

Sector Support Fund (SSF) Application Template

1. Project Title	
Good Food Growth Campaign	
2. Project Location	
Lead contact location, Produced in Kent, Blackman’s Farm, Blackmans’ Lane, Hadlow, Tonbridge, Kent TN11 0AX	
Primary delivery locations:	
<ul style="list-style-type: none"> Produced in Kent, Blackman’s Farm, Blackman’s Lane, Hadlow, Tonbridge, Kent TN11 0AX (Stephanie Durling, Manager) East Sussex County Council, County Hall, St Anne’s Crescent, Lewes, East Sussex BN7 1UE (Katy Thomas, Team Manager, Economic Development) Essex Chambers of Commerce, Unit 3 Block B, Parkside Office Village, Nesfield Road, Knowledge Gateway, Wivenhoe Park, Colchester, Essex CO4 3ZL (David Burch, Policy Director) Pan-LEP Project Manager to be appointed working at all three locations as required. Kent County Council will procure and host the post on behalf of the Project Management Steering Group. See below: 	
SELEP Rural Sector Working Group - Project Management Group – supported by Kent County Council as contracting body. Endorsement by the Kent and Medway Economic Partnership is in the process of being secured (please refer to Sarah Nurden of KMEP).	
3. Lead point of contact for Project	
Name	Stephanie Durling
Organisation	Produced in Kent
Job Title	Manager
Telephone	01732 853175
Email	Stephanie.Durling@producedinkent.co.uk
4. Lead contact in County Council/ Unitary Authority (if different from above)	
Name	David Hughes
Organisation	Kent County Council
Job Title	Head of Business and Enterprise
Telephone	03000 417099 mob:07917 639120
Email	dave.hughes@kent.gov.uk
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> <p>Post Brexit, SELEP’s food and drink sector would grow significantly if supported by a more joined-up strategic approach to share knowledge and expertise and drive business development, thereby exploiting opportunities for import substitution and increased exports within what is a period of challenge, opportunity and transition.</p> <p>This pan-LEP will project will support growers, processors, retailers, food businesses and new entrants to raise awareness of the opportunities available within the sector to develop and enhance their businesses thereby</p>	

adding both volume and value to the sector.

This project will focus on:

- **Networking - The delivery of four food and drink conferences** (three county-based followed by an overarching LEP wide conference). These will include key speakers focussing on business development, start-ups, branding, product development, new markets, accessing buyers/suppliers, etc. Business to business networking, access to food champions, and opportunities for producers/retailers to exhibit will be integral elements. LEP-wide conference will act as focal point to share knowledge, expertise and lesson learnt.
- **Supply chain development - 'Meet the Buyer' Business-to-Business events** will be shaped by the outcomes from the conferences and targeted to address barriers to successful supply chain for both independents and multiples. Three half-day workshops will be delivered to prepare producers and buyers for the event by exposing key barriers and identifying how to overcome them (sharing perceptions and expectations is key). These will be followed by three half-day 'Meet the Buyer' events, which will also include detail on how to win public sector contracts (e.g. East Sussex School Meals Contract). Feedback will be shared and a final follow-up session 9 months later will monitor success.
- **Strategic scoping study of agri-food related opportunities post Brexit** - consultancy work to set out emerging rural priorities as a result of the Brexit transition period. Headline recommendations to ensure our rural strategy provides clear strategic direction, especially for food productivity and the associated supply chain network and by identifying impactful areas for future SELEP investment.

*Please refer to attachments outlining detailed project activity

6. Project links to SELEP Strategic Economic Plan

SEP objectives	Description	Support provided by project
1.20 Boosting our Productivity	Bring together national and local business start-up and support services. Deliver specific sector support programmes and projects. Help to create better links internationally through exporting and importing or international partnerships.	Bring together sector champions, experts and practitioners to engage with new entrants and existing businesses to support business development, raise awareness of opportunities, access to support and links with export markets.
1.50 Our federated delivery model	We will always deliver closest to our communities, coming together when scale, additionality and greater impact can be achieved.	The project is delivered within Federated areas and will identify and build upon local experience and expertise to share at the pan-LEP conference and meet the buyer event. This ensures a LEP-wide overview of the sector and helps create a broad network to maximise sector growth.
2.10 Economic activity is not evenly spread across the SELEP area	Unemployment tends to be higher in some peripheral parts of the LEP.	The project will provide an opportunity to engage with businesses and communities in those 'hard-to-reach' areas
2.11 Entrepreneurial business	SELEP has an above average	The food sector is host to a broad mix of

culture	proportion of registered micro-enterprises (<10 employees).	micro-businesses. This project will provide opportunities for them to engage directly in a broader sector network, benefit from support and expertise and enhance the growth of their business.
Promoting innovation 2.45 Growth in our rural economy	New businesses in rural areas create further employment opportunities and help local communities thrive.	Directly supports growth in the rural economy and offers the opportunity for local producers to engage with broader market and build on the 'local produce' offer offering a more sustainable approach to food production which directly supports local job creation and community cohesion.
2.47 All activity will be delivered with our Local Area Delivery Partnerships whose chapters highlight rural priorities	Optimising the take-up of new technology and supporting innovation in the horticultural, viticulture and top fruit sectors. Continued diversification, including growth of agri-tech, energy production and tourism	Raise awareness of technical innovations in the food sector to support productivity and business efficiency. Highlight new opportunities in viticulture, emerging markets and sustainable production. Link producers to the 'food tourism' offer and provide opportunities to develop markets in partnership with tourism partners.
2.54 Improving Our Skills	Deliver a locally responsive system that responds to the needs of employers and learners in order that skills can be a driver for economic growth and not a barrier	The project provides an opportunity to assess current skills gaps and liaise with rural educational partners (Plumpton, Writtle and Hadlow) to ensure they are aware and able to respond through their courses and deliver a targeted response.
4.55 Rural and Coastal Communities Job density is low in some rural areas	Support for small rural businesses to develop new products, processes and markets. Collaborative support for innovation in the horticultural, viticulture and top fruit sectors. Stimulate new business creation and support existing businesses to grow. Supporting tourism enterprises to develop new products and services enhancing destination offer.	The project will enable small rural businesses to access expertise to support development and provide direct help to start-ups. Innovation regarding food production techniques, food processing, and routes to market and access to new markets will enhance economic development and support job creation. Creating direct links with the 'local food offer' and rural tourism will provide added value and synergy to this rapidly growing element of the sector. Food destinations are increasingly seen as a high value part of the overall tourism offer.
Rural Strategy Objectives	Description	Support provided by project
RE1 Provide support for rural	Entrepreneurial culture within	The project directly supports this objective



<p>businesses and businesses in rural areas</p>	<p>which people are able to establish, develop and grow or relocate their business with access to a well-trained workforce in a rural location.</p> <p>Increase the number of business start-ups.</p> <p>Create sustainable employment opportunities in rural areas which in turn support's thriving communities.</p>	<p>through delivery of a series of food conferences and 'meet the buyer' events integral to the food sector. It will provide opportunities for business engagement and the creation of a robust sector network through which new and established businesses can share knowledge and expertise to support economic development and job creation.</p>
<p>RE2 Optimise the growth and development of the Agri-tech, Agri-food and Forestry-tech sectors</p>	<p>Help deliver the Government's Agricultural Technology Strategy by supporting local food organisations such as 'Produced in Kent' and relevant businesses in developing and exploiting new technologies and processes.</p> <p>Support development of the Agri-food sector by addressing lack of capacity in production and supply and developing a unified 'local food' offer.</p>	<p>The project will help enhance the LEPs food group network which is currently fragmented and in need of development. Raising awareness of current activities, sharing ideas and experience and creating new links and business partnerships will help add value to products.</p> <p>Highlighting innovative food production techniques and processes will help stimulate business development and provide new ways of growing businesses. The 'local food' offer is an increasingly important focal point for producers to respond effectively to buyers who want to know the provenance of their food.</p>
<p>RE3 Support the development of sustainable rural tourism</p>	<p>Work in partnership at a strategic level across the LEP to support a co-ordinated tourism offer.</p> <p>Broadened tourism business base creates sustainable and enhanced employment opportunities.</p>	<p>The food and drink offer is making an increasingly significant contribution to the rural tourism sector. This project will help integrate it further by developing current and additional markets.</p>
<p>RC2 Develop the skills of the rural workforce</p>	<p>Support the development of local businesses to help upskill and reskill people of all ages and enhance their access to jobs.</p>	<p>Food producers and retailers are located in both rural and urban communities and play a significant role in their economic and social health. Supporting their development and sustainability will provide job opportunities and skill development for people in these communities.</p>
<p>RC3 Build 'community capital' in our dispersed communities, villages and towns</p>	<p>Develop the entrepreneurial potential and resilience of rural communities.</p>	<p>Start-up businesses will bring new opportunities in rural communities. Enhancing current businesses adds to these and supports</p>

		community cohesion and resilience.
Ren3 Support sustainable development and planning to provide a sustainable future	To provide a sustainable future.	Provide advice on best practice for sustainable development as an integral element of the business development process.
Industrial Strategy Challenge Fund	Description	Support provided by project
Transforming food production	The world will need 60% more food by 2060. For this to be possible, the way we produce our food needs to be significantly more efficient and sustainable. Using precision technologies we can make that a reality; transform food production while reducing emissions, pollution, and waste and soil erosion.	The project will act as a focal point to raise awareness of the need for innovation to help transform the way the sector responds to future needs in a sustainable way. It will provide a direct link to the work going on in research and academia as a starting point for sector conversation. R&D partners will be invited to each conference as lead practitioners.
Defra 25 Year Food Plan	Description	Support provided by project
Development of a long-term plan for the food industry	<p>Ensure commercial investment in food production is supported so that the UK industry can prosper.</p> <p>Promote the development and uptake of agri-food technology to support productivity growth and reduce the environmental burden.</p> <p>Recognise the need to develop new supply chain partnerships which respond to changing consumer demands in the UK and globally.</p>	The project supports each of these objectives and will act as a focal point to raise awareness of Government thinking post-Brexit.
Defra Health and Harmony Consultation	Description	Support provided by project
The future for food, farming and the environment in a Green Brexit – feedback to support development of a new Agriculture Bill.	Introduction of an Agriculture Bill in Autumn 2018 that breaks from the CAP, providing the United Kingdom with the ability to set out a domestic policy that will stand the test of time.	A bespoke piece of light-touch consultancy work will be carried out to ensure we take account of the issues emerging in the rural sector, relate these to our current rural strategy and make recommendations for future activity and direction. Account will be taken of current government thinking, strategies, policies, and consultations – this includes Defra, Natural England, Environment Agency, sector bodies, NFU, CLA, AHDB, environmental organisations, etc.



7. Total value (£s) of SSF sought (net of VAT)		
	Activity	Projected Expenditure
Timescale	12 months from time of award	
Campaign Manager	<p>Post advertised immediately after award of grant. Purpose is to manage the Food Conference and 'Meet-the-Buyer' programme in liaison with colleagues at Produced in Kent, Essex Chambers of Commerce and East Sussex County Council.</p> <p>This includes all aspects of the programme and reporting to a pan-LEP management group to establish the detailed programme, timescales, deliverables, outcomes and final report</p> <p>*Please see detailed programme attached along with background paper</p>	<p>£28,800.00</p> <p>(6 days per month @£400 per day = £2400.00 per month x 12 = £28,800.00 including expenses)</p>
Consultancy work	<p>Work advertised immediately after award of grant.</p> <p>Purpose is to carry out a light-touch review of emerging trends in the rural sector during the transition and post-Brexit period to ensure SELEPs rural objectives maintain effective strategic direction.</p> <p>*See consultancy brief attached</p>	<p>£3,600.00</p> <p>(8 days @£450 per day)</p>
PR/Media	Includes design, production of promotional materials, PR, photographer, media links	£10,000.00
Venue hire	Includes 4 full-day conferences plus 3 meet the buyer workshops plus 3 meet the buyer events. Refreshments and light lunch provided.	£14,000.00
Speakers/trainers	Meet costs of individual speakers and trainers to include fees and	£4,000.00

	travel expenses.			
SSF Costs		£60,400.00		
8. Total value (£s) of project (net of VAT)				
The total value of the project will be £98,900				
9. Total value (£) of match funding (net of VAT)				
The value of match funding will be at least £38,500				
10. Funding breakdown (£s)				
Source	2017/18	2018/19	2019/20	Total
SSF		£60,400.00		£60,400.00
<i>Other sources of funding (please list below, add additional rows if necessary)</i>				
Produced in Kent		£12,000.00		£12,000.00
East Sussex County Council		£12,000.00		£12,000.00
Essex Chambers of Commerce		£12,000.00		£12,000.00
Kent County Council		£2,500.00		£2,000.00
<u>Total Project Cost</u>				£98,900.00
11. Details of match funding				
<i>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</i>				
The value of the match funding will be at least <u>£38,500</u>				
Partners will provide the following:				
Use of office premises at East Sussex CC, Produced in Kent and Essex Chambers of Commerce as required by the Project Manager – 20 days per office @ £100 per day = £2,000 x 3 = £6,000				
Use of partners time:				
Staff from partner organisations will act as the Project Management Group to ensure the project is delivered effectively. This includes regular meetings with the project manager, supporting project delivery, contributing knowledge and expertise, making use of the bespoke knowledge of staff within partner teams, access to sector partners and working together across the LEP to deliver a project with focus and impact. Access to local knowledge and contacts within the area will add value by increasing efficiency and ensure best use is made of the sector knowledge across the LEP.				
25 days @£400 per day per team = £10,000 x 3 = £30,000				
Kent County Council will manage the procurement process for the project manager role and monitor spend during the life of the project as an in-kind contribution – estimated cost £2,500				
12. Expected project start and completion dates				
Start: 1 October 2018				

End: 31 September 2019

13. Key Milestones

Key Milestones	Description	Indicative Date
Project initiated	Funding confirmed and contract awarded	1 October 2018
Project management group agreed	Structure formalised and JD and person spec for the manager's post agreed	12 October 2018
Appoint project manager and consultant – Kent County Council will manage this process on behalf of the Management Group	Advertise contracts 12 October. Application deadline 31 October, shortlist by 2 November. Interview and appoint 9 November	9 November 2018 as appointment date. Start date ASAP.
Project management group agree work programme with project manager and consultant	Set key targets, work schedule and reporting process	23 November 2018
Food conference in East Sussex	Deliver first conference	W/B 18 February 2019
Food conference in Essex	Deliver second conference	W/B 15 April 2019
Food conference in Kent	Deliver third conference	W/B 10 June 2019
Feedback and lessons learned plus monitoring	Report and recommendations	
Pan-LEP conference	Share feedback	TBC
Meet the buyer workshop – East Sussex	Deliver workshop	
Meet the Buyer event – East Sussex	Deliver event	
Meet the Buyer workshop - Essex	Deliver workshop	
Meet the buyer event - Essex	Deliver event	
Meet the buyer workshop - Kent	Deliver workshop	
Meet the buyer event - Kent	Deliver event	
Feedback and lessons learned plus monitoring		

14. 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 (£)
Additional employment – target of 10 FTE posts (existing and start-ups)	Monitor companies (minimum of 50) attending the conferences and meet-the-buyer events	£18,000 per FTE x 10 = £180,000
Increased product sales – overall uplift of 2-5% across companies involved (acknowledging challenging economic climate)	As above assuming 50 companies (conservative minimum overall value £3 million)	Potentially 2% - 5% of circa £3 million = £60,000 – £150,000
New products developed	5 products developed and taken to market	Potential additional revenue of circa £30,000 per product = £150,000
Businesses new to export	5 new export leads provided	For example at £50,000 each = £250,000
Significantly improved network of growers, buyers, producers and retailers across	Enhanced links between minimum of 50 companies	Each contract worth circa £20,000 x 10 = £200,000

SELEPs food and drink sector	supports 10 new business contracts	
Projected total		£930,000
15. 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> <p>The Benefit/Cost Ratio is circa 9:1 and highlights the significant potential for the development of SELEP’s food and drink sector.</p> <p>Monitoring will take place during the period of project delivery and continue 6 months beyond that point to ensure adequate time is allowed for an accurate review to take place. Partners have expressed their willingness to deliver this important part of the project using their in-house resources.</p> <p>Through the project producers will be able to identify how to engage more effectively with buyers to create higher economic impact. For example Kent alone has 120 food manufacturing and 200 food wholesalers which represent a significant market for producers.</p> <p>The public are keen to try new food and drink products. The increase in demand for local products with known provenance and the rapid increase in the market for vegan products are examples of how markets change, often quite quickly, and therefore businesses need to be in a position to respond accordingly and take advantage of these new trends. There are opportunities to develop new products to help drive the market forward and add value to the business.</p> <p>A more connected and co-ordinated sector helps raise awareness of these trends and can offer synergies outside of the normal routes. People are keen to eat healthily and want access to nutritious food delivered in a creative way at an attractive price. This provides openings for traditional produce to be ‘reimagined’ and for new products to be brought to market.</p> <p>The market for English sparkling wine, beer, cider and gin is burgeoning. This sector offers new markets and product development, brand creation and promotion opportunities. The fact that French champagne houses are buying land in the South East is a robust indicator of future demand.</p> <p>Research by Lloyds Bank*, inter alia, found that leaving the EU remains the biggest threat to supply security in the next five years (cited by 41% of firms). Concerns about ingredient security have also increased, with 36% saying it is one of the biggest challenges for the industry (up from 26% in 2016), but despite challenges 78% of firms said they would pay a higher price to primary producers in the UK to guarantee supply security and maintain the provenance of their products.</p> <p>Overall this sector provides a host of business opportunities with food and drink playing an increasingly important part in SELEPs economy during the post-Brexit era.</p> <p>*Lloyds Bank Food and Drink Report 2017</p>		
16. 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>		

The project will make a significant contribution to the development and sustainability of SELEP's food sector as outlined below:

- Raised awareness of the opportunities to build existing businesses through the creation of a more joined-up sector network and community
- Broadens market horizons and encourages an entrepreneurial approach which links to post-Brexit aspirations and opportunities
- Strengthening business resilience and sustainability of existing jobs
- Events will be publicised through respective Growth Hubs across the SELEP area, thereby improving traction for the initiative
- Roll out of the project will encourage links to the South East Business Boost and LOCASE initiatives. Both are pan-LEP initiatives which offer business grants and support to SMEs.
- Improved understanding of how new innovations in the food sector can help drive productivity and increase business efficiency
- Knowledge sharing enhances confidence and leads to new business partnerships and encourages investment in business development
- Conferences and 'Meet-the-Buyer' events create a focal point for sector development
- Builds confidence and encourages start-ups bringing new drive, creativity and energy into the sector
- Increased awareness of the opportunities for producer/retailers to do business across the LEP
- Provides direct access to sector professionals to support business development
- Improved opportunities to create new jobs as a result of business expansion
- Raised awareness of export opportunities and potential market development post-Brexit
- Consultancy review of post-Brexit rural priorities will ensure SELEP maintains strategic direction regarding the issues emerging and ensure resources and focus remain targeted to support positive outcomes

All of the elements of this project will enhance and improve the economic health of SELEPs food sector through the development of a more connected business grouping with enhanced communication and networks, new business relationships and increased awareness of and access to innovation and technology. To provide context:

Kent is home to almost 500 food related companies employing over 18,000 people. The total Kent food chain is worth circa £2.6 billion, equal to about 12.4% of the total GVA of Kent. In addition this food chain provides around 85,000 jobs accounting for over 15% of Kent's total workforce. There are over 120 food manufacturing companies and 200 food wholesalers in the County.

Essex also has a large network of food businesses with over 4,000 people employed across almost 200 companies. The majority of employees work in the manufacture of food products (90%) with the remaining 10% working in the manufacture of beverages.

In East Sussex 16% of all jobs in the County are involved in the production or sale of food and beverages with over 6,000 people employed in food production, manufacture and specialist sales. There are circa 400 local businesses in the food and drink sector employing some 27,000 people. 40% work in the sector (10,600) work in food and beverage service activities and a further 41% (11,000) work in food and drink retail.

Post Brexit opportunities need to be considered now and this project provides an effective mechanism for doing so. Existing businesses have much knowledge and experience to share and the project provides a vehicle for exploring how best use can be made of these within a post-Brexit world including export opportunities beyond the EU.

17. Dependencies and Risks

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

Risks	Likelihood	Impact	Mitigation	Overall risk
Unable to recruit project manager	Low	High	Ensure post is advertised through a wide network of professionally recognised outlets. Kent County Council to manage this process on behalf of the project management group	Low
Partner disengagement	Low	Mod/High	Partners well-known to one another and have already provided significant time in pulling the application together. They fully support the sector and have demonstrated a high level of commitment to the project	Low
Poor engagement from businesses	Mod	High	Soundings have already been taken with a cross-section of food sector businesses seeking their views on the appropriateness and focus of the project. Their suggestions have been taken on board.	Low
Lack of conference venues	Low	Mod	There is a broad range of conference venues within the SELEP area and good ones tend to be booked early. The project spans 12 months so there is the opportunity to book well ahead to secure the type of venue required.	Low
Skill-set lacking to ensure effective project management	Low	High	Partners involved have a long and successful track-record of managing a broad range of complex, multi-faceted projects. A project management team will be formed to ensure effective delivery.	Low

18. State Aid Implications

Please indicate how your project complies with State Aid Regulations

This project does not breach State Aid Regulations. Whilst businesses will benefit from attending the proposed events any state aid implications are well within de minimis limits.

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

19. Contracting Body

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.



*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.*

Kent County Council, County Hall, Maidstone, Kent ME14 1XQ will be the contracting body.

Lead contact: David Hughes, Head of Business and Enterprise

email: dave.hughes@kent.gov.uk

tel: 03000 417099 mob: 07917 639120

20. Declaration

Declaration	I certify that the information provided in this application is complete and correct
Signature (Lead applicant)	
Print Name	David Hughes
Organisation	Kent County Council (Kent and Medway Economic Partnership)
Job Title	Head of Business and Enterprise
Date	10 August 2018

A version of this document will be made available on www.southeastlep.c