	Subject to the identified delivery risk being mitigated, the GPF funding will be repaid in line with the repayment schedule approved by the Board on 13th September 2019	Subject to the identified delivery risk being mitigated, the project outcomes can be delivered in accordance with the funding application		The project is at risk if the conditions agreed by Accountability Board cannot be met. The applicant may choose to not progress with the GPF project if the funding conditions are changed
Live Margate	Kent	Live Margate is a programme of interventions in the housing market in Margate and Cliftonville, which includes the acquisition of poorly managed multiple occupancy dwellings and other poor quality building stock and land to deliver suitable schemes to achieve the agreed social and economic benefits to the area.	<p>"Phase 1" has been completed. "Phase 2" is underway.</p> <p>Contracts have been exchanged on a property, which once redeveloped has the potential to create approximately 27 dwellings.</p> <p>Other poorly managed multiple occupancy dwellings and other poor quality building stock properties that accord with the loan agreement criteria are being refurbished to bring them back into use.</p> <p>To date the GPF funding is being used to support the creation of 52 new homes. To date 37 units have been completed and occupied.</p>	Offers have been accepted on two properties, with exchange of contracts complete for one property and anticipated for the second. Other potential investment opportunities are also being examined, that accord with the loan agreement objectives and criteria.	Spend delays would be primarily caused by delays in the acquisitions completing due to nature of the property market, profile of private landowners in the area and the council needing to ensure best consideration is achieved.	Subject to exchanging successfully, the repayment profile should be met.	From the land and sites identified, and positive engagement of partners, there is now greater certainty that the target of 66 homes will be achieved by 24/25.	As with any development project, there is a planning risk, although for the identified properties this is considered to be low risk.	
Revenue admin cost drawn down	n/a		n/a						
Harlow EZ Revenue Grant	n/a		n/a						

Growing Places Fund Round Two

Growing Places Fund Update Appendix 1				Deliverability and Risk					
Name of Project	Upper Tier	Description	Current Status	Delivery Risk	GPF Spend Risk	Repayment Risk	Delivery of Project outcomes	Other Risks	Overall Project Risk
Fitted Rigging House	Medway	The Fitted Rigging House project converts a large, Grade 1, former industrial building into office and public benefit space initially providing a base for eight organisations employing over 350 people and freeing up space to create a postgraduate study facility elsewhere onsite for the University of Kent Business School. The project also provides expansion space for the future which has the potential to enable the creation of a high tech cluster based on the work of one core tenant and pre-existing creative industries concentrated on the site. The conversion will provide 3,473m ² of office space.	Building works to the project are now mostly complete. The building is now fully occupied, with all 8 tenants operating from their new working spaces. Works to Chatham Historic Dockyard Trust Archive, Library and Volunteer Centre have been delayed due to issues with the installation of lifts. However, the project is on track for completion by the end of October 2019.	Delay in delivery of main lift for stair core but an additional platform lift has been installed (at no cost) to mitigate.	GPF allocation spent in full.	Tenant spaces are now fully occupied, generating the income streams needed to meet the GPF repayment schedule. Any shortfall will be offset by charitable reserves.	Tenant spaces are now fully occupied and the businesses continue to grow.		
Innovation Park Medway (southern site enabling works)	Medway	The Project is part of a wider package of investment at Innovation Park Medway. The Innovation Park is one of three sites across Kent and Medway which together forms the North Kent Enterprise Zone. The vision for Innovation Park Medway is to attract high GVA businesses focused on the technological and science sectors – particularly engineering, advanced manufacturing, high value technology and knowledge intensive industries. These businesses will deliver high value jobs in the area and will contribute to upskilling the local workforce. This is to be achieved through general employment and the recruitment and training of apprentices including degree-level apprenticeships through collaboration with the Higher Education sector. The Project will bring forward site enabling works on the southern site at the Innovation Park.	Demolition of the disused building is now complete. Consultants have been appointed to undertake design work in line with the Masterplan and draft Local Development Order. The design work is in progress and is on track to meet the programme. Once the Local Development Order has been adopted, the final design will be taken through the self-certification process and work will subsequently begin on site. There remains a risk to the adoption of the LDO as any comments submitted by statutory consultees must be satisfactorily addressed before the LDO can be taken forward. Formal comments from Highways England on the proposals for the wider Innovation Park Medway site are awaited, however, a number of initial queries have been addressed.	Adoption of the Local Development Order is required prior to commencement of the GPF southern site works. Adoption of the LDO is subject to statutory consultee comments being satisfactorily addressed, including any comments raised by Highways England.	GPF spend is not expected to be delayed providing work starts on site by April 2020. This is still achievable as long as the adoption of the LDO is not delayed.	Soft market testing to date indicates a high level of interest with businesses ready to take up plots as they become available. Capital receipts/business rates will then become available for repayments. Development of the site is dependent upon the LDO being adopted.	Delivery of Project outcomes is dependent upon the LDO being adopted. Once the LDO is in place there will be minimal risk to the realisation of Project outcomes as there has been significant interest in the site.		
Centre for Advanced Engineering	Essex	Development of a new Centre of Excellence for Advanced Automotive and Process Engineering (CAAPE) through the acquisition and fit out of over 8,000sqm, on an industrial estate in Leigh on Sea. The project will also facilitate the vacation of the Nethermayne site in Basildon, which has been identified for the development of a major regeneration scheme.	Phase 1 completed and operational for start of 2018/19 academic year including motor vehicle and engineering. Phase 2 was completed in November 2018, allowing student enrolment from December 2018. The project was completed on time, to quality and within the revised budget.	Project delivered	GPF funding spent in full	No risk.			

Growing Places Fund Update Appendix 1				Deliverability and Risk					
Name of Project	Upper Tier	Description	Current Status	Delivery Risk	GPF Spend Risk	Repayment Risk	Delivery of Project outcomes	Other Risks	Overall Project Risk
Colchester Northern Gateway	Essex	This development is located at Cuckoo Farm, off Junction 28 of the A12. The overall scheme consists of: relocation of the existing Colchester Rugby club site to land north of the A12 which will unlock residential land for up to 560 homes including 260 extra care and up to 100 bed Nursing home providing in total around 35% affordable units and on site infrastructure improvements facilitating the development of the Sports and Leisure Hub.	No update provided	No update provided	No update provided	No update provided	No update provided	No update provided	No update provided
Charleston Centenary	East Sussex	The Charleston Trust have created a café-restaurant in the Threshing Barn on the farmhouse's estate. This work is part of a wider £7.6m multi-year scheme – the Centenary Project – which aims to transform the operations of the Charleston Farmhouse museum.	The GPF funded works on the café-restaurant are now complete and the café-restaurant is open.	Project complete	GPF funds spent	Repayment schedule is factored in to the cash flow forecasting and risk register which are regularly reviewed.			
Eastbourne Fishery	East Sussex	This capital project has secured £1,000,000 European Maritime and Fisheries Fund (EMFF) grant funding to build a Fishermen's Quay in Sovereign Harbour to develop local seafood processing infrastructure to support long term sustainable fisheries and the economic viability of Eastbourne's inshore fishing fleet.	<p>Work on the project has been delayed due to a number of issues, including the appointed contractor going out of business, resulting in the need to seek an alternative contractor.</p> <p>There have been delays in relation to the signing of the lease between the landowner and the Fisherman's CIC, however, the issues have now been resolved and it is expected that the lease will be signed on 14th November allowing work to commence on 15th November.</p> <p>The delays experienced in commencing construction of this project, may present a risk to the agreed repayment schedule. This will be investigated further and, if required, a revised repayment schedule will be brought forward for consideration by the Board in February 2020.</p>	There has been a delay in beginning work on the project, however, the project is still deliverable and work will commence onsite in the near future.	Project has experienced a number of delays which have resulted in delayed start of GPF spend. Once the agreement is in place with the landowner work on the project can commence and the GPF funding will be spent in full.	The repayment schedule remains as stated in the Business Case, however, the delay in commencing construction could impact on this schedule. This will be monitored and the Board will be updated in February 2020	Objectives and deliverables are still as per the original business case.		
No Use Empty Commercial	Kent	The No Use Empty Commercial project aims to return long-term empty commercial properties to use, for residential, alternative commercial or mixed-use purposes. In particular, it will focus on town centres, where secondary retail and other commercial areas have been significantly impacted by changing consumer demand and have often been neglected as a result of larger regeneration schemes.	<p>The project has contracted with 12 projects in Dover, Folkestone and Margate.</p> <p>These projects will provide 15 commercial units and 28 residential units in total. To date, 6 commercial and 13 residential units have been brought back into use.</p>	All GPF funds were drawn down by March 2019. Contracts are now in place to ensure delivery of the outcomes stated within the Business Case. Steady progress being made in terms of delivery.	The full £1.0m of GPF funding has been allocated to projects	The individual projects currently supported by No Use Empty Commercial have repayment dates which will fulfil the requirement to repay the first £500,000 by March 2021.	Contracts are now in place to ensure delivery of the outcomes stated within the Business Case	No other risks identified. The number of commercial units in contract exceed the total stated in the Business Case.	

Growing Places Fund Update Appendix 1									
Name of Project	Upper Tier	Description	Current Status	Deliverability and Risk					
				Delivery Risk	GPF Spend Risk	Repayment Risk	Delivery of Project outcomes	Other Risks	Overall Project Risk
Javelin Way development project	Kent	The project aims to develop the Javelin Way site for employment use, with a focus on the development of Ashford's creative economy. The project consists of two elements: the construction of a 'creative laboratory' production space and the development of 29 light industrial units.	<p>The procurement process is now underway.</p> <p>A revision to the planning has been made due to a change in cladding for the Jasmin Vardimon building.</p> <p>RIBA stage 4 design is now complete for the theatre element of the project.</p>	Procurement has commenced	No new risks to spend	Full repayment still expected at end of March 2022..	On target to be delivered as per Business Case.		Still on schedule and on budget as set out in Business Case.

Item 7: Appendix A- Social Enterprise Prospectus

Social Enterprise

A PROSPECTUS



SOUTH EAST
LOCAL ENTERPRISE
PARTNERSHIP

Foreword

I am delighted to introduce this prospectus and accompanying case studies to illustrate the major contribution and impact of the work of the social enterprise sector in our region. With our collaboration, the priorities that have been identified seek to further strengthen this impact, through improved coordination and access to support, better engagement and promotion of the sector.

The South East LEP (SELEP) is committed to ensure that Social Enterprise is given due prominence in the development of the Local Industrial Strategy and Shared Prosperity Fund and by working collaboratively we can align our working to realise a greater social value whilst driving inclusive growth. I call on our partners to endorse this prospectus and support the priorities presented. **Chris Brodie, Chair, SELEP**

As SELEP Board Champion for Social Enterprise I very much welcome this prospectus. Social Enterprises must not be underestimated – they are a major provider of local employment for local people, a deliverer of key local and strategic services, and an important sector to leverage in additional external resources. We must recognise the huge scope they offer to support our aspirations for inclusive economic growth across our region and respond to the particular challenges this prospectus outlines in order to maximise our potential. **Penny Shimmin, SELEP Social Enterprise Board Champion & Sussex Community Development Association**

This is a pivotal time for the SELEP. We have recently launched our new Economic Strategy Statement which sets us on a pathway towards a robust Local Industrial Strategy for the south east. The contribution of this prospectus will assist us in further defining particular scope and opportunities of this important sector in defining our ambitions for an inclusive economy. **Adam Bryan, Chief Executive, SELEP**



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OUR CALL TO ACTION	5
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Introduction

The South East of England is a thriving economic centre and its scale and economic output presents a significant contribution to the national economy. There is huge scope and opportunities for growing the economy of the South East and social enterprise has a role to play in blending innovation and business drive with social goals that benefit the local community and strengthen our social fabric.

Social Enterprise does not just present social value, it is a significant business sector in its own right, employing up to 62,000 people and contributing a minimum of £2.3 billion to the local economy. It has a substantial contribution to make in supporting the South East Local Enterprise Partnership's aspirations for a more productive and more prosperous economy and with the right support and opportunities there is potential for social enterprises to grow and achieve even greater impact.

It is our aspiration that the South East is recognised as the capital of social enterprise. This prospectus:

- Sets out the scope and opportunities of the sector in our area
- Presents case studies to illustrate its range and value
- Presents consultation findings and reviews provision to assess what is required to strengthen and support Social Enterprises to flourish. And based on this;
- Presents the following practical priorities for action that are required to build a stronger, more impactful social enterprise sector in the South East:

- Providing a wide range of business support
- Coordinating information on the sector
- Promoting networking opportunities
- Engaging the procurement and commissioning agendas
- Encouraging access to suitable finance
- Improving promotion of the sector
- Measuring social impact

Our Call to Action

Social enterprises have a significant impact on the economy and in the wider community. Our ambition is for social enterprises to be able to do more by working with strategic partners to build a stronger and more impactful social enterprise sector in the South East.

Our Calls to Action

A wide range of Business Support

- Community-based pre-start support to high level strategic planning for growth.
- A fully integrated and consistent brokerage and referral system.
- Better understanding of the unique aspects of social enterprises amongst mainstream business support providers.
- Support social enterprises to access appropriate mainstream business support.

Coordinated information of what is available

- Ensure this is relevant to all stakeholders including; social enterprises, customers, policy makers and strategic planners.
- More effectively quantify the sector based on in-depth knowledge of what social enterprises offer and are trading.
- Ensure wide knowledge of the business support offer and finance opportunities.

Networking

- Communicate effectively to share information and good practice.
- Use networks to influence the sector and policy.

Engagement with the procurement and commissioning agenda

- Engage both the public and private sector.
- Influence the procurement agenda, using the Social Value Act.

Finance

- Improved information exchange about what forms of finance are available to help social enterprises.
- Understanding the value and impact of grant funding on commercial sustainability and trading income.
- Engage with developing methods on how grant funding can be accessed and distributed most effectively.

Celebrating success

- Celebrate both the individual and collective successes of social enterprises.
- Ensure that there is comprehensive evidence and data to support success stories.

Social impact

- Increased support to understand the social impacts that social enterprises deliver.
- Explore a bespoke programme or integrated offer with existing business support providers to better understand social value and impact measures.
- Evidence the social impacts that social enterprises provide and use this information to promote and support future delivery.

1

What are Social Enterprises and what do they contribute to our area?

Social Enterprises are businesses that trade for a social purpose.

There is no specific legal definition of a social enterprise but they have most of the following characteristics:

- They earn a significant amount of their income through **trading**
- They have a **social purpose** which is written into their governing document
- Their **surpluses** are used to support their social purpose
- They frequently have an '**asset lock**' which means that the assets cannot be distributed for private gain

In addition:

- They are often owned by the **community** they are set up to support
- They frequently **provide employment** for people who could not work in the mainstream labour market
- They may be owned by or grown out of existing **charities**
- They can be commissioned to deliver **public services**

Social Enterprises in the SELEP area

It is calculated that:

- There are between **4,500 and 6,300** social enterprises trading in the SELEP area
- They employ between **44,000–62,000** people

They contribute a minimum of **£2.3 billion** to the local economy.

Social enterprises are a significant business sector that have economic impact in the South East. With the right support and opportunities there is potential for social enterprises to grow and achieve greater impact.

Social Enterprises in the SELEP area:



Social Enterprises

4,500–6,300



Employing

44,000–62,000



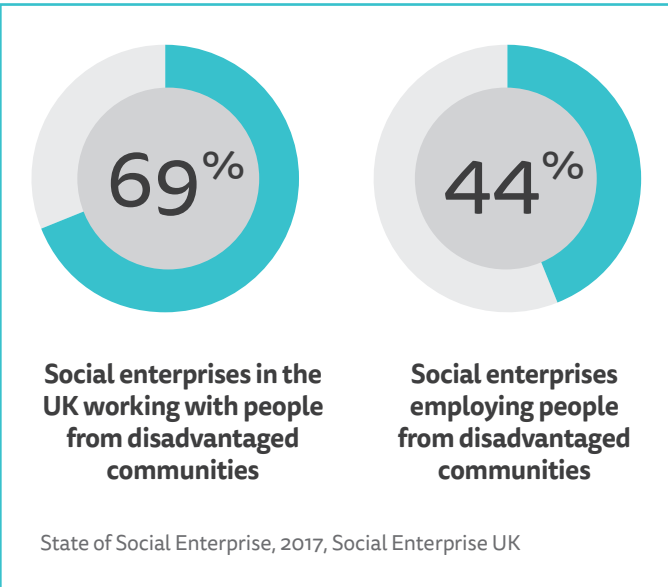
Contributing to the economy

£2.3 billion

Figures are extrapolated from Social Enterprise UK, 2018, The Hidden Revolution – size and scale of social enterprise in 2018, Social Enterprise UK

Social enterprises seek to create jobs and inclusive growth. They deliver social and public benefit.

They can be constituted in a number of ways; charities, co-operatives, community interest companies.



A range of business activities including:

- Create jobs for people with disabilities – including veterans
- Run apprenticeships for ex-offenders
- Run community shops and pubs
- Run community centres and support local regeneration
- Provide nursing and domiciliary care
- Organise community events and run leisure facilities
- Provide out of hours GP services and run practices in disadvantaged communities
- Provide school meals and educate children about healthy eating
- Enable people in receipt of care funding to manage their own care support
- Run local energy co-ops
- Provide housing and housing support
- Provide community transport

Spectrum of social value



Case study

Britain's Bravest Manufacturing Company

Sector: Manufacturing
Location: Kent



The Royal British Legion was founded in 1919 after the end of the First World War, to support wounded ex-service personnel. In 1925 we set up our first factory to provide work for veterans and today we trade as Britain's Bravest Manufacturing Company, which comprises about a third of Royal British Legion Industries' (RBLI) work.

Today we employ 102 people in RBLI – of whom 73% are disabled. We make signs, make and repair wooden products such as pallets, assemble components from factories to sell in shops, such as plumbing parts and run a print and mailing business.

Our sign-making goes back to the 1950s when we started producing signs for British Rail. This continued under Network Rail and its sub-contractors until the contract was put out to tender in 2017 – which we won. It is a £3 million pound contract that lasts for 5 years. Although it was a fully competitive process Network Rail wrote into the specification that only sheltered factories were allowed to bid, which is allowed under EU commissioning rules. The tenders were assessed on the basis of price (60%) and technical capability and capacity (40% – of which 20% was based on social value)

Since 2012 we have also been making road traffic signs for Highways England and Local Authority contracts for the whole of the UK. In the Kent County Council tender for their Term Maintenance Contract, it was specified that there must be a social enterprise in the supply chain.

The product we make is the best in the market – that's why people buy from us. When people buy road signs to erect over a motorway they are buying a giant jigsaw puzzle that has to be assembled 20 feet in the air – it has to fit together perfectly. If there is a problem putting it together and the road has to be closed for a second night, it costs the

construction company a fortune. The veterans who work for us love this work, they love being the best, making the best signs. They like the challenge of getting it right. 90% of the staff working on the signs are ex-military.

We invest in specialist equipment and use technology to help us to create more jobs, rather than cut jobs like most businesses. The printer we use to make the signs enables us to make lots more and we have been able to recruit more people to assemble them. We don't buy in metal work, we buy in materials and make it all ourselves. The printer is the first of its kind in England, we had to have engineers come from the manufacturers in Japan to install it.

In recent years we have started to work with people who have disabilities who are not from the military. We believe we have something to offer them and it enables us to maintain the size of our workforce to deliver these contracts. We are working with the Social Enterprise Mark CIC and the DWP to develop a Social Enterprise Disability Employment Mark. This will help social enterprises evaluate how they work with disabled people.

Our staff are all on permanent contracts and many of them stay a long time. The veterans like working here because we maintain a military culture and they feel comfortable, the civilians like it because they feel valued and that they are making a difference.



“RBLI is a living, breathing example of social enterprise”

Leader of Kent County Council



2

SELEP Social Enterprise Working Group

Social Enterprise Working Group

It will:

- Ensure **social enterprises have a voice** in strategic development and planning activities.
- Promote **LEP sponsored support** to social enterprises.
- **Identify opportunities for social enterprises to contribute to LEP activities.**
- **Work with the Growth Hubs** to influence the way business support is delivered to social enterprises
- **Maximise procurement opportunities** through social enterprise.

Social Enterprise Working Group – five key themes

The following themes have been identified.

1 Championing Social Enterprise

- Elevate status of Social Enterprise in LEP strategies and action plans e.g. Local Industrial Strategy
- Influence and lobby Government bodies and national stakeholders
- SELEP Strategic Board Champion to promote and channel key messages

2 Finance

- Maximise accessibility of economic growth funding streams
- Maximise uptake of finance opportunities e.g. Access Foundation

3 Capacity Building

- Influence mainstream support for Social Enterprise

4 Market Building

- Replicate best practice in promoting social enterprise in the supply chain
- Mapping opportunities within supply chains
- Social Enterprise business to business events
- Convening consortia
- Influence procurement models to promote social value in purchasing goods and services
- Encourage people to become social enterprise entrepreneurs

5 Impact

- Measuring the impact of the social value of social enterprises
- Establishing a baseline and mapping activity

“ **We need more of a structured framework for smaller and medium-sized organisations and help with business support such as finance and marketing.**

Claudia Sykes, Social Enterprise Kent Medway and Working Group member

“ **What does social enterprise mean to SELEP? If we're not mainstream with them, we're not mainstream with anyone.**

Geoff Streetley, Britain's Bravest Manufacturing Company and Working Group member

Case study | Invicta Healthcare CIC

Sector: Health & Care Location: Kent



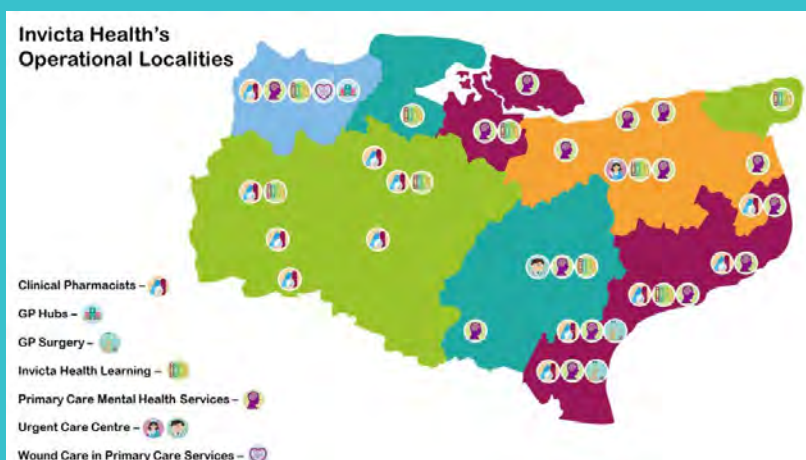
We were set up by a group of GPs to help improve people's access to health services in East Kent. We support the whole community however we provide targeted support to specific patients where their health care needs are not being met. We are commissioned by Clinical Commissioning Groups (CCG), NHS England, other GP Federations and the Local Medical Committee (LMC) to provide services in East Kent / Kent and Medway. We also work with individual GP practices providing back office support as well as particular clinical programmes such as flu injections for homeless people.

We have 96 salaried staff, including doctors, nurses and other healthcare professionals. We are able to invest in our staff and we believe it is important to develop people because of the shortages in the primary care workforce.

The GPs are our shareholders and have invested their money in the business – but the primary purpose when we were set up was to provide good patient care, not to maximise the profits. We reinvest our surpluses in providing healthcare in difficult areas. We turned around two failing practices in a rural area where the previous doctors had retired or left and it was costing the CCG a lot of money to keep the practices running using locum services.

We'd like to network with other health social enterprises so that we can enhance what we do and share our knowledge with others.

We hold the Social Enterprise Mark and this has helped us because people acknowledge that we are here for the greater good.



3

Impact of Social Enterprise in our region

Social enterprises have a significant economic impact as trading businesses, creators of jobs, and through social benefits.

Number of social enterprises:

Area	Minimum	Maximum
East Sussex	643	836
Essex, Southend and Thurrock	1,798	2,756
Kent and Medway	2,135	2,774
Total	4,567	6,366

These figures have been calculated based on national social enterprise population data and local statistics to estimate the numbers of social enterprises in the SELEP area. In each instance we have shown higher and lower figures based on different calculations.

(This equates to between **2.64% and 3.70% of businesses** in the SELEP area¹.)



Number of social enterprises:



2.64–3.7%

Of businesses in the SELEP area



£2million

Mean average turnover



**£2.25billion–
£3.15 billion**

Annual total turnover in the SELEP area for social enterprises



**44,000–
62,000**

Employed in social enterprises in the SELEP area

Figures are extrapolated from Social Enterprise UK, 2018, The Hidden Revolution – size and scale of social enterprise in 2018, Social Enterprise UK

This data illustrates that social enterprises are significant contributors to the economy of the south east. To maximise their impact more effectively, and to measure their social value, more funded support is needed.



We’ve got fantastic managers and carers – that’s what makes us different.

Amanda Cherry SPDNS

1. Smarter, Faster, Together 2018, The South East LEP’s Economic Strategy

Case study | United Living

Sector: Construction Location: UK-wide



United Living is a national contractor providing new build and planned maintenance services for a wide range of clients across the UK. They work primarily with social landlords, planning and managing contracts to build and maintain housing.

Providing added social value to their work is a key driver and 'a reputational part of our business.'

Their social value is defined by the client and depends on local needs and priorities. The most frequently requested action is to provide training and employment opportunities, but they also:

- Link with partners to provide a range of learning opportunities such as job search skills and CV writing
- Work with local schools to identify and deliver projects that benefit the community

- Provide work experience for pupils in schools
- Support local enterprise development
- Support community events

Although community and social benefit has always been important to the company, since the introduction of the Public Services (Social Value) Act in 2012, the wider benefits are vital to them winning contracts. Social value can have a weighting of up to 30% in how contracts are assessed so being able to demonstrate the added value United Living can offer is of real commercial worth to the business.

As part of their commitment to social value, all 200 staff on the southern area refurbishment team had to attend a workshop on social value, what it is and how it affects everyone in their various roles. "All staff left with understanding that the delivery of Social Value is embedded in all their roles and everyone has a part to play, as well as it being a contractual commitment and a business winning activity." (Jacquie Noon, Social Value Manager)



<https://unitedliving.co.uk>

4

Conditions required to nurture Social Enterprise

Social Enterprises have unique requirements related to the development of businesses as well as growth and sustainability:

Key attributes to development of social enterprise

6

Active minority cultures 'expressing non-mainstream values and needs' (e.g. environmentalists, women's groups, ethnic minority interest groups, New Age groups, religious and other ethical organisations)

1

A local authority that supports social enterprises

2

Networking within a local community and extending outside to link with other areas

3

The level of socio-economic deprivation

4

A culture which is open to challenge and seeking to find new ways of doing things, sometimes reflecting the interests of minority groups

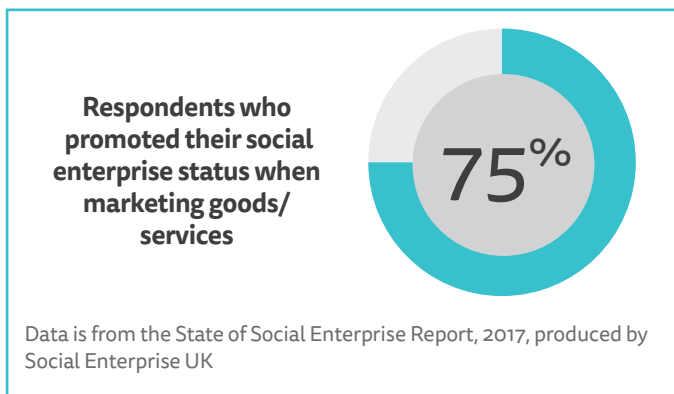
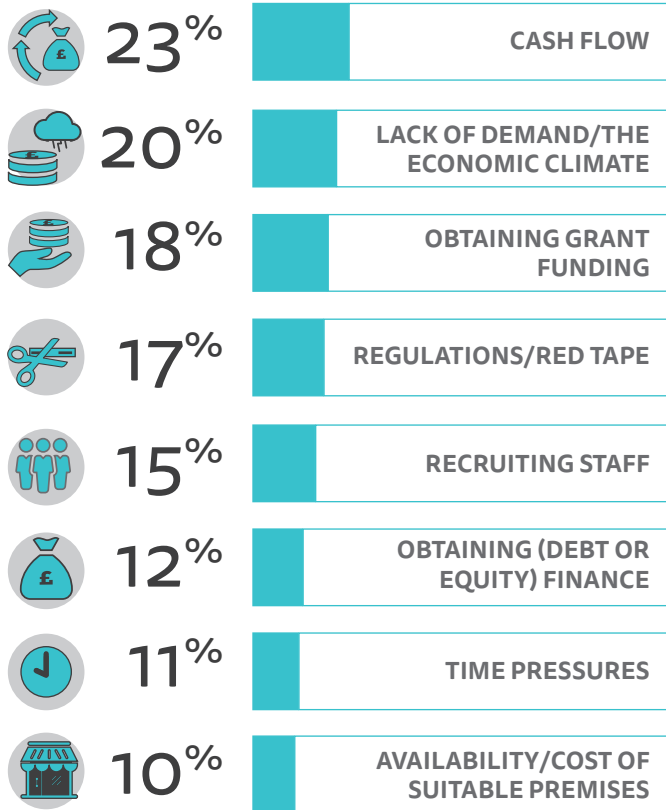
5

The presence of organisations and infrastructure bodies that lobby on behalf of local social enterprises

The study lists six attributes of areas that contribute to the development of social enterprise:



The most significant barriers to social enterprise sustainability and/or growth were given as:



Social enterprises have a number of barriers to sustainability and growth. Many of these barriers will be similar to mainstream small and medium-sized businesses, but there are also some more pronounced challenges that social enterprises face.

For example, nearly a fifth of social enterprises stated that the difficulty of obtaining grant fund was the most significant barrier to sustainability and growth. This is likely a far more pronounced problem for social enterprises than other small and medium-sized businesses, as most businesses have little to no reliance on grant funding.

Investment takeup

A study of social enterprises in Essex was published in 2017, commissioned by Essex Partnership and carried out by Social Enterprise East of England. This was focused on the uptake of social investment finance and included a questionnaire, to which 122 social enterprises responded and in depth telephone interviews with 20 social enterprises.

The findings were:

- There is an appetite for growth but not always the available capacity to achieve this
- 27% of respondents had plans to expand their organisation
- A further 30% had ideas about expansion but little time to develop them
- Organisations identified a need for tailored support, including to develop trading activity
- More than half of respondents identified a need for funding support in the future
- Around a third identified a need for support with developing goods or services, marketing and measuring impact
- Organisations that had sought advice were using a range of sources; the qualitative research found the most positive feedback was for support from peers and networks
- Respondents thought it was beneficial if support organisations had specific expertise in social enterprise or supporting value-led organisations

“ I used to run a [PLC], now I run a business employing 70% disabled people and it’s a bigger challenge, but it’s incredibly rewarding. Geoff Streetley, Britain’s Bravest Manufacturing Company

Case study | Trinity Fencing CIC

Sector: Construction

Location: Kent



We provide employment through apprenticeships to three young people at a time, who are ex-offenders or have been homeless. As well as work, we also help them with accommodation.

We offer commercial fencing services to businesses and domestic garden design to individual customers. We sub-contract from some of the biggest contractors in the country. They buy from us because we provide the right service at the right price. Our commercial success means that we can support the people we work with. Although some big building companies have Corporate Social Responsibility departments, they don't think about applying CSR principles in their supply chains. There are some good schemes, such as Wates and Timpsons, but it's patchy. We need a voice to make this case.

We use some of our profits to donate to other charities. We sponsor a child in Addis Ababa and we support Hope for Justice, an anti-slavery and justice charity. It helps motivate our lads – they know if they work hard it will help to make more profits to donate to our causes.



www.trinityfencing.co.uk

5 Social Enterprise success story

This section provides separate data for Essex and Kent & East Sussex as the information is unavailable on a LEP area basis.

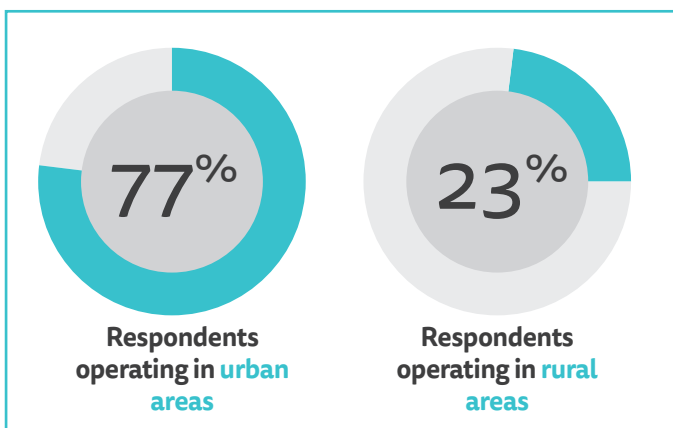
This further highlights the need for improved data and information on social enterprises, particularly in understanding social impact.

Kent and East Sussex

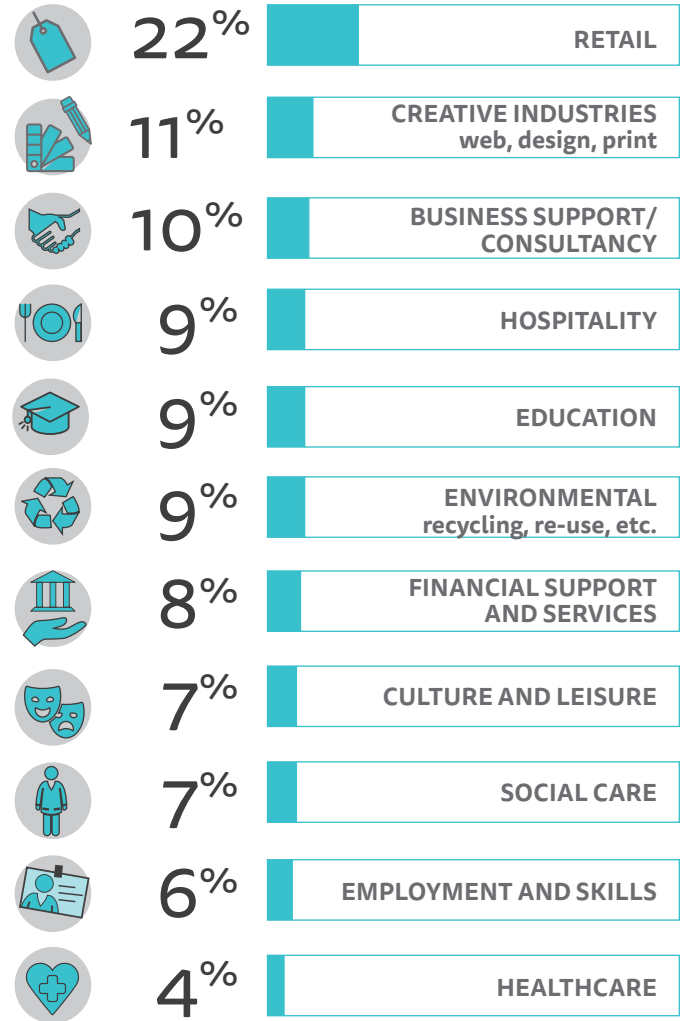
Social Enterprises are not new:



Social Enterprises are urban and rural:



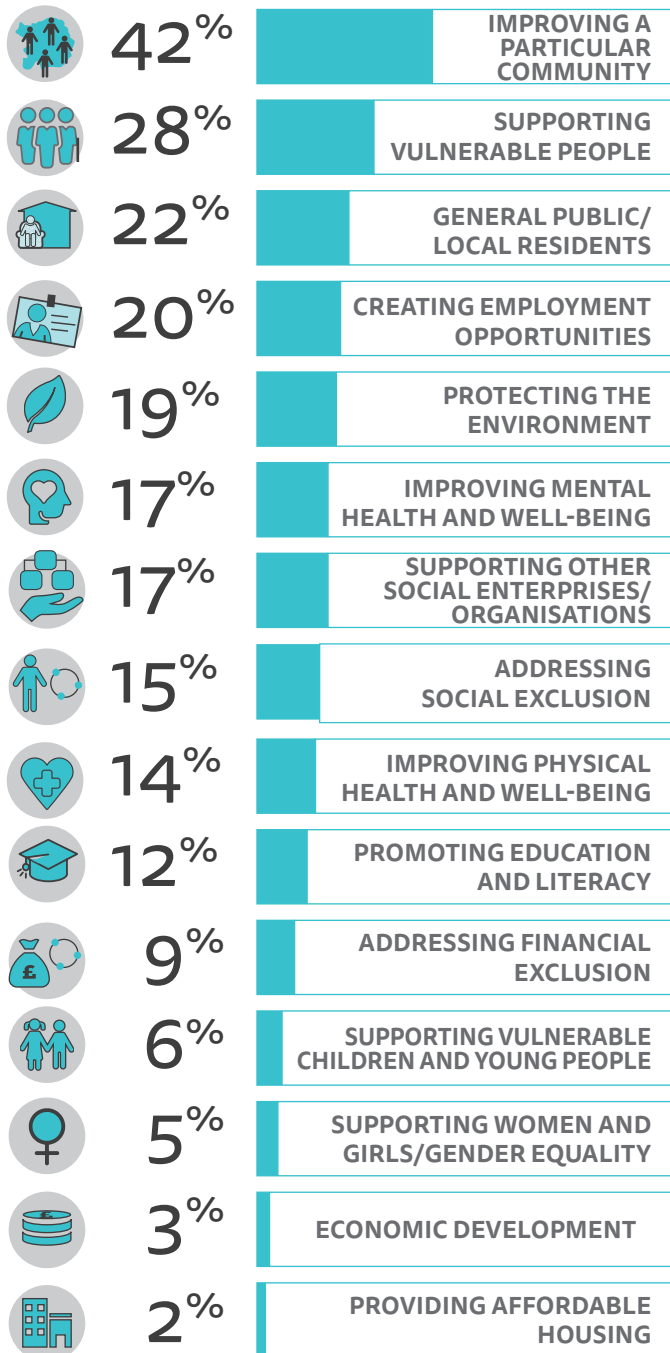
Social Enterprise trading areas are:



Figures have been rounded up so do not add up to 100%
 Data from State of Social Enterprise, 2017, Social Enterprise UK
 The data relates to the counties of East Sussex and Kent.
 (This data excludes Essex which is part of Social Enterprise UK Eastern Region).



Main social and/or environmental objectives of Social Enterprises:



It is commonly thought that social enterprises mainly trade with the public sector but this evidence shows that is not the case.

However, the public sector remains an important market for many social enterprises and they still report difficulties with aspects of public procurement, even after the introduction of the Public Services (Social Value) Act in 2012, which outlined the ways in which public bodies can make purchasing decisions on the basis of value as well as price.

Influencing this policy remains a priority in the social enterprise sector and one in which the Social Enterprise Working Group and its partners may play a part.

Data from State of Social Enterprise, 2017, Social Enterprise UK (The data relates to the counties of East Sussex and Kent. This data excludes Essex which is part of Social Enterprise UK Eastern Region.)

“ We need to educate people about social enterprise needs – and what ‘not for profit’ means.
 Social Enterprise



Essex

This data is from a study carried out by Social Enterprise East of England which focuses on social enterprises in Essex.

MAIN ACTIVITY PROVIDED	%	N
General support	25%	28
Care	19%	22
Education/training	15%	17
Community activity	11%	12
Agriculture/horticulture/ environment	11%	12
Arts	4%	5
Business	4%	4
IAG	3%	3
Housing	2%	2
Criminal justice	2%	2
Other	5%	6
Don't know	1%	1

PRIMARY BENEFICIARY GROUP	%	N
Children/young people	18%	20
Local people/community	15%	17
General disadvantaged	11%	13
Homeless/vulnerable people	10%	11
Families	9%	10
VCOs/businesses	9%	10
People with mental health problems/learning disability	5%	6
Older people	5%	6
People with disabilities/ sensory impairments	4%	5
Carers	3%	3
Other	4%	5
All people (no one group)	7%	8

Base: All respondents answering the question (114)
Social Investment in Essex, 2017, SEEE

Respondents noted the need to get better at measuring the impact of their work.

In summary, this data demonstrates that social enterprises are delivering social value and impacts that benefit the wider community across the South East.

“ **At a strategic level we need to know what is our social impact and at the operational level we need a gap analysis between where we are and where we need to be.**

Social Enterprise

(Questionnaire to support organisations from SEEE as part of this commission)



Case study | Thurrock Lifestyle Solutions CIC (TLS)

Sector: Health & Care

Location: Thurrock



Thurrock Lifestyle Solutions CIC (TLS) is a social enterprise that was established in 2007 to take control over former Council Social Care services and is led by disabled people. Run as an efficient business with innovative ideas, by 2019 we supported over 270 people, have saved the Council £400K per year and recently purchased another business – now turning over £3.5M per year and returning its profits to the community.

Who are we?

TLS puts its users at the heart of its approach – it's that the company is run by the very community it serves.

We're unusual in that 100% of our Board are people who identify as Disabled. We are committed to helping disabled people to have the lifestyle they want and with the awareness of innovative social care commissioners giving individuals budget we can support them to do this.

We provide a range of interventions; from the provision of personal assistants, the use of day opportunities, internships into employment, school transition links and specific support for people with Autism; to name but a few.

Empowerment

Our methods are working in Thurrock. The company is founded on the concept of 'Asset Based Community Development' (ABCD), which focuses on the strengths within a community and mobilising individuals, rather than identifying deficits and needs.

But what does this actually mean for the way the organisation is run?

Like any good business, we have been able to diversify our income, taking opportunities where we saw them – but not led by merely seeking profit only.

TLS's success seems to be two pronged.

(i) Leaving the local authority to pursue our aspirations and run services how we believe they ought to be run has

given us the freedom to cut fat and red tape, act agilely and nurture entrepreneurial attitudes.

(ii) being driven by the community – in the way we deliver everything from personal assistants, interdependent living, learning tools, employment opportunities and other experiences – means we know exactly where to channel funds for the deepest impact. It absolutely makes sense we'd now be thriving and financially growing: empowered communities collectively are able to achieve more, for themselves and each other.

Turnover is Vanity, Social Impact is Sanity

Data from 2016-17 (NHS Digital) shows females with disabilities can expect, on average, to live a life 18 years shorter than those without a disability, and males, 16 years shorter.

We are trying to address this in Thurrock. We have supported many smaller community groups, run health days, paid for individual health checks, paid for gym membership, looked at the impact of hate crime and run specific training for people to keep safe as well as enabling communities to develop mentors in understanding finance and how to individually budget.

We saw immense untapped potential in our community and acted on it. There's a huge chasm for disabled people after school. For us, they're equal value partners, and we help them contribute meaningfully and we want them to have the choice to do what matters most to them.



📺 Watch this film about Thurrock Lifestyle Solutions. <https://vimeo.com/223060525>

🌐 Visit their website at www.choiceandcontrol.co.uk



6

Support for Social Enterprises in SELEP

What support is available?

Social enterprises can access support from a range of organisations, including mainstream business advisers, voluntary sector support organisations and through peer to peer networks. However there are some limitations to most of these sources:

	Advantages	Challenges
Mainstream business support	<ul style="list-style-type: none"> A wide range of business support skills available that social enterprises can access 	<ul style="list-style-type: none"> A perception that the unique aspect of the social enterprise business model is not as widely considered as it could be A limited understanding of the wide range of social enterprise business models available and what makes them different
Voluntary sector support organisations	<ul style="list-style-type: none"> Available in every area Used to supporting organisations with a social purpose Good at generic areas such as policies and HR 	<ul style="list-style-type: none"> Can lack understanding of entrepreneurial approaches and default to grant aid rather than trading, business advice
Business support professionals (accountants, solicitors)	<ul style="list-style-type: none"> Can provide pro bono or reduced fee support Some have in depth expertise of social enterprise models 	<ul style="list-style-type: none"> Start-up businesses often can't afford to pay for support Some providers don't understand the range of social enterprise models and what makes them different
Peer support	<ul style="list-style-type: none"> Social enterprises are often willing to share their experience and knowledge Value of real experience 	<ul style="list-style-type: none"> Can be a drain on experienced social enterprises and a distraction from their business Can be hard to find people with the right experience
Trade sector support	<ul style="list-style-type: none"> Established mainstream businesses can support social enterprises as part of their corporate social responsibility Highly valued specific support 	<ul style="list-style-type: none"> Can be difficult to find – often based on personal relationships and the mainstream business sector

Support currently available in the South East:

- **31** organisations are providing support to social enterprises
- **Half** of these are voluntary sector support organisations
- **13** collect data on how many social enterprises they support – for these, the average number of social enterprises supported is 27.
- **26/31** provide support to start up social enterprises; **3/31** provide support for people thinking of starting a social enterprise and **3/31** provide support for social enterprises wanting to grow
- **29** make referrals to other providers

What are social enterprises in the South East saying about business support?

Social enterprises need good quality support to help them grow their businesses. They need to be made aware of external support that is available to them.

To improve the quality of the current external provision, current business support providers should be trained specifically to support social enterprises. Social enterprises value specialist support the most, working with organisations that have the knowledge and expertise in working with social enterprises.

Mainstream business support in the South East, which includes support for social enterprises, is provided through SELEP's South East Business Hub and its three Growth Hub providers – Business East Sussex, Kent & Medway, and Business Essex, Southend and Thurrock.

Half of the organisations we contacted told us that the type of social enterprise they support is voluntary organisations that want to become social enterprises.

43% of provider organisations have staff who are specialists in supporting social enterprises. 13 organisations record the number of social enterprises they work with, and local agencies are working with an average of 29 social enterprises a year².

“ **Business advisors should understand the fundamental reason social enterprises exist and in turn how this impacts all aspects of our business activities.**

David Hinton, The Work People



2. Questionnaire to support organisations from SEEE as part of this commission

What is different about support for social enterprises?

Consultation with social enterprises in the SELEP area has identified that:

- Social enterprises are driven by their values and social goals – advice about maximising profits without taking this into consideration is of no use to them
- Social enterprises trade and compete for contracts in the market place – advice about getting grant funds can result in negative impact on their ability to generate income through trading

The areas in which social enterprises are most likely to need specialist support are:

- Legal structures
- Governance
- Measuring and marketing social impact
- Managing an organisation that is owned by its users
- Public sector commissioning and procurement

What support do social enterprises want?

- Expertise and experience with social enterprises
- Joined up and easy to access
- Consistent and long term sources of support
- From community based pre-start support, start-up, strategic planning for growth
- Less of a postcode lottery in terms of the quality and level of external support

Social value

This is about measuring the collective benefit to a community that the work of a social enterprise delivers. Much of this activity is not reflected in market prices. Delivering social value is central to the work of any social enterprise.

Three types of support were identified:

- 1 **Generic business support** – social enterprise friendly but similar to mainstream businesses
- 2 **Social enterprise specialist support** – from other social enterprises or specialist advisers
- 3 **Trade sector specific** – from other social enterprises or mainstream businesses in the same sector

Social enterprises have many requirements that differ from those of mainstream businesses, they need additional support to:

- assist them in establishing appropriate legal and governance structures
- create a solid and accessible social enterprise network
- measure social impact in a more consistent way
- position themselves more equitably with the wider base of SMEs in the economy

Some social enterprises are not aware of the support that is currently available and could be more successful if they had access to more good quality and appropriate advice. While social enterprises will be eligible for mainstream business support, providers do not currently have a specialist offer for social enterprises.



Many of the common areas in which businesses need support are different for social enterprises – here are some examples:

Finances	<ul style="list-style-type: none"> State aid rules when bidding for contracts Combining grants and trading income Restricted funds Costing social value Using social investment providers
Marketing	<ul style="list-style-type: none"> Having two sets of customers – those who use the service and those who pay for it Understanding the need to tell the world about the virtues of your business Marketing on a low budget and accessing pro bono support
HR	<ul style="list-style-type: none"> Evidencing and marketing social impact Working in a democratic structure – when end users are on the board Support and supervision for senior staff – when overseen by voluntary board members
Market Research	<ul style="list-style-type: none"> Understanding the public policy agenda Knowing who else is providing services

Social enterprises need a network that understands and responds to the unique aspect of the work that a social enterprise faces compared to mainstream SMEs.

Social enterprises have wider pressures beyond the financial bottom line, it is about delivering for the wider community and having a positive social impact.

To deliver a truly inclusive economy with prosperity for all our social enterprises need truly bespoke support.

“ In the beginning we had a mentor from PWC and had voluntary advice from local businesses ... We had Cabinet Office funding to bring in specialist advice on contracts, other social enterprises gave us advice and we learned as we went along.

Social Enterprise

“ We suffer from having no plan for social enterprise, only odd pockets of support for a few months ... we need to decide what we want to do for the next 3–5 years.

Claudia Sykes, Social Enterprise Kent

“ There’s a million things we’d like help with – people with specialist skills and time to do things. We know what we want but we often don’t have the skills, knowledge and time to make it happen

David Hinton, The Work People

“ The majority of the [social enterprise] County Networks, specialist support providers, and Business Link itself, believe that social enterprises are different and hence require both a different type of delivery and a different type of support.

(Mapping the regional social enterprise sector, Lyon, F. et al, 2008, SEEDA)

Case study | Benenden Community Shop

Sector: Retail
Location: Kent



We took over the village shop in 2015 and now run a general store, post office and café that is the hub of our community, especially for the elderly and lonely. Our customer surveys tell us that we have had a big impact on the social cohesion of this community. We are a Community Benefit Society under the terms of the Co-operative and Community Benefit Societies Act 2014.

We were in danger of losing our shop and a group of residents decided to take it over. We were helped by the Plunkett Foundation, which has a lot of experience of setting up community shops. We are also supported by Benenden Girls School, which bought the building and leases the shop element to us. The flat above the shop is used by school staff and the girls volunteer in the shop – we also run a tuck shop in the school.

When we took over the shop it needed a complete refurbishment and we had to raise some money. We set up a community share issue and raised £86,000 from 350 investors. Shareholders are able to vote for, and stand for election to, a Management Committee that has overall responsibility for the enterprise.

It was very hard work and we had to meet about twice a week for about three months. We toured other community shops before we set up and had advice from them and from Plunkett. We were the first community shop to achieve the Community Shares standard for our share issue prospectus and process.

You need someone who can hold a team together and we have heard of several community ventures which have not got off the ground because of a lack of teamwork. In the end we held a big village meeting and there was such a sense of excitement as people came on board – they were queuing up to pledge that they would buy shares.

We're making a profit now and have six paid staff and about 60 volunteers working with us. We try to help others who are thinking about setting up a community shop.



<http://benendens.co.uk>

7

Social Enterprise Networking

Networks can range from the informal and broadly social to the formal business based organisation with a fixed membership and regular schedule of meetings. Until 2010 there were county networks throughout the South East Region, including Kent and East Sussex. These were linked to the Regional Social Enterprise network SE2 Partnership. Social Enterprises in Essex could join Social Enterprise East of England. In 2017 a new Essex social enterprise network was established and local networks were started in Southend-on-Sea and Thurrock. Some networking activities have been undertaken in Kent and East Sussex by Social Enterprise Kent and The Work People.

The only formal networking taking place amongst social enterprises is the SELEP Working Group and the embryonic networks in Essex, Southend and Thurrock. Local networking is otherwise ad hoc and inconsistent, reliant on small, one-off pockets of funding.

Current membership of Social Enterprise UK in the area

Area	Number of SEUK members
Essex, Southend-on-Sea and Thurrock	29
Kent and Medway	40
East Sussex	11

Figures supplied by Social Enterprise UK

“ I want good quality networks and training opportunities, with training pitched at the right level.

Social Enterprise

Why do social enterprises want to network?

Many business networks exist and they are used for:

- Sharing ideas and information
- Identifying opportunities for business to business trading
- Providing mutual support
- The opportunity to hear from speakers – inspiration and practical help
- Raising the profile of the business
- Getting together to campaign about local issues

“ There’s a real need [for networking] – owners of social enterprises are working too many hours and feeling on their own.

Geoff Streetley, Britain’s Bravest Manufacturing Company

“ I find it useful to collaborate with other social entrepreneurs, it helps me develop my own skills and knowledge. It is also a great reminder that there are others swimming upstream facing the challenges of running a business alongside the additional pressures of delivering for beneficiaries. Social entrepreneurs can often suffer, feeling alone and burdened with responsibility. I find spending time with peers can be a great inspiration and a boost for my own wellbeing.

David Hinton, The Work People

Social enterprises value all these aspects of networking. In addition they use networks for:

- Promoting a business model that is relatively new and not fully understood
- Developing consortia and supply chains
- Lobbying for support
- Taking control of the social enterprise agenda
- Mentoring and problem solving

Middlesex University's research³ concluded that the purpose of good regional social enterprise networks should be:

- Generating support and development programmes that are responsive to the local needs of the county networks
- Providing training and development services
- Effectively representing the sector in the region and influencing strategy and policy
- Providing an effective brokerage role between local networks and specialist providers.
- Raise awareness of the sector and ensure that Local Authorities and other public sector bodies recognise the contributions of Social Enterprises
- Maintain an overview of and develop the intelligence base for the sector
- Establish and broker support for an agreed "core offer" for local networks and help them develop the capacity, where necessary, to deliver this offer

Research for the Office of the Third Sector⁴ also identified seven characteristics of a "good network, specifically:

- **Track record** – ability to demonstrate appropriate level of development;
- **Membership** – large proportion of organisations that could be members are members;
- **Activity** – services are well used and sufficient to create momentum;
- **Connections** – directly between members;
- **Direction** – steering group provides direction, co-ordination and organisation;
- **Objectives** – works towards clear objectives; and
- **Resources** – appropriate to deliver level of service expected

Consultation amongst social enterprises in the South East for this prospectus identified that:

- Social enterprises are informally networking with other social enterprises where they can
- Networks are valued for information sharing and communication
- Social enterprises are participating in mainstream business networks, such as the Federation of Small Businesses, and voluntary and community sector networks
- Networks for social enterprise leaders are valued
- Social enterprises want networks to be practical, not talking shops
- Some social enterprises are unaware of networking opportunities but would value getting involved
- Networks can help promote what support is available to social enterprises



I seem to be helping everyone else but not getting help myself.

Social Enterprise

Local leaders and people within social enterprises are best placed to develop and facilitate networking to ensure that the needs of social enterprise practitioners are met and that networks add value to their businesses. **The SELEP Social Enterprise Working Group will oversee the development of networks, building on the experiences in Essex, Southend and Thurrock.**

3. Mapping the regional social enterprise sector, Lyon, F. et al, 2008, SEEDA

4. 'Rocket Science', research for the Office of the Third Sector

Case study | Whole School Meals CIC

Sector: Food & Drink
Location: Kent



Our driving force is to feed our school children well using high-quality, local, fresh ingredients in 'home-made' food. We were set up twelve years ago by a parent governor of a local school who thought that school meals should be better. We are now owned by the schools who buy from us.

In 2006, Kent County Council wanted more small providers to be able to bid to deliver school meals so they set up small clusters of schools and you could tender for one or more of the clusters. We won a

tender and we now feed about 3,000 children per day. Our profits help fund our work to promote good nutrition and healthy eating in schools. We have developed a pack of characters called the Lunchkins that represent the food groups and we will sell them to schools to use in the science curriculum.

In the next tendering round Kent County Council decided to go back to big contracts so we couldn't bid again. You had to have a turnover of £5 million to be able to bid. Fortunately, the 26 schools we work with decided to opt out of the council's contract so that they could continue to buy from us.



<http://wholeschoolmeals.co.uk>

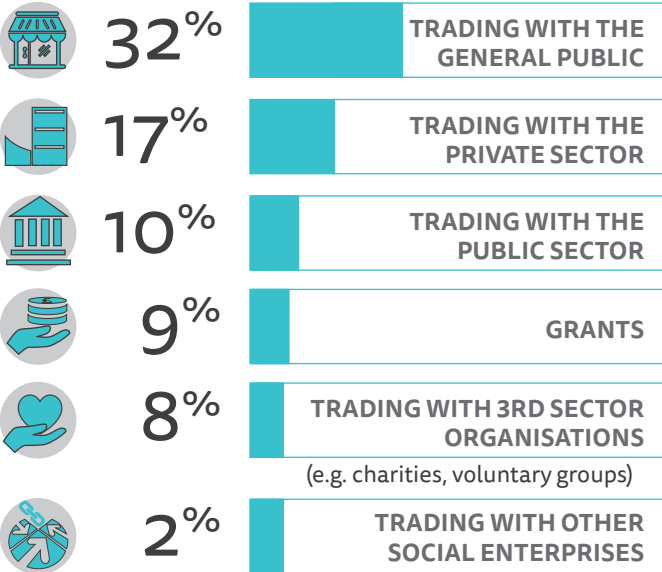
8 Social Enterprise Finance

Social enterprises choose to trade in order to be categorised as social enterprises. There is no fixed and agreed percentage although the Social Enterprise Mark eligibility criteria stipulates that at least 50% of income must be earned and this is commonly recognised as an acceptable threshold.

Social enterprises also deliver social objectives and are frequently also in receipt of grant funding from public authorities or charitable trusts. Many social enterprises started life as traditional charities and have developed trading activities, either to free themselves from the constraints of public funding or because it is in increasingly short supply.

When social enterprises are contracted to deliver public services, particularly when they have been awarded contracts following a competitive tendering process, this is considered to be earned income.

Sources of income:



Data for the South East (whole region), 2017, from Social Enterprise UK survey

% income earned through trading	Total (all UK)	South East
0 to 24%	0%	0%
25% to 49%	12%	12%
50% to 74%	13%	10%
75% to 100%	74%	78%
Don't know	0%	0%
Number of respondents	1,425	140

Extrapolated data for the South East (whole region), 2017, from the State of Social Enterprise survey

The Social Investment research undertaken in Essex in 2017 showed the following proportion of earned income:

Proportion of income earned through trade					
Proportion of income earned through trade	0%	1-2 5%	26- 50%	51- 75%	76- 100%
Proportion of respondents	28%	15%	9%	11%	36%

Base: All respondents answering the question (89)

This means that the vast majority of social enterprises, over 75% in both surveys, are earning some proportion of income through trade.

Start-up finance

Social enterprises are eager to improve the access to start-up funding. Individuals setting up an organisation to address social problems in their community often think they will be able to access money to assist them, but there is limited public money available to support start-up social enterprises.

UnLtd runs a national programme to support individual social entrepreneurs (people who want to solve social problems using an entrepreneurial approach). Its flexibility and light touch approach was seen as very helpful by those who responded to the current consultation.

Social investment

Social investment refers to finance that can be accessed when the investor is looking for social as well as financial returns on their money. A number of financial institutions such as Triodos Bank, Unity Trust Bank and Co-operative and Community Finance, have been in operation for many years, but the introduction of Community Interest Tax Incentives together with the launch of the Community Development Finance Institution model (now called Responsible Finance) in 2002, led to a range of new providers, including Charity Bank, Big Issue Invest and the Key Fund, which all lend money to social enterprises to develop their businesses.

Other models being used are:

- **Community Share Issues** – where local people buy shares in a community asset
- **Social Impact Bonds** – where a third party investor pays up front for a social service to be delivered and if the activity achieves its social goals, the investor is repaid by the funder of that service
- **Crowd Funding** for social purpose

Government is keen to promote the use of social investment and is sponsoring a number of capacity building activities to help social enterprises take on loan finance.

Government has also set up Big Society Capital to receive income from dormant bank accounts. Big Society Capital acts as a wholesale social investor, supporting some of the agencies referred to above. It also runs awareness raising programmes and is a partner in the Good Finance online guide to social investment.

🔗 <https://www.goodfinance.org.uk>

There are many social investment providers offering finance to social enterprises but they are not widely known about or understood by social enterprises. The existing providers should be better promoted and, in particular, business advice organisations, including Growth Hubs should be aware of the support available and of the Good Finance website.



People need start up finance, simple loans and grants. UnLtd are good – they provide small amounts which is useful.

Social Enterprise

Case study | Thanington Neighbourhood Resource Centre

Sector: Charity
Location: Kent



Thanington Neighbourhood Resource Centre is a resident-led registered charity, which was built in 2000 in the Wincheap ward of Canterbury. The area once known as 'little Beirut' is still in the 20% most deprived wards in the UK. Crime levels and anti-social behaviour were so high that the area was awarded European regeneration funding to get started and we now earn nearly 90% of our annual income without grants.

We run a very successful and extensive programme of youth activities and leisure facilities for everyone in the community. We also run a meeting room/conference centre which we hire out commercially and a wide range of organisations rent rooms and office space from us.

The turning point for us was when we invested in our building. Our trustees are all local residents and they recognised that to survive we had no choice but to shrink the service or to expand and if we expanded then we could make money. We needed to become more self-sufficient. Paula, our manager, is a trained social worker and she did all the work to develop the business model and find funders who would invest in us. Because our trustees are residents they knew what the problems

were and they took on the risk when we expanded – they were brave to do this because they were personally liable – although we have since set up a Charitable Incorporated Organisation (CIO). We didn't think to ask anyone else for help because we didn't know that there was anyone who could provide the support we needed.

If we hadn't taken the decision to grow, we would have been forced to make cuts and make staff redundant. We didn't want to do that because they were also residents and had previously been unemployed - they are now highly skilled. We took the risk and started earning most of our money so we are not dependent on grants.

We are starting to work with local businesses. One fast food provider had problems with kids, the retail staff didn't know how to deal with them, so problems escalated. We made them an offer to train their staff to de-escalate situations and in return we've asked for vouchers to offer the young people who come to our youth centre. We'd like to offer similar services to other local businesses. We have skills and expertise we can offer the business sector regarding their customers such as for example; anti-social behaviour, disability awareness or dementia, - and we are dealing with many of the same issues, such as Auto-enrolment pension provision and GDPR. There is huge scope for joint working and learning from each other. Our footfall is about 48,000 year. When we opened, crime rates in the area went down by 50% in the first two years – and they've stayed down thanks to our youth work. Thanington is no longer a 'crime hotspot'; it has actually become a desirable place to live.

In future Paula would like to be able to access independent help in developing Thanington Neighbourhood Resource Centre as a social enterprise. Although she is part of a local Third Sector Managers' forum, which she finds helpful, she'd like some help in taking the guesswork out of business planning. But she still says "I've got the best job in the world".



For more information visit:

www.southeastlep.com

Email: hello@southeastlep.com

SEPTEMBER 2019



SOUTH EAST
LOCAL ENTERPRISE
PARTNERSHIP

Item 7: Appendix B- Social Enterprise Prospectus Research Appendices

Social Enterprise

APPENDICES



SOUTH EAST
LOCAL ENTERPRISE
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Appendix

1

National and Local Strategic Priorities and Social Enterprise



South East LEP

The South East Local Enterprise Partnership (SELEP) is the business-led, public/private body established to drive new economic growth across East Sussex, Essex, Kent, Medway, Southend and Thurrock. Our LEP is one of 37 partnerships set up by the government to be the key body determining strategic economic priorities while making investments and delivering activities to drive growth and create local jobs.

Local Enterprise Partnerships are the key strategic route for Government and its partners to provide support for businesses and to undertake local economic development activities from large infrastructure projects to supporting individual businesses to develop and grow.

Further information on how the SELEP functions, can be found here: www.southeastlep.com/about_us/how-we-work

Inclusive Economy

Central Government has established an Inclusive Economy team with the Department for Digital, Culture, Media and Sport (DCMS), bringing together a range of activities that support this agenda:

- Social investment
- Social impact investing
- Social impact bonds
- Public service mutuals
- The role of business with a purpose beyond profit
- Dormant assets
- Online resources and research

Its overall aim is defined as:

The government is committed to delivering an inclusive economy. Some of the ways it's doing this include exploring innovative ways of commissioning and delivering public services, working with the finance sector to increase investment into tackling

social problems, and growing the social enterprise and responsible business sectors.”

It is supporting investment and contract readiness actions and running an impact readiness fund and a social incubator fund. It has established an Inclusive Economy Partnership that is delivering three 'flagship challenges', under the themes:

- 1 Financial inclusion and capability
- 2 Mental health at work
- 3 Transition to work for young people

18 pilot projects have been funded.

A range of other short-term programmes have been delivered to help social enterprises and voluntary and community organisations to prepare themselves for delivering public sector contracts, taking on social investment finance and improving their impact measurement. The funding has mostly been to pay experts to advise the organisations.

The National Industrial Strategy

The government's industrial strategy white paper was published in November 2017 and sets out the government's plans for growth. This includes five foundations of productivity:

- **Ideas** – the world's most innovative economy
- **People** – good jobs and greater earning power for all
- **Infrastructure** – a major upgrade to the UK's infrastructure
- **Business environment** – the best place to start and grow a business (including a construction 'Sector Deal') which SELEP will engage with
- **Places** – prosperous communities across the UK

1. <https://www.gov.uk/government/collections/social-investment> -

This white paper does emphasise the social contribution of businesses, and references the Inclusive Economy Partnership which has been formed address some of the biggest challenges that face society. This partnership looks to encourage collaboration between business and civil society to “enhance the UK’s reputation as a global hub for social investment”.

Local Industrial Strategies and Smarter, Faster, Together – SELEP’s Economic Strategy Statement

LEPs are responsible for developing Local Industrial Strategies and are expected to set out clearly defined priorities for how cities, towns and rural areas will maximise their contribution to UK productivity. Local Industrial Strategies will allow places to make the most of their distinctive strengths.

In March 2019 the SELEP published its Economic Strategy Statement. This is the starting point for a new Local Industrial Strategy for the area: it sets out our broad priorities, aligns them with the national Industrial Strategy and the trends and drivers that underpin it, and provides a guide to our collective actions over the next few years. This document is our plan for a more productive and more prosperous economy in which everyone has the opportunity to succeed. It outlines our shared priorities and how we will work Smarter, Faster and Together to support long-term growth – both for the South East and for the whole of the UK.

Smarter, Faster and Together recognises the importance of supporting businesses’ role within the community.

“Many businesses in the South East are at the heart of public and community service delivery – for example, in social care, training, environmental services and transport... It will be important that the growth of social enterprises and other public service businesses is supported”

This is aligned with actions under Priority 1, ‘Creating Ideas & Enterprise’, which looks to create, adapt and adopt new ideas, incorporating innovation and opportunities for growth.

This prospectus shows that social enterprises are also businesses that are seeking to increase their turnover and are creating economic growth. They are providing housing as housing associations and in supporting people into housing; they are also part of the cultural

industries sector and contribute to the re-purposing of town centres; they are part of strategic growth sectors such as: food production, transport, tourism and environmental services; many social enterprises contribute to developing workforce skills, especially for those who are likely to be furthest from the mainstream labour market.

The national data for social enterprise activity and prospects² identified that:

Social enterprises are more innovative than the private sector: the number of social enterprises introducing a new product or service in the last 12 months stands at 50%. Among SMEs it has fallen to 33%.

Social enterprises are more commercially resilient: 51% of social enterprises made a profit in the past year, with 20% breaking even. 47% grew their turnover in the last 12 months, compared to 34% of SMEs.

Business optimism: 58% of social enterprises are anticipating an increase in turnover in the next 12 months: This is noticeably higher than their SME equivalents: 40% of whom anticipate an increase.

Linking the economic strategy to the inclusive economy

Social enterprises are uniquely capable of delivering outcomes for both economic growth and inclusivity. National data shows that:

- 28% of social enterprises are based in the most deprived communities in the UK. It remains the case that the more deprived an area is, the more likely you are to find a social enterprise.
- Almost eight out of ten (79%) social enterprises recruit over half of their staff locally; for 58% this is their entire workforce. 54% involve their wider community in their decision-making.
- Two-thirds of social enterprises (69%) are supporting people from disadvantaged groups, and 44% are employing them.

SELEP’s Skills Strategy³ includes as a priority, to: Build an inclusive economy, creating opportunities for all

It also notes that:

Across the SELEP area there is a growing need to support disadvantaged groups such as; benefit claimants, ex-offenders and homeless people.

There is extensive evidence that social enterprises are successfully creating opportunities for these groups.

² The State of Social Enterprise 2017, Social Enterprise UK

³ South East LEP Skills Strategy 2018 – 2023

The Public Services (Social Value) Act

This legislation was introduced in 2012 to formalise the priority that public service procurement and commissioning teams could give to awarding contracts on the basis of social value as well as costs. It applies to all contracts over the EU threshold and requires that commissioners consider social value in all contracts for goods or services. The Act is being reviewed and social enterprises have lobbied to have the Act apply to all contracts of whatever value and that it is mandatory to use the act rather than a consideration.

In some areas the application of the Act is making a significant difference to social enterprises' ability to bid successfully for contracts.

Social Enterprise UK has produced guidance to implementing the Act

🔗 www.socialenterprise.org.uk/Handlers/Download.ashx?IDMF=2e2c2f33-30d6-4ad5-a08c-e5221821c8d5

Examples of good practice in the South East that were mentioned by social enterprises were:

Thurrock Council – the Council's social values framework can be found here:

🔗 www.thurrock.gov.uk/sites/default/files/assets/documents/social_values_framework_201411.pdf

Kent County Council's commissioning framework can be found here:

🔗 www.kent.gov.uk/__data/assets/pdf_file/0012/24150/Commissioning-Framework.pdf

Local social enterprise strategies

The only top tier local enterprise strategy that refers specifically to social enterprises is the Thurrock Economic Development Strategy, produced by Thurrock Thames Gateway Development Corporation:

Growth sectors – opportunity sectors

Public services

In addition to growing the public sector from its traditional base, it is increasingly important for partners to consider more innovative means of delivery; in particular, using the voluntary and community sector to deliver key public services. Partners should seek to build the capacity of local social enterprises to play a fuller role in a more responsive public service. Thurrock Lifestyle Solutions, a local Community Interest Company(CIC) is already managing aspects of delivery for Thurrock Social Services and offers an exemplar model of how this could be achieved.

However, in addition to its work on social value commissioning, Kent County Council and Thurrock has set up a social entrepreneurship programme and a social enterprise loan fund, administered by Kent Community Foundation.

Essex County Council has commissioned work on social investment and assisted in setting up the Essex Social Enterprise Network.

In 2015, Social Enterprise East Sussex commissioned Locality to undertake a consultation with social enterprises and other stakeholders in the county and to produce a social enterprise strategy. The consultation identified the following priorities for the sector:

- **Recognising and Sharing Market Intelligence** – to map and share openly the diversity, range and contribution of the local social enterprise sector in the county.
- **Demonstrating Contribution** – to map, measure and demonstrate the social & economic value that social enterprises can bring to the local economy.
- **Increase Financial Resource** – to attract new investment and funding streams into the area to support and fund local social enterprises to deliver their business and social activities.
- **Raising Awareness** – to promote the work of social enterprises to businesses, consumers and the public sector, to boost future market opportunities.
- **Support Needs** – the sector has prioritised support needs in the areas of business planning, social impact measurement and operational infrastructure, alongside other areas.

The strategy document also provided a valuable summary of the types of networks found in the social enterprise sector and recommended options for a network in East Sussex.

Opportunities to support SELEP priorities

The following areas are those of SELEP's priorities where social enterprises can add value to existing activities, where social enterprises are already active:

- Health and social care
- Housing
- Rural areas
- Coastal communities

The Social Enterprise Working Group aims to work with other SELEP Working Groups to pursue these opportunities and provide guidelines on how social enterprises can contribute to addressing these issues and how best to engage social enterprises.

Ethical business – it's not just social enterprise

It would be wrong to suggest that there are only two types of business model:

- Businesses that are only interested in maximising profit for the owners
- Social enterprises that seek to achieve social values through their work

In practice there is a wide spectrum of businesses that seek to do 'good things' through their trading or by using their profits to support socially beneficial activities.

There is a long history of companies seeking to do good, for example:

- **Cadbury's** – run by a Quaker family to provide an alternative to sugar grown by slaves, they also had a strong commitment to the workforce, building a model community at their site in Bourneville. Today there is a legacy in the form of a range of family charitable trusts. The same is true for other famous names in chocolate such as Joseph Rowntree.
- **The John Lewis Partnership** – established in 1928 by John Speden Lewis, son of the founder, who wanted to address the inequalities between the dividend he was paid as the owner with what the staff received as payment. Initially a worker's co-op, the employee-owned partnership was set up soon after and the partners receive an annual dividend based on the level of profits. The John Lewis mission is: "the happiness of people through worthwhile and satisfying employment in a successful business".
- **Unilever** – built Port Sunlight in the Wirral in 1888, a model village to house the workers in its soap factory, family trusts also support education and an art gallery.
- **SPAR**, a Dutch company set up in the 1920s to enable small shops to succeed by working together

In the 1970s and 80s businesses with an ethical purpose were set up, often by people who had been part of the counter culture movement in the 1960s. New businesses were set up to reflect their interests, such as:

- The Body Shop
- Ben and Jerry's ice creams
- Green and Black's chocolate

What makes an ethical business?

Like social enterprises, mainstream commercial businesses can demonstrate their business ethics or social value in many different ways:

- **Donating part of their profits to charity** – the Bill and Melinda Gates foundation has an endowment of over \$50 billion from the profits of Microsoft
- **Creating employment for people who would otherwise find it difficult to find a job** – Timpson's shoe repairs actively employ ex-offenders to give them a new start
- **Buying social value in their supply chains** – Wates and Amey are two big construction/infrastructure businesses that seek to buy from people who create social value
- **Sponsoring or working with charities or people in the local community** – Dulux donates paint every year to charities throughout the country
- **Minimising their environmental impact** – Adnam's Brewery build a state of the art underground distribution centre at its premises in Southwold that maintains an optimum temperature and doesn't need heating or cooling. The company has developed lightweight beer bottles that cost less to transport. They also promote regular clean up sessions on the beach at Southwold.

The social value of small businesses

Whilst we can recognise the ethical practice of large corporations with a national or international reputation, the impact of small businesses should not be forgotten:

- The village shop or pub that keeps the community together
- Businesses producing or selling eco products or renewable energy
- Family farms that protect the environment and sell locally
- A nursery providing childcare in a disadvantaged area

Corporate Social Responsibility

CSR is the term that has been used for the past fifty years to describe how businesses have an impact on their staff, customers, the community or the planet. There is no formal or agreed definition or metric that most people would agree – this is what social responsibility looks like. It is not a quality mark like the Soil Association, Fair Trade or Investor in People.

B Corporations

B Corps are a relatively new approach to assessing social value created by mainstream commercial businesses. For more information go to

<https://bcorporation.uk/about-b-corps>

There are approximately 165 registered B Corps in the UK, the vast majority of which are in London. Many of them are business to business organisations, providing services such as investment advice, business consultancy and marketing. Only a small number, including Danone and Innocent are nationally known.

Some social enterprises also have B Corps accreditation:

- Charity Bank
- The Big Issue Group
- Divine Chocolate

In the SELEP area there are three B Corps in Kent (including Charity Bank) and one in Essex. There are four in the Brighton area.

The importance of value-based businesses in the future

Tomorrow's workforce is increasingly influenced by value in business and recent research⁴ showed that only 20% of millennials would chose to work for a solely profit-driven company for more than five years. Schools and universities increasingly teach students about value based business opportunities.

Achieving social value

Mainstream commercial businesses can learn how to keep social and financial returns in balance and to increase their social value by working with social enterprises as part of their supply chain and developing mutually beneficial partnerships.

“ **If you have a CSR policy or a CSR officer – you're not doing it properly. Social responsibility should be embedded in every aspect of your business**

former CEO of Adnams

“ **Corporate responsibility is at the heart of our business as is our partnering ethos, which is why we can proudly say that 'together we achieve more'**

United Living

“ **Why should the citizens of this world keep companies around whose sole purpose is the enrichment of a few people?**

Paul Polman, CEO Unilever 2009 – 2018

National Organisations and links in the South East

The following is a list of social enterprise support organisations that operate nationally, including any direct activity in the South East.

Social Enterprise UK

The national support organisation for social enterprises is Social Enterprise UK. SEUK provides a national voice for social enterprise and conducts a bi-annual survey into the social enterprise sector. The website contains resources for those setting up, running or supporting social enterprises. SEUK promotes Social Enterprise Place, in which local areas can promote themselves as being good places for social enterprises to do business; Buy Social, which promotes the social enterprise business model to potential customers; and hosts annual social enterprise awards. Individual social enterprises can become members of SEUK, which is free to smaller organisations.

<https://www.socialenterprise.org.uk>

School for Social Entrepreneurs

SSE runs two programmes covering Essex that train and develop individual social entrepreneurs who want to set up socially beneficial activities. Other programmes are run from their London base and are open to people from other areas.

<https://www.the-sse.org>

UnLtd

UnLtd runs a national endowment programme that supports social entrepreneurship. It provides small scale start-up funding for people setting up as social entrepreneurs. They also offer business support and mentoring through a team of local agents.

<https://www.unltd.org.uk>

Plunkett Foundation

Plunkett Foundations supports social enterprises in rural areas, in particular setting up community shops and pubs. It offers business support and resources, including setting up community share offers to raise finance for buying out existing businesses.

<https://plunkett.co.uk>

Co-operatives UK

The UK's network for co-operative businesses, Co-ops UK provides resources for co-operatives and a business registration service for all kinds of social enterprises. It is a membership organisation and runs some local support programmes.

<https://www.uk.coop>

Locality

Locality is a membership organisation for community based social enterprises and specialises in the acquisition and running of land and buildings as community assets. It also helps with neighbourhood plans.

<https://locality.org.uk>

Social Enterprise Mark CIC

SEM is a social enterprise brand, that defines what it is to be a genuine social enterprise and accredits social enterprises that meet these requirements – helping to demonstrate their social value to customers.

<https://www.socialenterprisemark.org.uk>

Good Finance

Good Finance is a collaboration between a number of organisations that helps people navigate the range of social investment products available to social enterprises. The website contains a range of resources and workshops are regularly delivered at local level.

<https://www.goodfinance.org.uk>

Southend-on-Sea film links

SPDNS

<https://vimeo.com/293725142>

Southend Carnival

<https://vimeo.com/293724195>

the hive enterprise centre

<https://vimeo.com/293724468>

Wellbeing at Garon Park

<https://vimeo.com/293723904>

These short films were commissioned by Southend-on-Sea Borough Council for Social Saturday 2018 and are used with their permission.



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Item 12: Appendix A- LIS Engagement

Local Industrial Strategy Engagement

Month	Date	LEP Wide	East Sussex	Essex	Kent & Medway	South Essex	Overall focus of Engagement
June	05/06/2019	Stakeholder group					Awareness of LIS purpose, deadline and broad process
	12/06/2019	Natural capital discussion					
	13/06/2019					OSE PS discussion	
	14/06/2019			Essex LIS discussion			
	19/06/2019				Kent PS discussion		
	24/06/2019		TES Board				
	24/06/2019	Skills strategy discussion		EB Board			
	25/06/2019				KMEP Board		
	25/06/2019					OSE Board	
	28/06/2019	Strategic Board					
July	02/07/2019	GLA LIS meeting					Evidence Base building & agreeing approach to wider engagement
	08/07/2019	LSCC growth directive meeting					
	09/07/2019	Core group					
	11/07/2019		ES ED discussion				
	17/07/2019	SELEP AGM					
	22/07/2019				Ebbsfleet GC meeting		
	26/07/2019	Meeting with DCMS					
	29/07/2019		TES Workshop				
31/07/2019	Innovate UK				Southend Skills Leadership Meeting		
August	01/08/2019	GLA LIS meeting					Consider evidence base findings and emerging strengths and areas of LEP wide focus
	05/08/2019	NALEP LIS discussion					
	07/08/2019	U9 LIS discussion					
	08/08/2019	Garden Communities meeting					
	13/08/2019	Stakeholder group					
	21/08/2019	Network Rail	Economic Development Officers Group				
September	03/09/2019					Southend Business Partnership Executive Meeting	Areas of focus and aligned LEP wide propositions, and determining local priorities/areas for focus/propositions under the 5Fs
	04/09/2019					Thurrock Business Board	
						Business Essex Southend and Thurrock Growth Hub Steering Group Meeting	
	05/09/2019	Skills Advisory Panel & Advisory Group	East Sussex Environment Board		Business Advisory Board		
	10/09/2019	Core group		Stansted Chamber of Commerce networking event	Kent and Medway CEOs (SN)		
	11/09/2019					OSE Board - Briefing note	
	13/09/2019	SELEP Accountability Board (10-12.00)					
		LIS meeting with LA Leaders			KCC Cabinet Committee (SN)		
16/09/2019	Greater South East Energy Hub						

	17/09/2019	Housing & Development group				
	18/09/2019	U9 LIS Workshop SECEN Group Meeting			East Kent CEOs - SN to attend	Basildon Business Group
	19/09/2019		Skills East Sussex			
	24/09/2019				KMEP Board	
	25/09/2019	LIS meeting with SELEP Chair / Vice Chairs Coastal Group				
	26/09/2019	SELEP Growth Hub steering group			East Kent Growth Board (SN)	Southend Business Partnership ASELA CEO Meeting - Briefing note
	30/09/2019		TES Board	EB Board		
October	02/10/2019			Tending energy seminar		Opportunity Thurrock
	03/10/2019					Thames Estuary Growth Day
	04/10/2019	Strategic Board LIS meeting with Strategic Board business members			West Kent Partnership meeting (SN)	
	07/10/2019	BEIS LIS Infrastructure				
	08/10/2019	Rural Working group				
	09/10/2019				West Kent Officers (SN)	
	10/10/2019	SAP skills workshop				ASELA Leader & CEO meeting
	14/10/2019	LIS workshop				
	15/10/2019	Stakeholder group	Developers East Sussex			
	16/10/2019	South East Business Hub steering group meeting	Healthy Living Conference, University of Sussex			
	18/10/2019		Alliance of Chambers in East Sussex			
	23/10/2019				East Kent CEOs (SN)	
	24/10/2019	Meeting with BEIS re evidence base and emerging themes				
	29/10/2019				East Kent Growth Board (SN)	
	31/10/2019		Sussex Steering Group			
November	01/11/2019				Locate in Kent Board (SN)	
	04/11/2019		TES Workshop			
	05/11/2019	Thematic workshops - Building new communities & Modelling connectivity	Culture East Sussex			
	06/11/2019				West Kent Officers (SN)	Thurrock Business Board
	07/11/2019	Thematic workshops - Accelerating growth & Maximising natural assets			BAB meeting (SN)	
	11/11/2019			Sussex Essex Board		
	12/11/2019	SECEN Group				

Developing the propositions and agreeing local priorities/areas of focus/propositions under the 5Fs

Drafting and review of the LIS document & planning for co-design stage with Government

	13/11/2019	Core group					
	14/11/2019				Kent CEOs (SN)	OSE Board	
	18/11/2019				Kent Leaders		
	20/11/2019				East Kent CEOs (SN)		
	21/11/2019			Success Essex away Day			
	26/11/2019				KMEP Board		
	27/11/2019						
	28/11/2019				KCC Cabinet Committee (SN)		
December	02/12/2019		TES Board	Success Essex Board			Finalising the LIS and agreeing the approach to co-design with Government
	04/12/2019					Basildon Business Group	
	06/12/2019	Strategic Board					
	10/12/2019	Stakeholder group					
	17/12/2019				East Kent Growth Board (SN)		
	19/12/2019	Housing & Development group					

Meetings with individual stakeholders and businesses have also taken place throughout the process to supplement the engagement opportunities above

Item 12: Appendix B- LIS Supporting Pack

South East LEP Local Industrial Strategy

Supporting Pack

November 2019



This paper summarises the emerging propositions and underpinning themes developed for the South East Local Industrial Strategy (SE LIS). It is structured as follows:

- An overview of the proposed approach to the LIS
- Outline of the three proposed strategic opportunities
- Outline of the four policy themes, and logic chains for proposed interventions in each of these
- Potential local commitments and potential 'asks' to government

This represents the latest thinking at the point of drafting and it should be noted that work continues to refine the opportunities, commitments and asks.

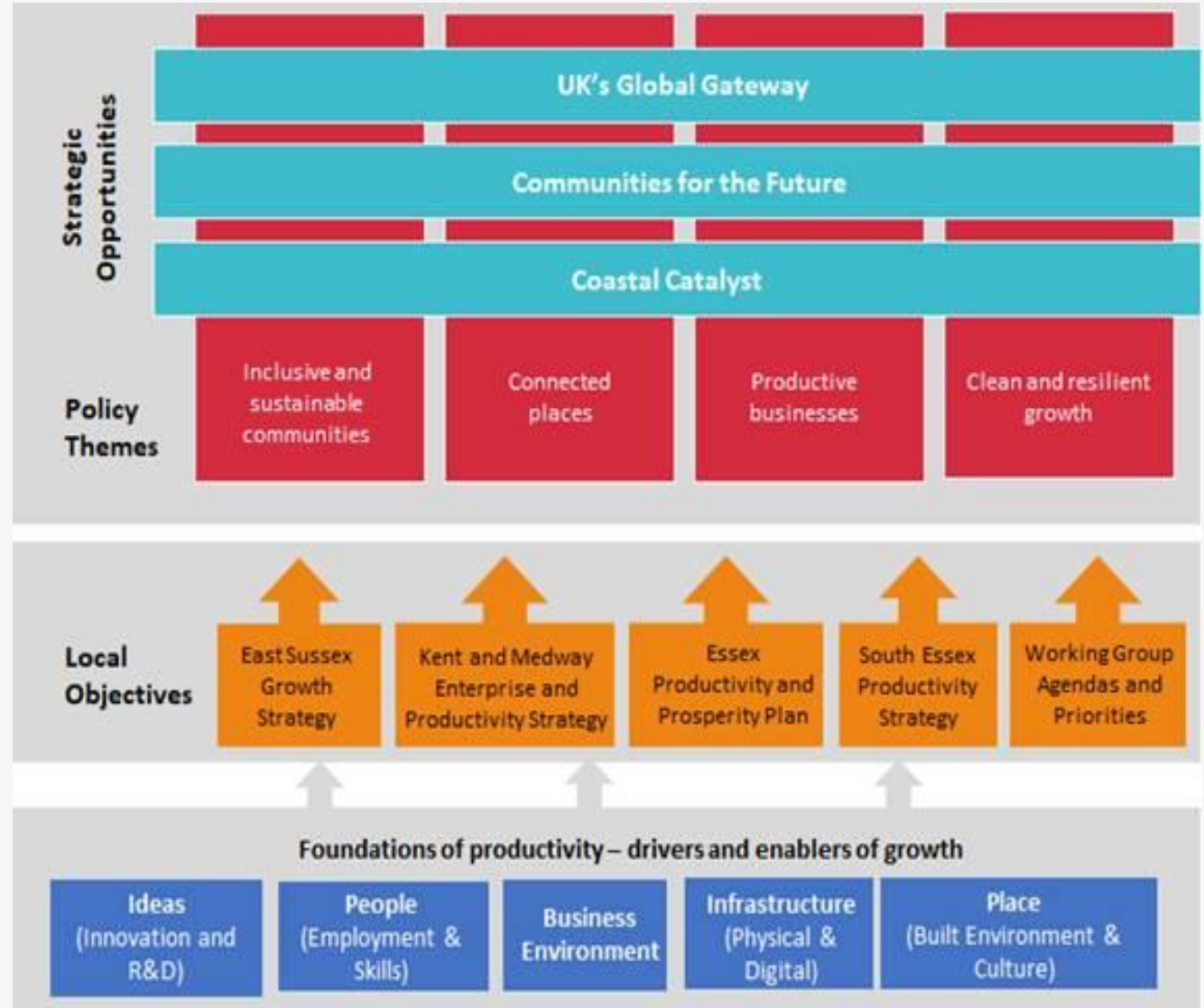


Proposed Approach

The South East LIS builds on an evidence base structured around the five foundations of productivity defined by government, and considers these through the lens of the local objectives.

From this, three distinctive strategic opportunities for the SELEP region have been identified, which are underpinned by four policy themes around which we define future local commitments and potential 'asks' to government.

Achieving greater **innovation, skills and inclusivity** are core principles that will feature throughout the LIS.





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Policy Themes



Inclusive and sustainable communities

SELEP will lead the country in creating communities for the future, spearheading innovation and investment, where people not only want to live but do business and spend time.



Productive businesses

SELEP will attract, retain and help to accelerate the productivity of businesses in the South East, leading to greater growth and innovation.



Connected places

SELEP will deliver strategic infrastructure that maximises our role as a gateway region for the UK.



Clean and resilient growth

SELEP will maximise the opportunities to protect, enhance and promote the region's natural assets, and drive clean and resilient growth.

Inclusive and sustainable communities

“SELEP will lead the country in creating communities for the future, spearheading innovation and investment, where people not only want to live but do business and spend time.”

Strategic Opportunities

- UK’s Global Gateway – support delivery of major projects and investments
- Communities for the Future – pioneer innovative and sustainable new communities
- Coastal Catalyst – to apply learning from new community development to revive existing coastal & rural

Grand Challenges

- ✓ Clean Growth
- ✓ Future of Mobility
- ✓ Ageing Society

Logic chain



“SELEP will deliver strategic infrastructure that maximises our role as a gateway region for the UK.”

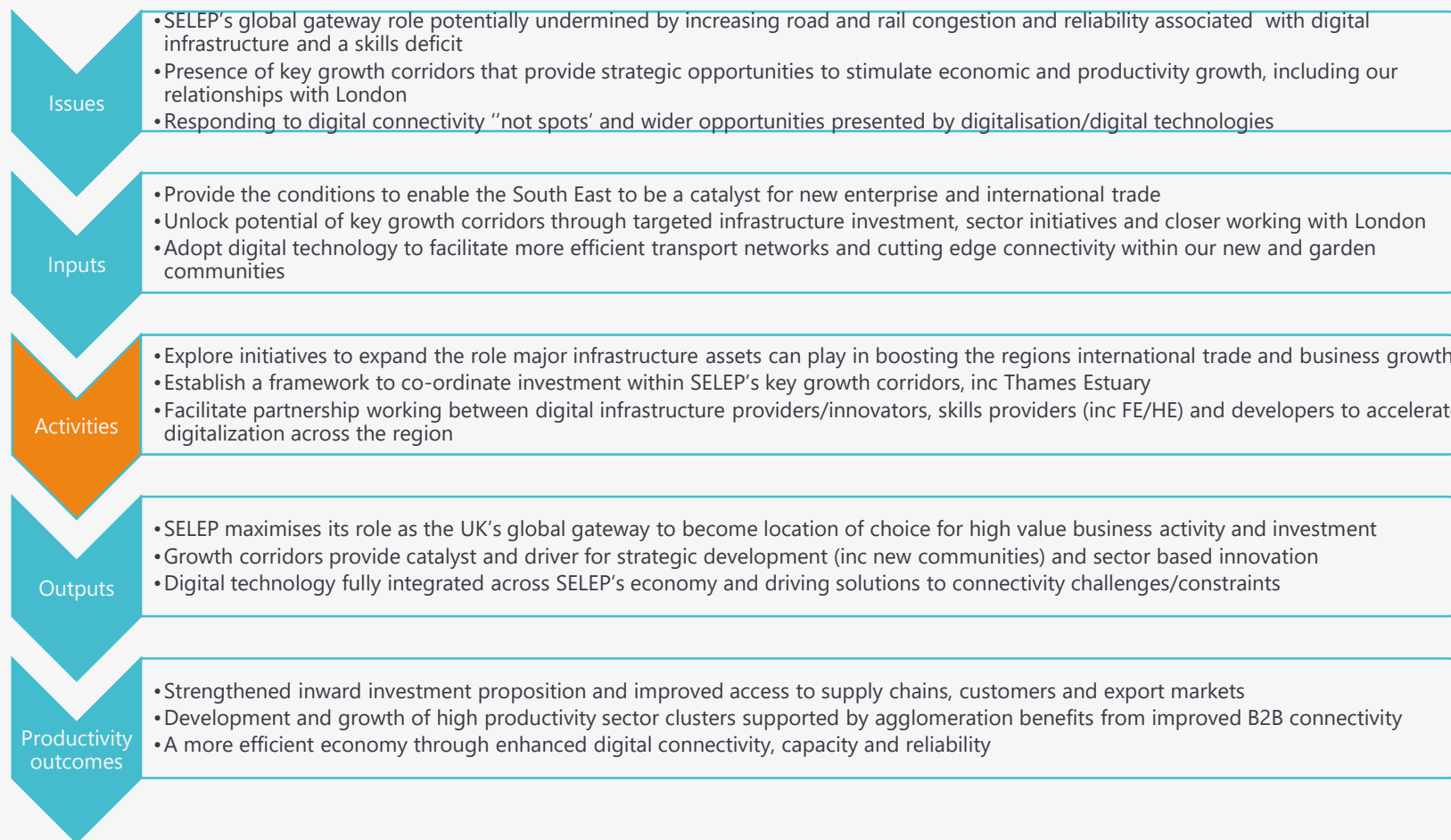
Strategic Opportunities

- UK’s Global Gateway – high quality infrastructure to support trade, investment and enterprise
- Communities for the Future – support more sustainable patterns and modes of travel
- Coastal Catalyst – improve connectivity to coastal areas to increase productivity

Grand Challenges

- ✓ Clean Growth
- ✓ Future of Mobility
- ✓ A.I.& Data

Logic chain



“SELEP will attract, retain and help to accelerate the productivity of businesses in the South East, leading to greater growth and innovation.”

Strategic Opportunities

- UK’s Global Gateway – grow our business base and innovation activity
- Communities for the Future – create new economic opportunities including creative and clean growth sectors
- Coastal Catalyst – improve the growth potential and productivity of coastal economies

Grand Challenges

- ✓ Clean Growth
- ✓ A.I.& Data
- ✓ Ageing Society

Logic chain



Clean and resilient growth

“SELEP will maximise the opportunities to protect, enhance and promote the region’s natural assets, and drive clean and resilient growth.”

Strategic Opportunities

- UK’s Global Gateway – become a leader in clean growth sectors, and maximise the role of ports
- Communities for the Future – maximise opportunities for delivering clean growth at scale, and promoting healthy living
- Coastal Catalyst – harness new opportunities including energy and visitor economy, and develop response to climate change

Grand Challenges

- ✓ Clean Growth
- ✓ A.I.& Data

Logic chain



Strategic Opportunities

From the content developed through the policy themes, three strategic distinctive opportunities are proposed

UK's Global Gateway

Our infrastructure provides key connectivity for the UK into Europe and the world.

We will work with our gateways to identify how we can strengthen these locations by addressing congestion and reliability associated with transport and digital infrastructure, incl. routes to London, and how we can capitalize on this to increase two way international trade and enterprise for the region.

Communities for the Future

We will deliver 30% of the Garden Communities housing in the UK and drive design and innovation that provide communities for the future, across the region.

Our developments and interventions will deliver R&D outcomes that will embed the future of living and work, including resident well-being, mobility, healthy ageing and sustainable energy and learn lessons and share knowledge for application to existing communities.

Coastal Catalyst

We will improve the economic fabric of our coastal areas to encourage private sector investment, supply chain development and job growth.

We will implement programmes to increase productivity through growth of the Visitor Economy and the creative and cultural and tourism sectors; capitalize on the clean energy potential of the coast and establish a new maritime sector group to maximise growth opportunities.

Innovative – Skilled – Inclusive

Inclusive and sustainable communities

- Convene a Major Projects Groups to support strategic workforce planning, labour supply and skills incl. possibility of skills hubs
- **Participation of key Government departments in the MPG to accelerate interventions**
- Creating testbeds for innovation e.g. through living labs; linking HE/FE, developers and partners to drive innovation inc. how this can be applied to existing communities
- Develop a 'Planners Toolkit' to help unlock barriers and promote design that supports healthy living, age appropriate homes, clean growth, workspace and cultural vitality
- Work to secure greater participation of SME developers to accelerate growth, **supported by the National Planning Policy Framework**
- Supporting innovative constructions methods e.g. MMC in garden communities
- **Identify/ clarify future funding sources for innovation interventions, incl. alignment with the Construction Sector Deal**
- Review criteria for future funding assessments to reflect LIS priorities

Connected places

- Build on existing TfSE analysis to enhance understanding of future road and rail connectivity and investment needs across the region, incl. impact of major developments and access to ports
- Identify and support key growth corridors linked to major infrastructure, sector/cluster initiatives & planned new communities
- Assessment of opportunities for digital technology incl. building upon the LEP's role as a digital skills partnership
- **Facilitate the quick adoption of 5G/fibre technology, and explore new models for delivering digital infrastructure in hard to reach places, supporting our thriving rural business community**
- Consider opportunities to accelerate the South East's role as a gateway for global (two way) trade and enterprise, **incl. potential of Freeport status and tech solutions for 'Smart Borders'**
- Review criteria for future funding assessments to reflect LIS priorities

Productive businesses

- Create an innovation framework/ eco-system to support greater participation in R&D activities to boost productivity and knowledge transfer
- Establish collaborative R&D programmes in key clusters
- Coordinated business support offer which is understood and accessible across SELEP (incl. the role of Growth Hubs & Enterprise Zones, B2B, leadership coaching, sector based)
- Deliver a bespoke scale up programme for businesses seeking to grow, incl. workspace (linked to Stronger towns/FHSF) & VC and angel investment
- Identify how all businesses in the region can access the level of digital connectivity they require to optimise their productivity
- **Identify funding sources to provide leadership coaching, B2B and training for technology adoption/impacts of AI/automation (e.g. National retraining scheme)**
- Review local procurement processes to support entrepreneurs and small businesses
- Review criteria for future funding assessments to reflect LIS priorities

Clean and resilient growth

- Deliver clear plans to address connectivity challenges in coastal and rural areas; **accelerate Government's Rural Connectivity Programme**
- Apply learning from innovative new community development activities to existing communities
- Support the implementation of the Tri-Lep South2East Local Energy Strategy and deliver initiatives that support sustainable energy to transition to a net zero carbon economy, **incl. alignment with the Offshore Wind Sector Deal**
- Work collaboratively to protect and enhance our natural resources, and explore opportunities to commercialise our assets incl. to support resilience in the rural economy
- Optimise the growth and development of Agri-tech, Agri-food and Forestry-tech sectors
- Develop the Visitor Economy, ensuring culture is embedded in its growth potential and **incl. alignment to the Tourism Sector Deal/Tourism Zone**
- Create a maritime cluster group, supported by Maritime UK to drive growth directly (on the coast) and in supply chains and detail how Ports can catalyse trade and enterprise
- Review criteria for future funding assessments to reflect LIS priorities

Points for discussion

Board members are asked to consider the content in the preceding slides and provide feedback on the following questions:

- Do you agree with the three distinctive strategic opportunities, that SELEP should promote to Government through the LIS?
- Are there any key challenges or opportunities that you feel are not represented through the proposed opportunities and/or policy themes?
- Are there any specific local commitments or actions that you would like to see reflected in the LIS, or specific asks which you feel we should take to Government?

Feedback from Board members will be incorporated into the drafting of the LIS document, to be presented to the Strategic Board on 31st January 2020.



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Annex 1

Evidence Base Summary

Evidence Base Overview

The LIS evidence base has been used to identify particularly pertinent productivity points, challenges and opportunities to help to frame LIS development



Productivity Overview

- SELEP is a major contributor to the UK economy, generating more economic output (GVA) than any other LEP outside of London
- But relatively poor performance across a variety of productivity measures, including GVA per hour worked/job filled and GVA growth over time
- Significant geographical variation in productivity performance across SELEP – larger urban economies close to London are generally more productive than coastal areas
- Emerging sector opportunities in particular around digital/creative, maritime, life sciences and low carbon (energy and technology)



Ideas

- Substantial higher education base with research strengths and strong alignment with key sectors (inc agri-food and creative)
- Supported by strong network of innovation assets (such as Enterprise Zones and science parks)
- Relatively low levels of R&D intensity and spending amongst SELEP's business base, but strong critical mass of firms engaged in product and process innovation
- R&D expenditure by higher education sector amongst the lowest in the country
- SELEP's share of national innovation funding has been substantially lower than it's share of population and business stock

Evidence Base Overview

The LIS evidence base has been used to identify particularly pertinent productivity points, challenges and opportunities to help to frame LIS development



People

- Track record of population growth, which is expected to continue in future – reflecting SELEP’s attractiveness as a place to live and migrate to
- Strong levels of labour market participation, with consistently high employment and economic activity
- But declining working-age population in some parts of SELEP (particularly coastal) resulting in ageing society
- Population lacks many of the higher level skills crucial to drive productivity growth through high value, knowledge intensive activity
- Significant spatial variation in resident higher level skills (NVQ4+), coupled with pockets of persistent socio-economic deprivation, especially within some coastal communities



Business Environment

- SELEP is home to a large and diverse business base (approx. 170,000), and high business density relative to the UK average
- Stock of businesses has been growing, but generally behind national growth levels, partly due to business start-up trailing behind other areas
- SELEP’s business base underperforms when it comes to scaling-up (demonstrating strong and sustained growth)
- Low business representation in some of the most productive sector groups (such as ICT, finance and insurance)
- Strong track record in securing inward investment/FDI, but uncertainty going forward, and some investors concern about skills availability and reliability of infrastructure

Evidence Base Overview

The LIS evidence base has been used to identify particularly pertinent productivity points, challenges and opportunities to help to frame LIS development



Infrastructure

- Highly significant infrastructure assets within national context (inc major ports, airports, continental rail connection, road and rail networks) - international 'gateway' function provides unique trade and connectivity benefits and opportunities
- But SELEP's transport infrastructure suffers from congestion despite receiving investment in recent years
- Major contribution to UK energy generation - new nuclear facilities planned at Bradwell and major offshore wind generation capacity in the Thames Estuary, North Sea and English Channel
- Generally good levels of digital connectivity, but some rural and coastal 'black spots' hindering productivity
- Identified risks from flooding and erosion across many coastal parts of SELEP



Place

- Dispersed nature of SELEP's geography, economic areas and assets makes it difficult to articulate a clear and distinctive identity
- Sizeable capacity for growth and development of new communities, including garden settlements (29% of national total)
- Complex travel-to-work flows with strong labour market relationships with London in particular
- Strong housing delivery in recent years, but issues relating to housing supply and affordability remain
- Growing shortage of good quality business space
- SELEP's geography supports rich natural capital, much of which is under threat from climate change
- Key opportunities for rural and coastal economies to increase their contribution to productivity growth