



SOUTH EAST
LOCAL ENTERPRISE
PARTNERSHIP

STRATEGIC BOARD Information Items

Friday 17th April 2020
Zoom Video Conferencing

Growth Hub Update: Pg. 2
Sector Support Fund Update: Pg. 42



Growth Hub Update

1. Purpose

- 1.1. The purpose of the paper is to provide an update to the Strategic Board (the Board) on the work undertaken by the Growth Hubs in respect of EU Exit Business Readiness funding.

2. Background

- 2.1. On 31 July 2019, Chancellor Sajid Javid announced that £2.1 billion had been set aside for no-deal Brexit preparation. Out of that fund, £108 million was made available to promote and support businesses to ensure they were ready for EU Exit, including a national programme of business readiness and helping exporters to prepare for, and capitalise on new opportunities.
- 2.2. On 29 August 2019, Business Secretary Andrea Leadsom, unveiled a £10 million scheme for business organisations and trade associations to support businesses in preparing for EU Exit ahead of 31 October 2019. The Business Readiness Fund was open to business organisations and trade associations throughout the UK and supported events, training and the production of advice packs to assist businesses in making sure they were fully prepared for an EU Exit on 31 October 2019.
- 2.3. On 5 September 2019 an announcement was made about the creation of 10 new regional Growth Hub clusters supported by additional funding. The individual allocations of funding per cluster were based on a pro rata allocation according to the percentage of VAT registered businesses. The new London & South East cluster share was capped at £500,000 with an additional £50,000 being awarded to the Greater London Authority as the cluster lead for coordination support. Of this share £130,000 has been allocated to the South East LEP Ltd (SELEP) via the Accountable Body, Essex County Council.
- 2.4. On 23 September 2019 a further £1.5 million was secured by Cities and Local Growth Unit (CLGU) to support the EU Exit Business Intelligence gathering. The funding was awarded via the network of cluster leads with £46,000 being allocated to the SELEP.
- 2.5. On 30 September 2019, it was confirmed that an additional £1.2 million of funding was secured by the CLGU to increase the number of face-to-face business advisers and navigators across all English regions to maximise support to businesses, particularly Small and Medium Enterprises (SMEs), to prepare for EU Exit. This funding, amounting to £31,578.94, has been awarded directly to the SELEP via the Accountable Body, Essex County Council.

3. Business Readiness Funding

- 3.1. As previously stated, the London and the South East's share of the funding was capped at £500,000. From this funding, £130,000 was awarded to SELEP for delivery of local support. The funding needs to be spent by 31 March 2020 on salaries and consultancy costs, ramping up of face-to-face advice and support, events, business engagement activities and other business support.
- 3.2. In order to ensure timely delivery of various activities within each LEP area a project lead was identified for each LEP/Growth Hub with the London Growth Hub securing additional coordination support for the cluster. Regular teleconferences and meetings take place between the project leads to ensure smooth delivery.
- 3.3. Activities undertaken up until 31 October 2019 were mainly workshops for SMEs, establishment of branding guidelines for the cluster, drafting and publication of factsheets, banners and other



marketing materials.

- 3.4. The cluster also ran a telemarketing campaign in order to gather quantitative intelligence from businesses on issues they were experiencing and raise awareness of support activity available within the London and South East area. Please refer to **Appendix A** for further information.
- 3.5. On 12 December 2019, the cluster appointed Grayling Communications to deliver [Ready 2020](#) campaign.
- 3.6. The date of 31 January 2020, the UK's formal exit date from the EU, was identified as the launch date for the campaign. The purpose of the campaign is to help businesses prepare for challenges and opportunities of the new decade.
- 3.7. To date the campaign has reached a wide audience. The media coverage included BBC Radio Kent, BBC Three Counties, Heart Radio Kent, Insider South East, Business Independent, Kent Online and ICAEW Newsletter. For more up to date information please refer to Ready 2020 Engagement Dashboard at **Appendix B**.
- 3.8. Additionally, the Growth Hubs have and still are delivering local support to businesses which includes various resilience workshops such as Boosting Business Resilience in Manufacturing, Emerging Markets and Wholesale and Retail, Finance and Funding, Workforce and Marketing. They have also delivered full day leadership workshops and customs training. The businesses in Kent and Medway area also have the opportunity to tap into 1:1 advisory service delivered by a Resilience Adviser.
- 3.9. The attendance at the workshops and various events organised by the Growth Hubs has been high so far. This is a testimony to the hard work of those being involved in the campaign especially given the very restricted timelines that have been imposed.
- 3.10. The full evaluation of the campaign will be provided to the Board at its next meeting in June 2020.
- 3.11. At present it is not clear whether further funding will be provided to the Growth Hub network to deliver support to businesses during the transition period. However, the Growth Hubs will continue evaluating the current economic environment and delivering support relevant to the challenges business are facing.

4. Business Advisory Resources

- 4.1. The SELEP had been awarded an additional £31,578.94 to increase the number of face-to-face business advisors and navigators.
- 4.2. The number of advisors and navigators has been increased at pace in order to support businesses before and after the transition period. This has been done in collaboration with each Lead Authority and subject to local needs.

5. Intelligence gathering

- 5.1. Following Government's announcement on increasing Brexit 'no deal' planning back in December 2018, the LEPs via the Growth Hubs were asked to assist in the gathering of local intelligence and insight from local businesses, partners, intermediaries and others to inform a cross-departmental intelligence gathering. The first return was made on Wednesday 9 January 2019.
- 5.2. Since the announcement of additional funding to support the business intelligence gathering (of which the SELEP received £46,000), the SELEP recruited a Data Intelligence and Insight Officer on a temporary basis to support the gathering and reporting of local business intelligence into Government.



- 5.3. In addition to producing weekly reports to Government, the Data Intelligence and Insight Officer undertook an exercise of consolidating SME feedback to EU Exit specific questions gathered by the Growth Hubs in 2019 and created a dataset which findings are supported by other sources, including intelligence gathered by Grayling Communications on behalf of the SELEP which found that the South East region had the least confident business population in the UK. Please refer to **Appendix C** for further information.

6. Accountable Body Comments

- 6.1. The Accountable Body and the Secretariat continue to manage the challenges posed from the short notice from Government in issuing the additional EU Readiness funding grants. The grant distribution approach and conditions attached have increased the challenge to ensure that the Growth Hubs can maximise the benefits of the additional funding.
- 6.2. Defrayal of spend in the 2019/20 financial year to cover activities up until end of March 2020 will be complete, however, elements of this have been carried out at risk by SELEP partners, due to the time taken to implement the respective grant agreements to enable the transfer of funding from the GLA to the Accountable Body.
- 6.3. Funding has been received by the Accountable Body in relation to 4.1 Business Advisory Resources.
- 6.4. Funding is still to be received by the Accountable Body in relation to Intelligence Gathering and Business Readiness Funding.
- 6.5. The funding, once received, will be transferred to the respective growth hub lead authorities via a back to back funding agreement.
- 6.6. To enable the Growth Hubs to be as effective as possible in supporting businesses, the Board may want to consider highlighting to CLGU, the imperative for improved certainty and timeliness of funding for the Growth Hubs with a proportionate approach to reporting.
- 6.7. The following table shows the additional EU Exit grants awarded to SELEP and the status of the associated legal agreements and transfer of funding;

Paper ref;	Agreement with;	Funding purpose	£	Status
2.3/3.1	GLA	EU Exit Readiness	£130,000	Agreement and claim submitted/grant not received
2.4/5.2	GLA	EU Exit Business Intelligence gathering	£46,000	Agreement in draft/grant not received
2.5/4.1	BEIS	EU Exit Resilience	£31,578	Agreement in place/grant received
Total Additional Growth Hub Funding 2019/20			£207,578	

7. Appendices

- 7.1. Appendix A: South East Full Brexit Telemarketing Report
- 7.2. Appendix B: Ready2020 Engagement Dashboard
- 7.3. Appendix C: EU Exit Preparedness: 2019 SME Feedback

Author: Iwona Bainbridge-Dyer

Position: Growth Hub Lead

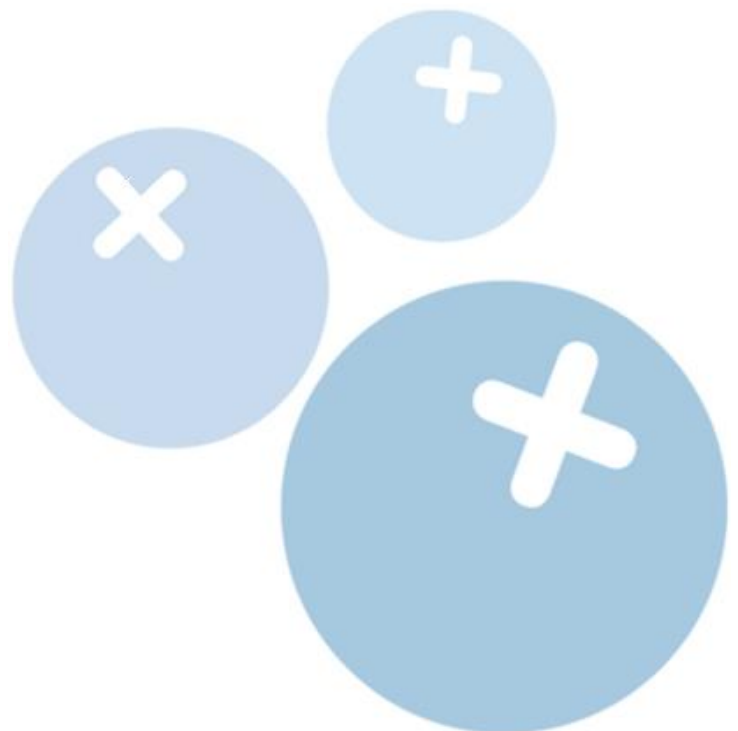
Contact details: lwona.bainbridge@southeastlep.com

Blueberry Marketing Solutions

Exemplas Ltd

Brexit Readiness Telemarketing Campaign End of Campaign Report – South East LEP Region

18 November 2019



Campaign Contacts:

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Campaign Overview

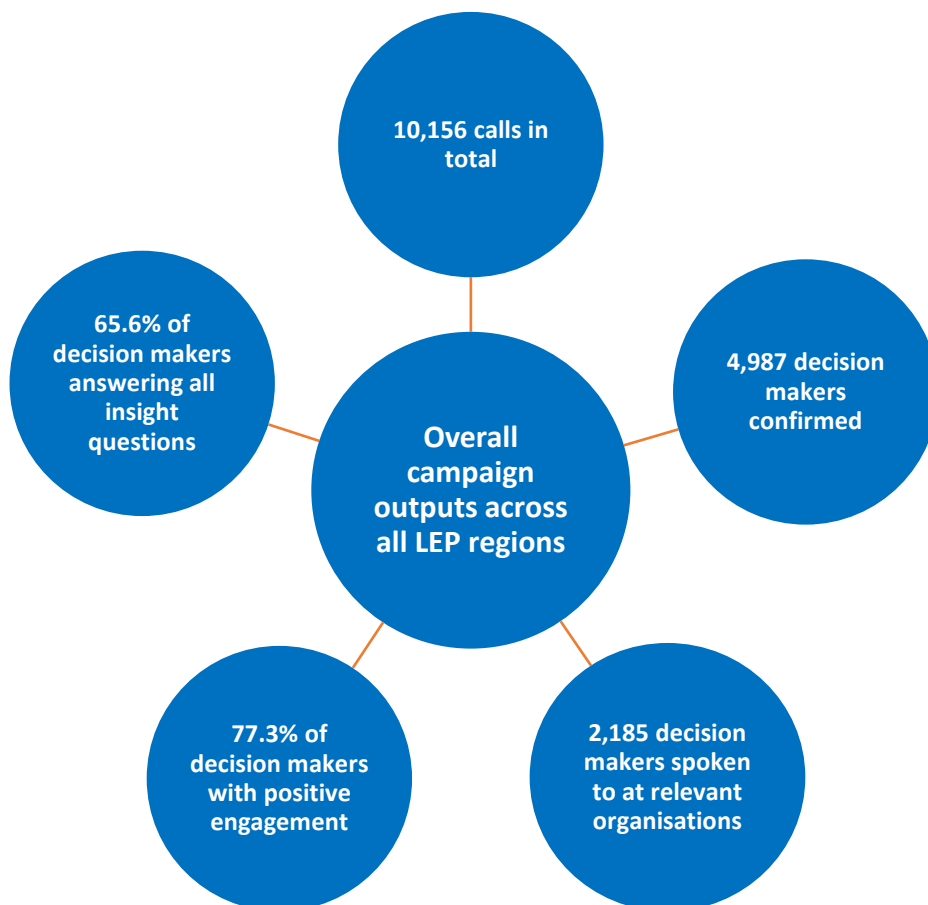
Blueberry Marketing Solutions (Blueberry) has conducted a 90-day Brexit Readiness telemarketing campaign on behalf of Exemplas Ltd ahead of the United Kingdom's exit from the European Union (EU).

The campaign's goal is centred on understanding how prepared organisations are for Brexit, specifically:

1. Garnering operational intelligence and feedback from organisations
2. Generating referrals to the [gov.uk/Brexit](https://www.gov.uk/Brexit) website via a dedicated, tracked link
3. Generating referrals to individual Growth Hubs for follow up

In relation to this, Blueberry conducted a telemarketing campaign surveying small and medium enterprises (SMEs) across the London, Hertfordshire and South East Local Enterprise Partnership (LEP) regions to draw out both quantitative and qualitative responses relating to Brexit preparedness, impact, operational activity with the EU and support and signposting needs. Businesses with between 10 and 249 employees were targeted, with communications primarily focussing on Managing Directors, CEOs and Business Owners.

Headline Campaign Outputs



Data Profile and Purchase

Blueberry profiled and purchased a dataset in line with the campaign's requirements. The dataset was shaped around SMEs with:

- A main trading address within either Hertfordshire, London or the South East (covering Essex, Kent and East Sussex). Postcode files were provided by Exemplas for matching.
- Between 10 and 249 employees.
- A HQ or and single site within the relevant geographical area

All data was checked against the TPS/CTPS register before purchase.

Conversations throughout the campaign primarily engaged Managing Directors, CEOs and business owners. Other senior decision makers were also contacted where necessary, for example if the MD or CEO was unavailable.

Please see the accompanying Excel file for a full extract of data generated across the campaign.

Campaign Results and Analysis

Call Statistics and Outcomes

In total, 491 decision makers completed the full research survey. This includes 6 additional responses that were assured after the final weekly campaign report was finalized and compiled.

Outcomes	South East
Number of calling days	26.5
Total number of calls	2,876
Number of incorrect numbers	116
Incorrect numbers as % of all calls	4.0%
Total number of DMs confirmed	1,640
Number of DMs spoken to at relevant organisations*	788
<i>Went through all insight questions</i>	491
<i>Provided insight but did not complete all questions</i>	67
<i>Happy to engage but requested call-back or email</i>	25
<i>Not interested in engaging at this time</i>	205
% of DMs answering all insight questions	62.3%
% of DMS with positive engagement	74.0%

*This figure includes those not spoken to directly but completing the online version of the survey

A further breakdown for the South East LEP region is provided below and a heatmap of responses split by Local Authority is included in appendix 1 of this report.

Split by organisation employee size band, the proportion of responses across the South East LEP region is as follows:

Size band	South East
1 to 4 employees	0.0%
5 to 9 employees	0.4%
10 to 19 employees	54.4%
20 to 49 employees	33.8%
50 to 99 employees	9.6%
100 to 199 employees	1.6%
200 to 499 employees	0.2%
Unknown	0.0%
Total	100%

Split by sector, the proportion of responses across the South East LEP region is as follows:

Size band	South East
Construction	29.1%
Finance	0.0%
Manufacturing	26.1%
Retail	15.3%
Services	29.5%
Transportation and communications	0.0%
Wholesale	0.0%
Total	100%

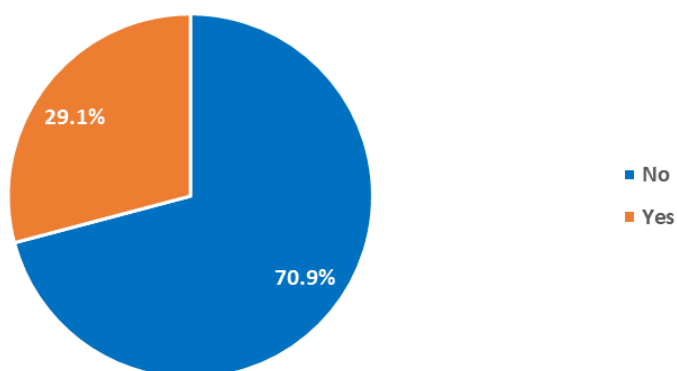
Survey Results

The following section provides an overview of the responses to the quantitative survey questions asked. Figures are representative of campaign activity as a whole.

Are organisations making preparations for Brexit?

Are organisations making preparations for Brexit?	South East	
	Vol	%
Yes	143	29.1%
No	348	70.9%
Total	491	100%

South East - Are organisations making preparations?



Split by employee size band this equates to:

Size band	South East
Yes	29.1%
1 to 4 employees	0.0%
5 to 9 employees	0.4%
10 to 19 employees	14.3%
20 to 49 employees	10.2%
50 to 99 employees	3.5%
100 to 199 employees	0.6%
200 to 499 employees	0.2%
Unknown	0.0%
No	70.9%
1 to 4 employees	0.0%
5 to 9 employees	0.0%
10 to 19 employees	40.1%
20 to 49 employees	23.6%
50 to 99 employees	6.1%
100 to 199 employees	1.0%
200 to 499 employees	0.0%
Unknown	0.0%
Total	100%

And split by sector a breakdown of responses is as follows:

Sector	South East
Yes	29.1%
Construction	5.7%
Finance	0.0%
Manufacturing	9.8%
Retail	4.3%
Services	9.4%
Transportation & Communications	0.0%
Wholesale	0.0%
No	70.9%
Construction	23.4%
Finance	0.0%
Manufacturing	16.3%
Retail	11.0%
Services	20.2%
Transportation & Communications	0.0%
Wholesale	0.0%
Total	100%



Of the organisations across all LEP regions stating that they were making preparations for Brexit, the keywords to the left were common across responses.

To note, this based on 429 analysable free text responses with the words “Brexit”, “prepare”, “EU” and “UK” removed as these featured heavily throughout.

Looking across employee size band, survey responses are as follows:

Size band	South East
Fully prepared	45.6%
1 to 4 employees	0.0%
5 to 9 employees	0.4%
10 to 19 employees	25.7%
20 to 49 employees	14.1%
50 to 99 employees	4.5%
100 to 199 employees	1.0%
200 to 499 employees	0.0%
Mostly prepared	17.5%
10 to 19 employees	9.0%
20 to 49 employees	5.9%
50 to 99 employees	2.2%
100 to 199 employees	0.2%
200 to 499 employees	0.2%
Unknown Employees	0.0%
Neither prepared nor unprepared	25.7%
1 to 4 employees	0.0%
10 to 19 employees	12.8%
20 to 49 employees	10.2%
50 to 99 employees	2.2%
100 to 199 employees	0.4%
Not prepared at all	5.9%
10 to 19 employees	3.5%
20 to 49 employees	1.8%
50 to 99 employees	0.6%
Not very prepared	5.3%
10 to 19 employees	3.5%
20 to 49 employees	1.8%
50 to 99 employees	0.0%
100 to 199 employees	0.0%
Total	100%

And analysing responses by sector gives the following breakdown:

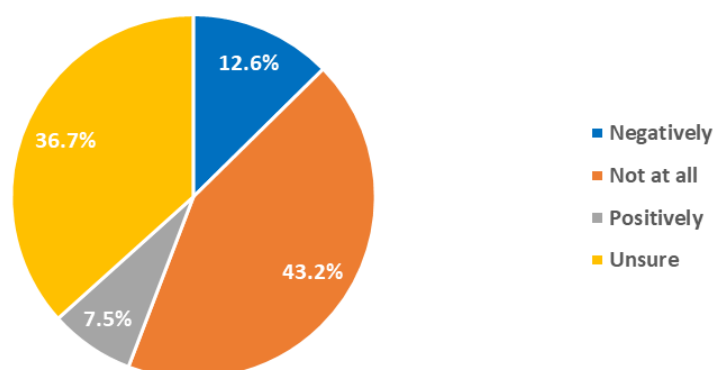
Sector	South East
Fully prepared	45.6%
Construction	11.0%
Finance	0.0%
Manufacturing	11.6%
Retail	8.1%
Services	14.9%
Transportation & Communications	0.0%
Wholesale	0.0%

Mostly prepared	17.5%
Construction	4.9%
Finance	0.0%
Manufacturing	6.1%
Retail	1.6%
Services	4.9%
Transportation & Communications	0.0%
Wholesale	0.0%
Neither prepared nor unprepared	25.7%
Construction	10.4%
Finance	0.0%
Manufacturing	5.7%
Retail	3.3%
Services	6.3%
Transportation & Communications	0.0%
Wholesale	0.0%
Not prepared at all	5.9%
Construction	1.4%
Finance	0.0%
Manufacturing	1.0%
Retail	1.2%
Services	2.2%
Transportation & Communications	0.0%
Wholesale	0.0%
Not very prepared	5.3%
Construction	1.4%
Manufacturing	1.6%
Retail	1.0%
Services	1.2%
Transportation & Communications	0.0%
Wholesale	0.0%
Total	100%

Are organisations being impacted, positively, negatively, or not at all by Brexit?

Are organisations being impacted positively, negatively, or not at all	South East	
	Vol	%
Negatively	62	12.6%
Not at all	212	43.2%
Positively	37	7.5%
Unsure	180	36.7%
Total	491	100%

South East - Expected Brexit impact



Looking across employee size bands, survey responses are as follows:

Size band	South East
Negatively	12.6%
1 to 4 employees	0.0%
10 to 19 employees	7.3%
20 to 49 employees	3.9%
50 to 99 employees	0.8%
100 to 199 employees	0.4%
200 to 499 employees	0.2%
Not at all	43.2%
1 to 4 employees	0.0%
5 to 9 employees	0.2%
10 to 19 employees	24.2%
20 to 49 employees	14.5%
50 to 99 employees	3.5%
100 to 199 employees	0.8%
200 to 499 employees	0.0%
Positively	7.5%
10 to 19 employees	5.1%
20 to 49 employees	1.8%
50 to 99 employees	0.4%
100 to 199 employees	0.2%
Unknown Employees	0.0%
Unsure	36.7%
5 to 9 employees	0.2%
10 to 19 employees	17.7%
20 to 49 employees	13.6%
50 to 99 employees	4.9%
100 to 199 employees	0.2%
200 to 499 employees	0.0%
Total	100%

Assessing results by sector results in the following breakdown:

Sector	South East
Negatively	12.6%
Construction	2.2%
Finance	0.0%
Manufacturing	4.1%
Retail	3.1%
Services	3.3%
Transportation & Communications	0.0%
Wholesale	0.0%
Not at all	43.2%
Construction	15.9%
Finance	0.0%
Manufacturing	9.6%
Retail	5.5%
Services	12.2%
Transportation & Communications	0.0%
Wholesale	0.0%
Positively	7.5%
Construction	1.2%
Finance	0.0%
Manufacturing	1.8%
Retail	2.2%
Services	2.2%
Wholesale	0.0%
Unsure	36.7%
Construction	9.8%
Finance	0.0%
Manufacturing	10.6%
Retail	4.5%
Services	11.8%
Transportation & Communications	0.0%
Wholesale	0.0%
Total	100%



Looking at the free text responses attached to this question, for organisations across all LEP regions stating that they would be positively impacted by Brexit, key words are shown to the left.

To note, this based on 78 analysable free text responses with the words “Brexit”, “impact”, “EU” and “UK” removed as these featured heavily throughout.

This compares to the key words on the right for organisations across all LEP regions indicating that they would be negatively impacted by Brexit.

To note, this based on 269 analysable free text responses with the words “Brexit”, “impact”, “EU” and “UK” removed as these featured heavily throughout.





Finally, the key words to the left were attached to organisations across all LEP regions stating that they were unsure how Brexit would impact them.

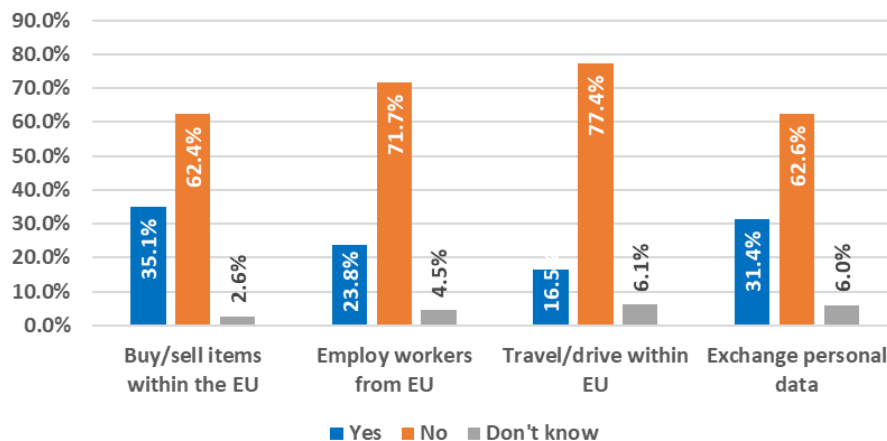
To note, this based on 465 analysable free text responses with the words “Brexit”, “impact”, “EU” and “UK” removed as these featured heavily throughout.

Organisations' current activities within Europe that could be impacted by Brexit

To note, the rates shown below are as a proportion of those organisations answering the questions.

Current activities that could be impacted	South East		
	Yes	No	Don't know
Buy/sell items within the EU	35.1%	62.4%	2.6%
Employ workings from the EU	23.8%	71.7%	4.5%
Travel/drive within the EU	16.5%	77.4%	6.1%
Exchange personal data	31.4%	62.6%	6.0%

South East - Activities that could be impacted



Signposting and Referrals

The table below provides a breakdown of the signposting outcomes generated as a result of the campaign. To note, figures are reflective of the campaign in its entirety and one organisation can result in more than one signposting outcome.

Signposting and referral outcomes	South East
Organisations signposted to gov.uk/Brexit	310
Organisations wanting GH contact re. Brexit	60
Organisations wanting GH contact re. other services	39
Total	409

Appendix 1: Survey responses split by Local Authority

Local Authorities are ordered and coloured based on the total number of responses.

Local Authority	South East
All	491
<i>Basildon</i>	44
<i>Wealden</i>	33
<i>Colchester</i>	27
<i>Braintree</i>	25
<i>Maidstone</i>	24
<i>Chelmsford</i>	22
<i>Thurrock</i>	22
<i>Medway</i>	19
<i>Bexley</i>	17
<i>Rother</i>	17
<i>Canterbury</i>	16
<i>Sevenoaks</i>	15
<i>Southend-on-Sea</i>	14
<i>Swale</i>	14
<i>Hastings</i>	13
<i>Tonbridge and Malling</i>	13
<i>Epping Forest</i>	12
<i>Brentwood</i>	11
<i>Dover</i>	11
<i>Gravesham</i>	10
<i>Tendring</i>	10
<i>Tunbridge Wells</i>	10
<i>Babergh</i>	9
<i>Rochford</i>	9
<i>Ashford</i>	8
<i>Harlow</i>	8
<i>Lewes</i>	8
<i>Uttlesford</i>	8
<i>Dartford</i>	7
<i>Maldon</i>	7
<i>Thanet</i>	7
<i>Castle Point</i>	6
<i>Eastbourne</i>	5
<i>Folkestone and Hythe</i>	5
<i>East Hertfordshire</i>	1
<i>Westminster</i>	1
<i>Bromley</i>	1
<i>Redbridge</i>	1
<i>West Suffolk</i>	1

Appendix 2 - Data overview

Blueberry have cleansed the calling database throughout the course of the campaign, providing the LEP with a database that is clean, accurate, up-to-date and GDPR compliant.

Clean, accurate data is essential for any marketing strategy and delivers a range of benefits including compliance with the Data Protection legislation; reduced mailing costs; improved brand image and marketing response rates and enhanced and more effective sales and marketing teams.

Data License Terms

All data purchased for the purposes of the campaign is the property of the LEP and has been acquired on the basis of 12-month license period. This means that all purchased data can be used throughout the subsequent 12 months and is fully in-line with GDPR requirements.

In addition to this, for any records which Blueberry have been able to make contact with and confirm contact details, this supersedes the terms of the license and so all of this data can carry on being used by the LEP indefinitely. However, this excludes any records which have opted out of contact with the LEP - this is a very small proportion of the database and all these instances are graded as a 9 for reference. Any contacts who outlined that they were not interested in taking part in the survey (graded as a 3n) can still be contacted by the LEP about any other programmes in the future.

For those records which Blueberry have not been able to make contact with throughout the course of the campaign, we would recommend that this is refreshed following the 12-month license period, if not already done so within this period.

Future use of data

As mentioned, all data purchased for the campaign can be utilised in any future marketing by the LEP. This includes email marketing, telemarketing, event marketing and any other promotional marketing which the LEP plan to carry out.

Data includes and can be segmented on criteria such as;

- ❖ Decision marker position
- ❖ Employee head count
- ❖ Industry vertical
- ❖ Main business activity
- ❖ Site type
- ❖ Number of sites





It's important to note that purchased data will likely be colder than existing data held by the LEP. We would therefore recommend layering communications with this dataset, looking at outbound ways of increasing engagement and introducing the growth hubs to these businesses.

Further data purchase options

The data purchased for the campaign is only a proportion of data available to buy in the region, meaning that there is scope for the LEP to expand on this and purchase additional data if required for future marketing.

We offer a range of data purchase and cleansing services and can assist with this if requested. We work alongside the main B2B data suppliers in the UK to source data the right data for each campaign and offering. This data is cleansed on a regular basis, and can be profiled according to a range of criteria – such as employee head count, turnover, industry vertical, main business activity, site type, number of sites etc. For businesses with 20+ employees, it is possible to purchase a range of decision makers across ten different business functions.

Ready 2020 Engagement Dashboard – 28.02.20

Activity	Outputs	Engagements
Paid		
Search, SEO and paid social media to engage a wider audience	Target: 200,000 social media reach (via Facebook, Instagram & Twitter) This week: 147,167 Results to date: 552,527	 <p>Target: 8,000 microsite unique visits This week: 1,359 Results to date: 6,638</p>
Earned		
Media campaign to build awareness	Target: 12 pieces of media coverage across print, online and broadcast (at least four per region: London/South East/Herts) This week: 0 Results to date: 7	 <p>Target: 1,500 content views and downloads This week: 1,119 Results to date: 2,836</p>
Shared		
Content via partners and influencers	Target: 200 uses of campaign hashtag or reshares This week: 156 Results to date: 323	 <p>Target: 25% of event bookings* driven by Ready 2020 campaign activity To be reported on next week</p>
Owned		
Channels across the Growth Hubs and LEPs, including central microsite	Target: 12 pieces of content created (combination of Growth Adviser and case study pieces) This week: 3 Results to date: 9	 <p>Total target engagements at least 9,000 (at least 3,000 per region**) This week: 2,478 Results to date: 9,474</p>

Ready 2020 Engagement Dashboard – Website



Target 8,000 microsite unique visits – 2,666 per area



Result to date: 6,638 microsite unique visits



Result to date:
2,880
Updated: 28.02

London



Result to date:
1,273
Updated: 28.02

South East



Result to date:
230
Updated: 28.02

Hertfordshire

Ready 2020 Engagement Dashboard – Website Pages

Best performing pages

Page	Page Views
Blog page	595
About page	74
South East page	74
London page	56
Getting ready for change in employment blog	32

Best performing blogs

Blog	Blog Views
Getting ready for change in employment blog	32
Building long term resilience blog	22
Savoir Beds Case Study	22
Five ways for exporters to prepare for change	20
Five ways for services businesses to get ready for change	18

Ready 2020 Engagement Dashboard – Social media



Target: 200,000 social media reach (via Facebook, Instagram & Twitter)



Result to date: 552,527 social media reach



422,555
**People
reached**

£0.32
**Cost per
click**

3,553
**Click
throughs**



151,927
Impressions

4,353
**Link
clicks**

£0.36
**Cost per
click**

Ready 2020 Engagement Dashboard – Media



Target 12 pieces of media coverage across print, online and broadcast (4 x per region)



Result to date: 7 pieces of media coverage across print, online and broadcast



London

Result to date:
1
Updated: 14.02



South East

Result to date:
4
Updated: 14.02



Hertfordshire

Result to date:
2
Updated: 14.02

Ready 2020 Engagement Dashboard – Media highlights

Publication	Format	Status
ICAEW Newsletter	Campaign covered in the ICAEW newsletter	Published 31 Jan
BBC Three Counties	Adrian Hawkin, Deputy Chair of LEP, interviewed on the launch of the campaign	Broadcast 31 Jan
BBC Radio Kent	Tudor Price, Head of BD, Kent & Medway GH, interviewed	Broadcast 31 Jan
Kent Online	Campaign covered in widely read regional title	Published 6 th Feb
Heart Radio Kent	Tudor Price, Head of BD, Kent & Medway GH, interviewed	Broadcast 7 Feb
Business Independent	Herts business publication with 35,000 readership	Published 7 Feb
Insider South East	London and South East regional business publication	Published 7 Feb

insider
MEDIA LIMITED

READY2020 LAUNCHES TO ASSIST SOUTH EAST FIRMS

THE BUSINESS INDEPENDENT

READY 2020: BUSINESS SUPPORT CAMPAIGN LAUNCHES IN HERTFORDSHIRE

31st January 2020 -

A new campaign has launched today to help small and medium-sized businesses in the South East prepare for change, as the UK's exit from the European Union is confirmed. The campaign is being managed by Hertfordshire Enterprise Partnership, working alongside the Greater London Authority (GLA) and South East Enterprise Partnership. The campaign is being delivered through a network of local business hubs across the South East, as they face wide-ranging changes in their environment. It will provide timely information across recruitment and employment, trading and regulation.

Support will be provided by a combination of digital resources, events across the LEP catchment areas, and business advisors from local Growth Hubs. ♦

More information can be found on the campaign website: www.ready2020.co.uk

Delivery partners for the campaign are the Greater London Authority, London Growth Hub, Hertfordshire Local Enterprise Partnership, Hertfordshire Growth Hub, South East Local Enterprise Partnership, Business East Sussex Growth Hub, Kent & Medway Growth Hub and BEST Growth Hub. The campaign will run from today until March 31st.

It will also offer advice and support aimed to boost the resilience of SMEs, encouraging companies to think about how to manage the risks and pursue the opportunities they will encounter in the coming year.

BBC RADIO KENT

heart

BBC THREE COUNTIES RADIO

KM

**READY
2020**

Ready 2020 Engagement Dashboard – Media opportunities

Publication	Spokesperson	Status
Inspire Magazine	Article published in Inspire Magazine, Hertfordshire Chamber of Commerce Magazine	Published 1 st March
The Business Breakfast, Jazz FM	Interview for Sietske de Groot, London Business Resilience Adviser	Taking place 2 nd March
London Business Matters	London publication distributed to all members of the London Chamber of Commerce	Published 6 th March
Kent Online	Opinion piece for Tudor Price, looking at practical steps for SMEs to take to prepare for change	Date TBC
London Business Matters	Opinion piece for Sietske de Groot, looking at practical steps for the SMEs to take to prepare for change	Publication date TBC
The Business Breakfast, Jazz FM	Briefing call for Theo Kaciubskyj	Date TBC
Kent Online	Opinion piece for Tudor Price, looking at practical steps for SMEs to take to prepare for change	Date TBC



Ready 2020 Engagement Dashboard – Content tracker

Content	Status
Video interview and blog post: Sietske De Groot, London Growth Hub Advisor – How to prepare for changes affecting services business	Video and blog post published
Video interview and blog post: Mike Watson, East Sussex Growth hub Business Advisor – How to prepare for changes affecting people and recruitment	Video and blog post published
Email blast: Launch day email blast content	Email blast content provided
Factsheet: One stop shop factsheet	One stop shop factsheet published
Newsletter: January newsletter content	January newsletter content provided
Video interview and blog post: Brian Stammers, Hertfordshire Growth Hub Business Adviser – How to build a resilient business model to 2030	Video and blog post published
Newsletter: Feb newsletter content	Content shared
SME Case study: Savoir Beds, London SME	Blog post published
Video interview and blog post: Rosina Robson, London Growth Hub Business Advisor – How can micro-businesses prepare for changes to good trading	Video and blog post published
Blog post: Sarah Trotter, South East Business Advisor	Content created To be published w/c 2 nd March
SME Case study: Stitch and Story, London SME	Interview to be conducted w/c 24 th February To be published w/c 2 nd March
Blog post: Ed Davies, Hertfordshire Business Advisor	Blog post to be drafted w/c 24 th February To be published w/c 9 th March

Ready 2020 Engagement Dashboard – Content tracker continued

Content	Status
SME Case study: One Facility, Hertfordshire SME	Video interview to be conducted 5 th March To be published w/c 9 th March
SME case study: Sleeping Giant Media, South East SME	Video interview to be conducted 3 rd March To be published w/c 16 th March
Case study: Herts SME	Interview to be completed w/c 9 th March To be published w/c 16 th March
SME Case study: South East SME	Interview to be completed w/c 9 th March To be published 16 th March
Newsletter: March newsletter content	Content to be drafted w/c 9 th March To be published 16 th March



SOUTH EAST
LOCAL ENTERPRISE
PARTNERSHIP

EU Exit Preparedness: 2019 SME Feedback

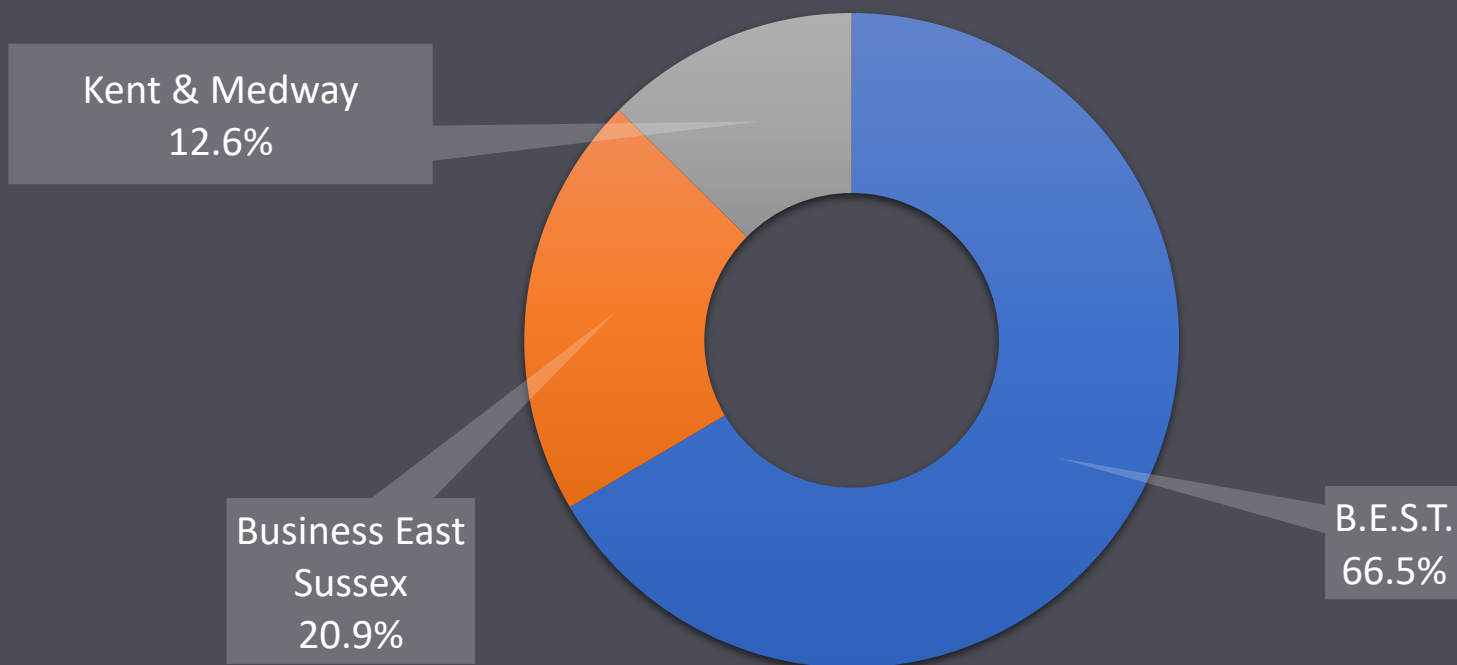
The dataset represents feedback supplied to SELEP Cluster Growth Hubs by SMEs :

- *588 SME Responses*
- *105 Business Sectors*
- *39 Local Authorities*



SME Feedback by Growth Hub

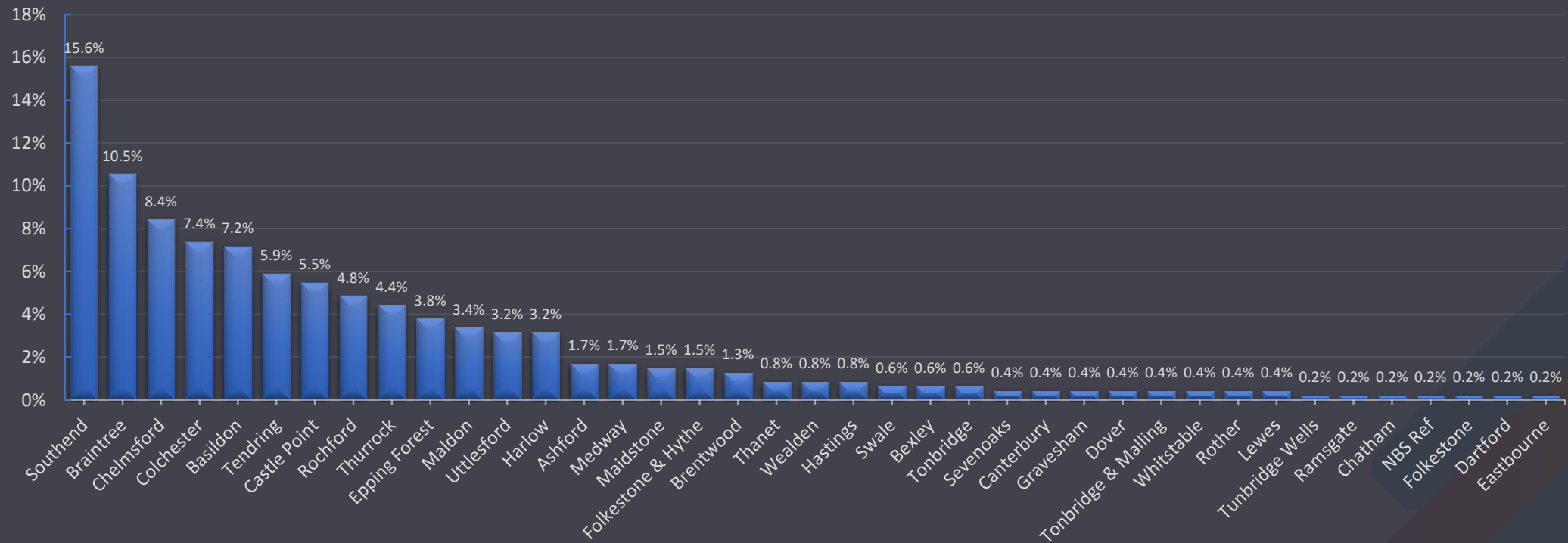
SOURCE=SME feedback (Jan-Dec 2019)





SME Feedback by Local Authority

SOURCE=SME feedback (Jan-Dec 2019)

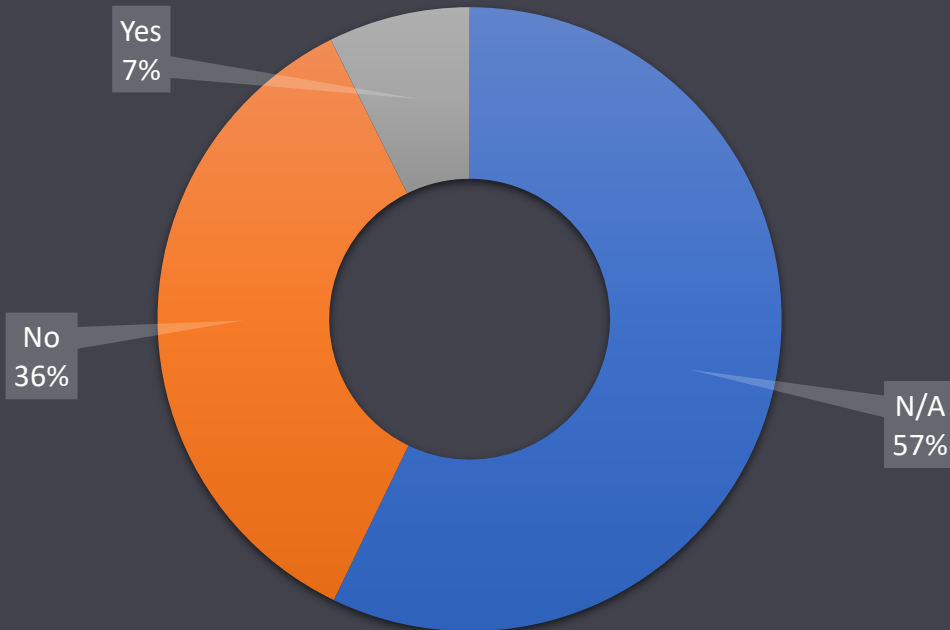




SME Feedback

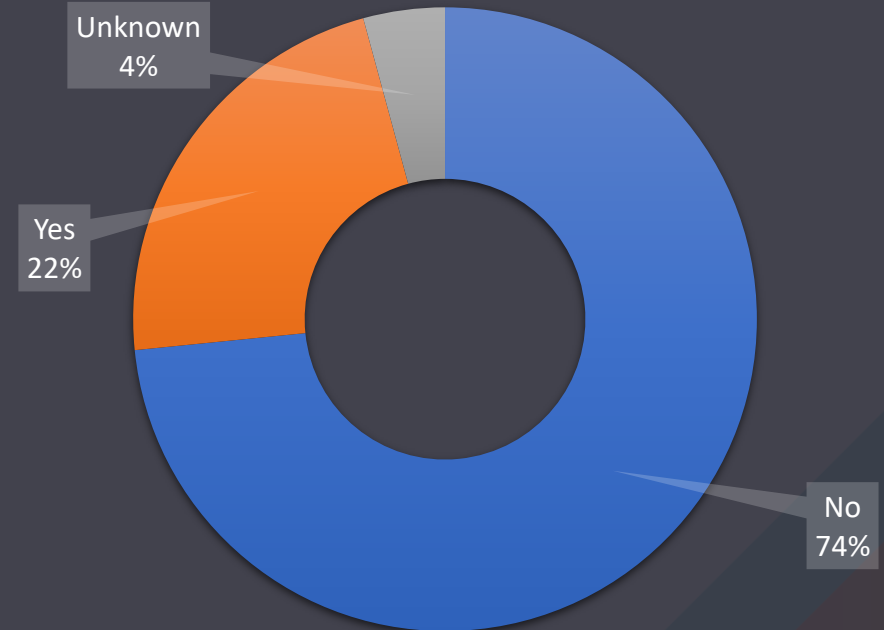
Are you preparing for Brexit?

SOURCE=SME feedback (Jan-Dec 2019)



Will leaving the EU impact your business?

SOURCE=SME feedback (Jan-Dec 2019)

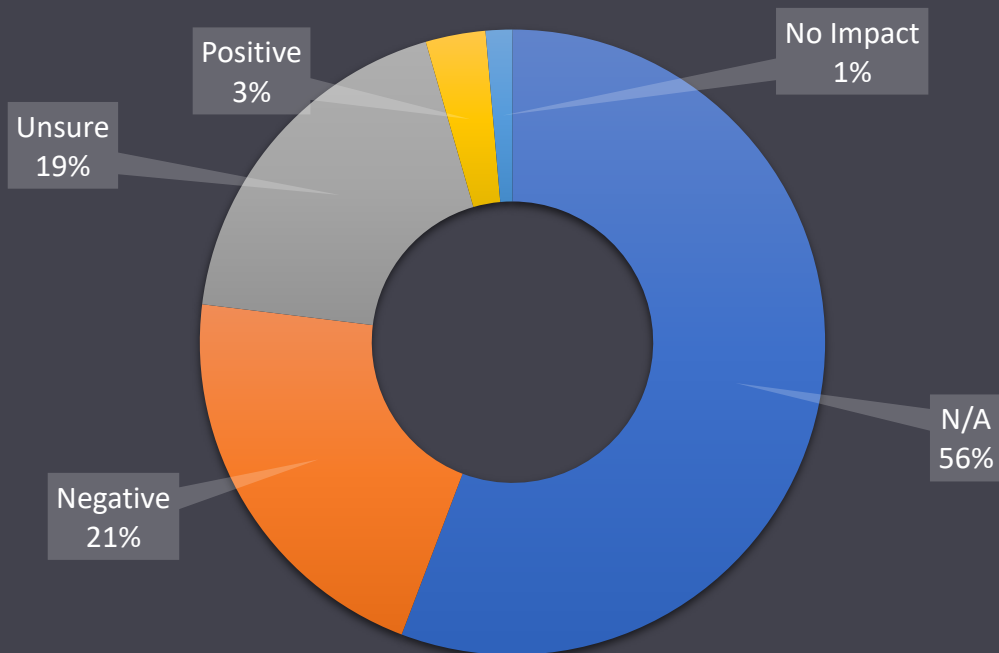




SME Feedback

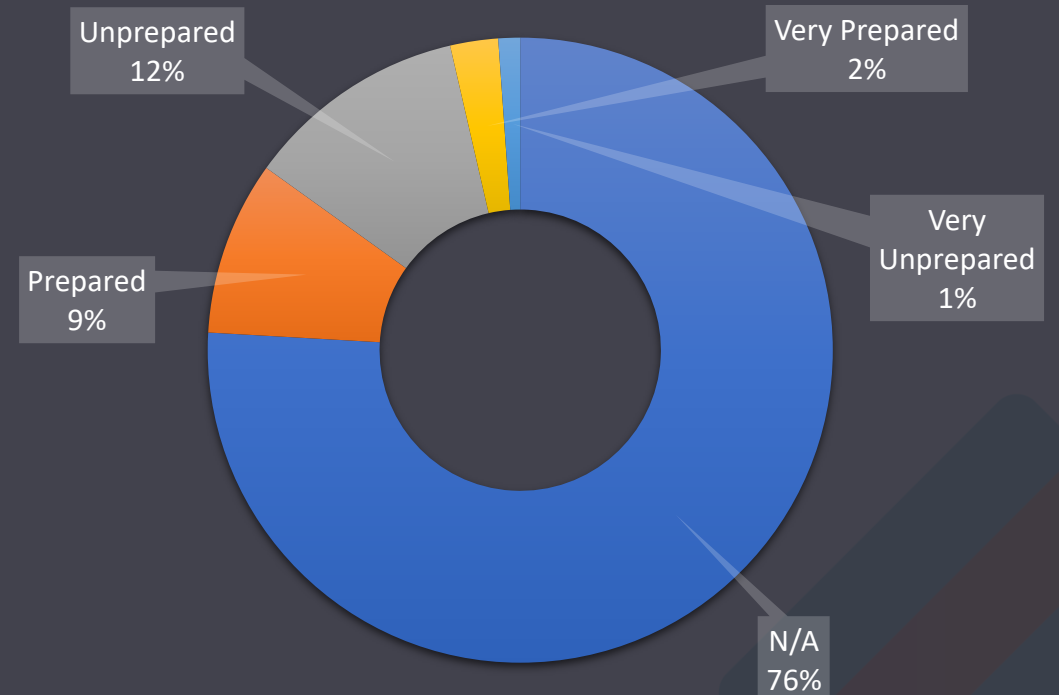
How will the EU Exit affect your business?

SOURCE=SME feedback (Jan-Dec 2019)



How prepared are you for a no-deal Brexit?

SOURCE=SME feedback (Jan-Dec 2019)

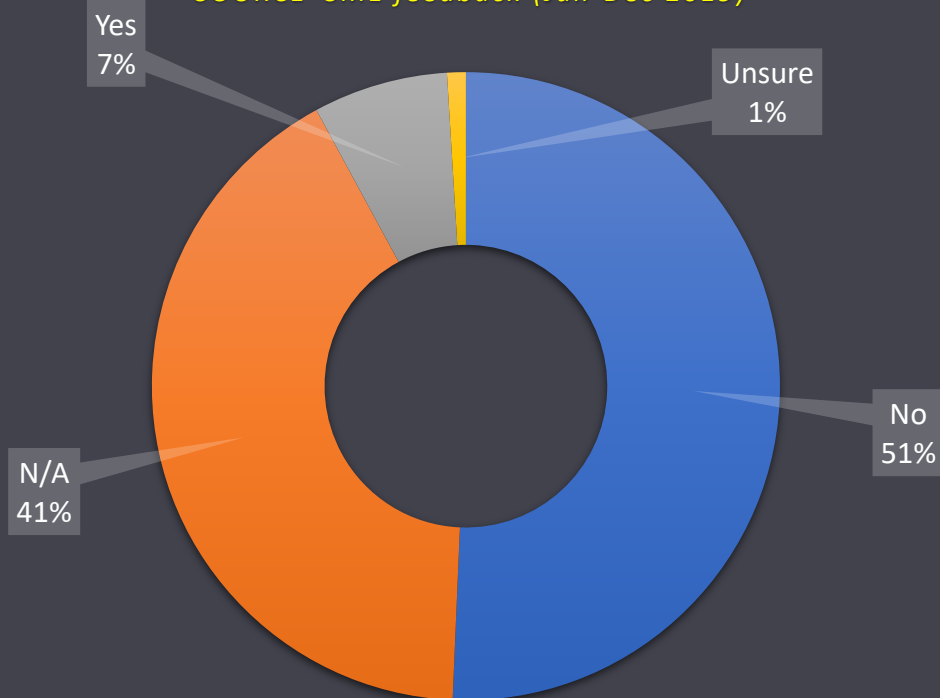




SME Feedback

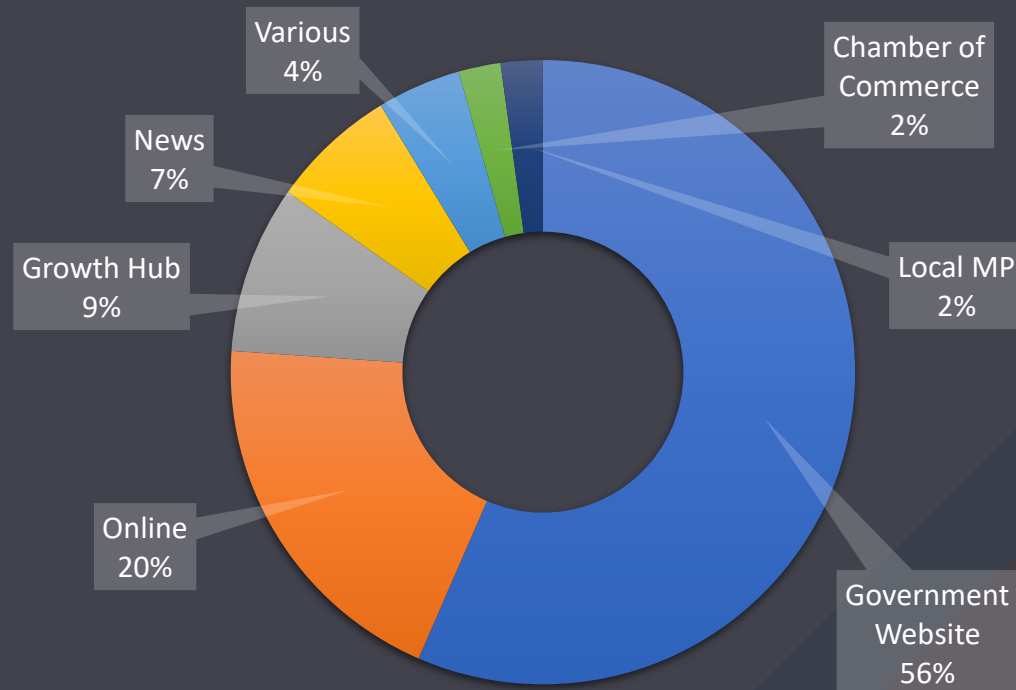
Do you transfer data to/from the EEA?

SOURCE=SME feedback (Jan-Dec 2019)



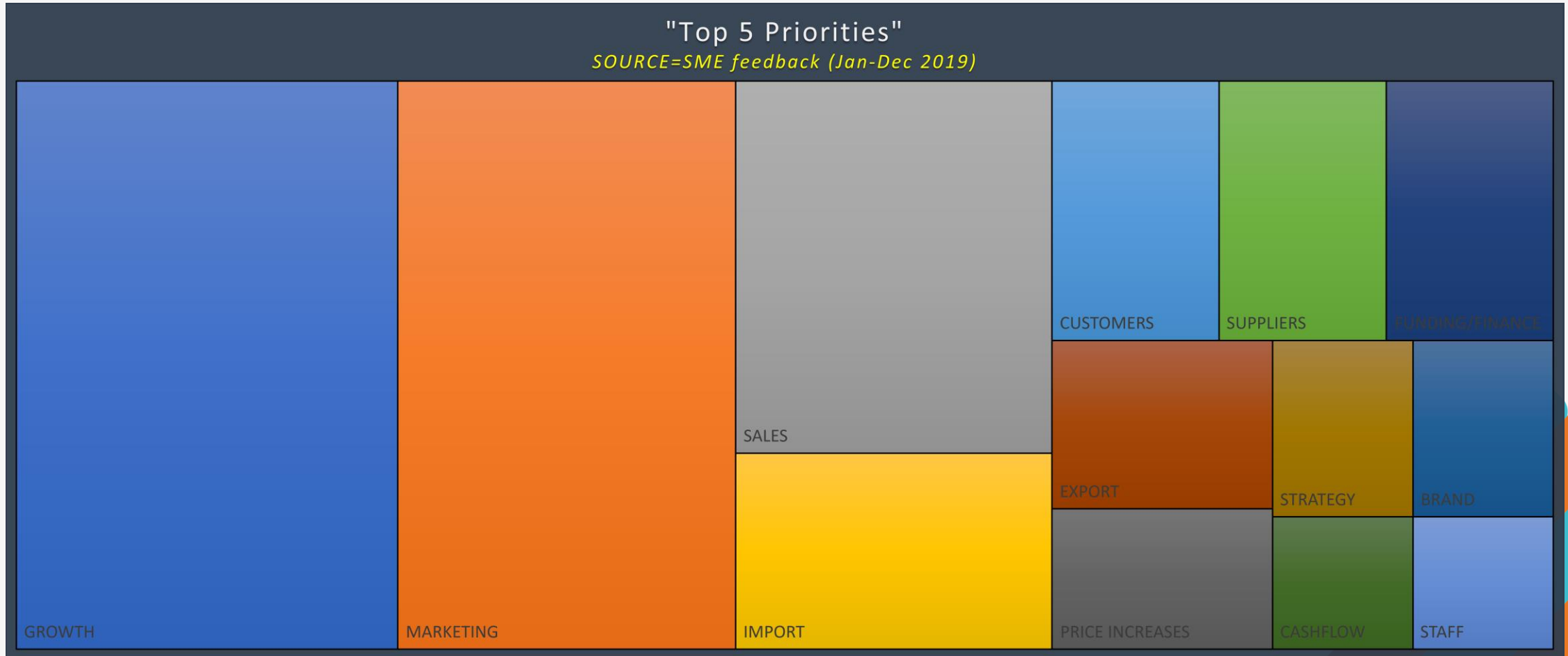
Where do you look for EU Exit advice?

SOURCE=SME feedback (Jan-Dec 2019)



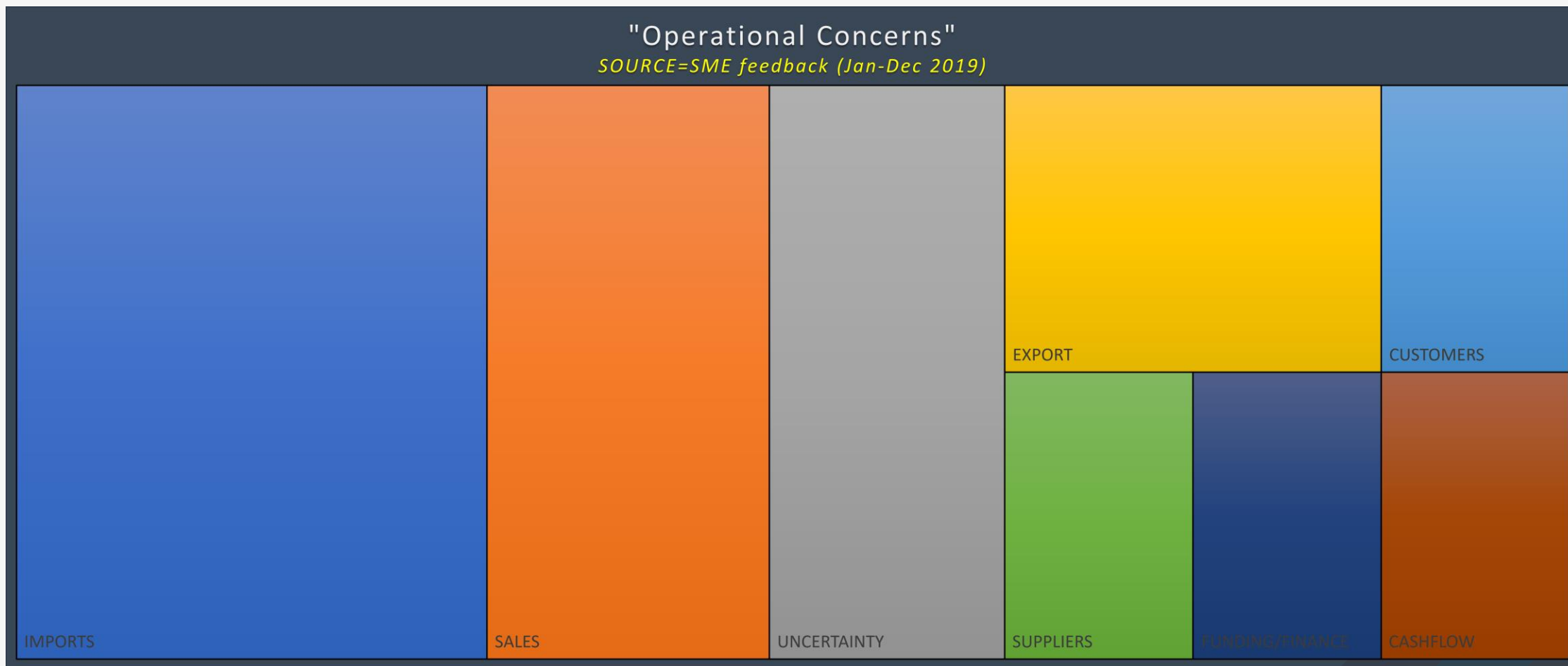


SME Feedback



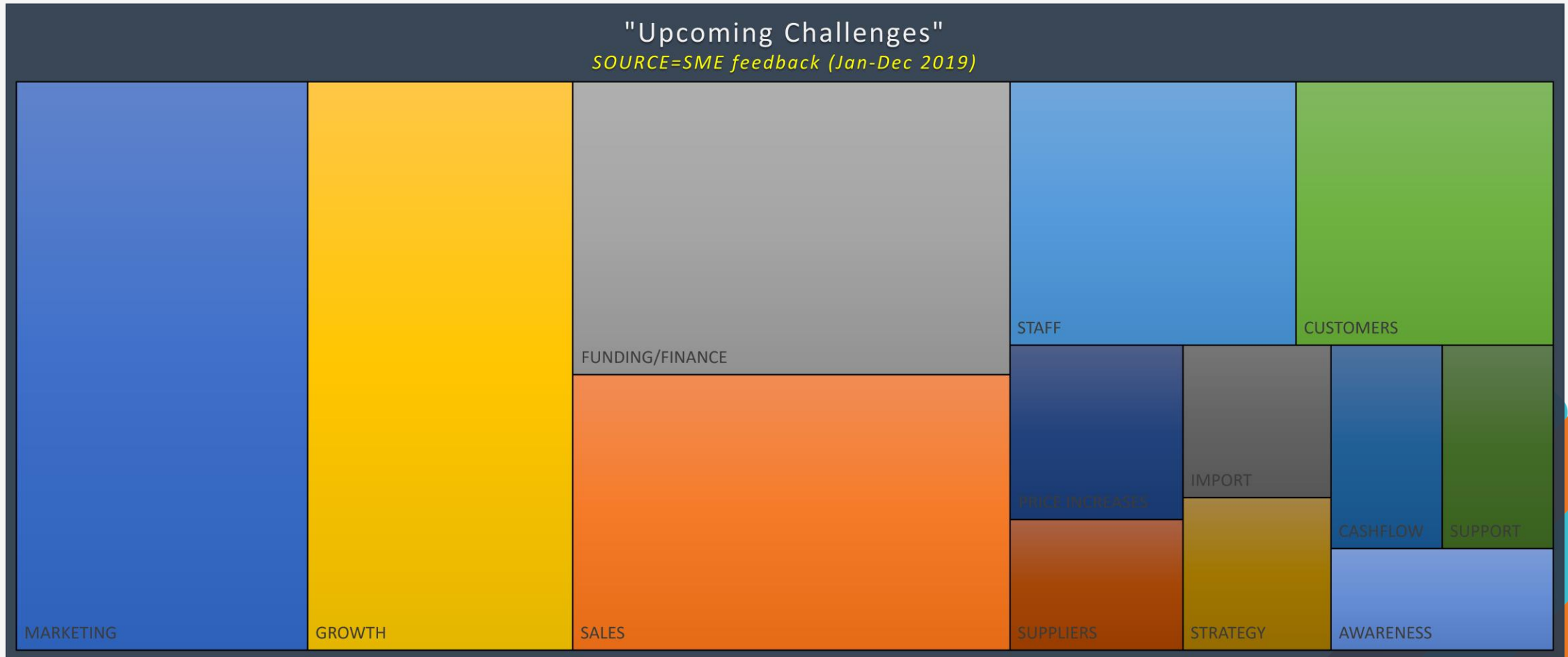


SME Feedback



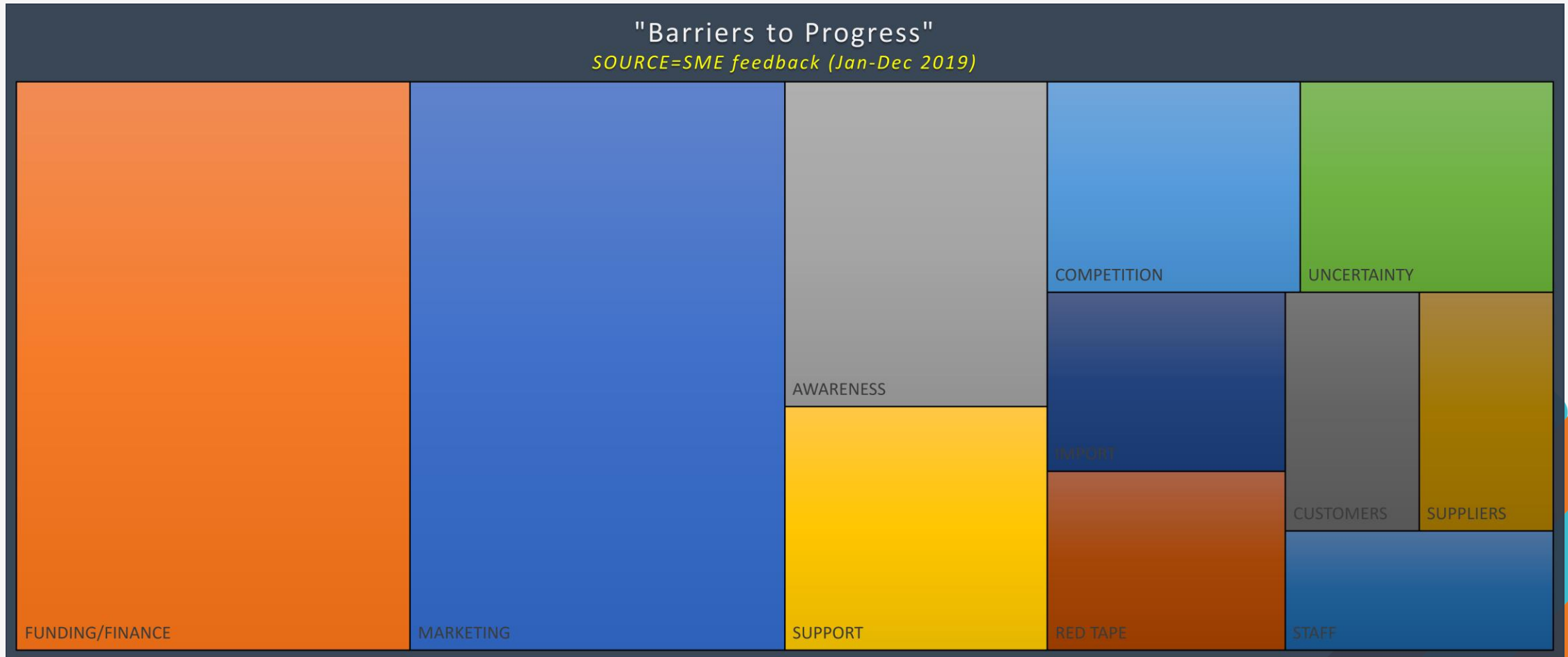


SME Feedback





SME Feedback



Sector Support Fund (SSF)

1. Purpose

- 1.1 This report provides an update to the Strategic Board (the Board) on the delivery of the twelve Sector Support Fund (SSF) projects which have been endorsed by the Board to date.

2. Background

- 2.1 In June 2017, the Board agreed to establish the SSF using the Growing Places Fund revenue monies, with the intention of offering revenue funding to support the pan-LEP sector-based activities of the SELEP working groups.
- 2.2 The aim of the funding is to support projects which:
- 3.2.1 impact across all Federated areas;
 - 3.2.2 demonstrate a positive contribution to SELEP's mission to create the conditions for increased numbers of jobs and homes, safeguard existing jobs and raise skills levels across the area;
 - 3.2.3 support the delivery of SELEP's Strategic Economic Statement; and
 - 3.2.4 provide high value for money.
- 2.3 Full details of the criteria are available on the SELEP website at http://www.southeastlep.com/app/uploads/2019/11/SSF_Guidance-Note-November-2019.pdf
- 2.4 In addition to the SSF being available to support the activities of SELEP's working groups, the decision report to the Board in June 2017 set out the scope for SSF to support the establishment of Enterprise Zones. This is due to the precedent which has been set through the previous awards of revenue funding to the Harlow Enterprise Zone.
- 2.5 The SSF funding totals £500,000 per annum and is intended to be made available on an annual basis over a four-year period, between 2017/18 and 2020/21, with a maximum of £200,000 being available per project.
- 2.6 The opportunity of securing SSF for 2020/21 will not be promoted by the SELEP Secretariat or applications brought forward for consideration by the Board until such time as the SELEP core funding has been confirmed for 2020/21, and the Accountability Board agree that there is sufficient funding available to SELEP to continue to offer the SSF funding stream. However, there remains £206,500 unspent SSF available from 2019/20 for which projects may bid for, as set out in Section 5 below.
- 2.7 For projects to secure an SSF allocation the proposal must secure support from at least one Federated Board and be endorsed by the Strategic Board. However, the formal funding decision is made by the SELEP Accountable Officer, being the Chief Executive Officer (CEO) with delegated responsibility, following endorsement of the project by the Board.
- 2.8 An Independent Assessment is also completed by the SELEP Accountable Body, Essex County Council (ECC), for all SSF applications. This assessment considers the project's suitability against the agreed

assessment criteria, made available on the SELEP website and the requirements of the SELEP Assurance Framework.

3. SSF Investment to Date

- 3.1 To date, the Board has endorsed twelve projects for SSF support to a maximum value of £1,293,500 (as shown in Appendix A):

2017/18 endorsements

- 1.1.1 The *South East Creative Economy Network (SECEN) Cultural Coasting* project (£150,000 over three years, £50,000 per year);
- 1.1.2 The *Tourism and SECEN Colours and Flavours* project (£60,000); and
- 1.1.3 The *North Kent Enterprise Zone* (£161,000).

2018/19 endorsements

- 1.1.1 The *Kent Medical Campus Enterprise Zone – Innovation Centre Design Work* project (£156,000);
- 1.1.2 The *Good Food Growth Campaign* project (£60,400);
- 1.1.3 The *Future Proof: Accelerating Delivery of High-Quality Development across the LEP* project (£110,000);
- 1.1.4 The *Planning and prioritising future skills, training and business support needs for rural businesses across SELEP* project (£96,000);
- 1.1.5 The *Coastal Communities Supplement to the SELEP Strategic Economic Plan* project (£40,000);
- 1.1.6 The *SELEP Skills Advisory Group – Delivering skills of the future through teaching: teaching for growth* project (£166,600);
- 1.1.7 *SELEP Creative Open Workspace Master Plan* project (£49,000) – awarded from 2019/20 SSF funding allocation.

2019/20 endorsements

- 1.1.1 The *Energy and Clean Growth – Supply Chain Mapping* project (£129,500).
- 1.1.2 *Accelerating Opportunities within the Newhaven Enterprise Zone* (£115,000).

- 3.2 Further information on each of the projects listed above can be found in Appendix B.

4. SSF Applications 2019/20

- 4.1 There are currently no further applications which have completed the independent assessment process ready for consideration by the Board. Although it is understood that areas are looking at possible proposals, to bid for the remaining £206,500 unallocated SSF available.



4.2 Table 4 below shows the 2019/20 SSF allocations made to date.

Table 4: 2019/20 SSF allocation

SSF annual allocation for 2019/20	£500,000
Projects identified for investment in 2019/20	
SELEP Creative Open Workspace Masterplan and Prospectus	£49,000
Energy and Clean Growth - Supply Chain Mapping	£129,500
Accelerating Opportunities within the Newhaven Enterprise Zone	£115,000
Total SSF allocated (subject to Board endorsement) in 2019/20	£293,500
SSF unallocated in 2019/20	£206,500

4.3 There remains a total of £206,500 unallocated SSF funding in 2019/20.

4.4 It is acknowledged that further SSF projects are currently being developed and it is anticipated that these projects will be presented to the Board for endorsement at future meetings to be considered for funding from the 2019/20 SSF allocation.

5. Update on delivery of approved SSF projects

5.1 All twelve SSF projects which have been endorsed by the Board have now been approved by the SELEP CEO. To date, £863,001 SSF has been drawn down against eight of these projects, with further draw down requests expected in relation to other SSF projects before the end of the 2019/20 financial year.

5.2 Formal monitoring and evaluation processes have now been implemented for all projects in the SSF programme. This will allow updates to be provided to the Board on the delivery of the SSF projects on a regular basis. Detailed information about each SSF project, based on monitoring returns provided by scheme promoters, is set out in Appendices B and C.

6. Completed Projects

6.1 Future Proof – Accelerating Delivery of High-Quality Development across the LEP

6.1.1 The final draft report was completed in October 2019 and this will now be the subject of live demonstrations on housing sites of 500 units plus.

6.1.2 The next stages will be to investigate the collaborative legal and governance frameworks that would be needed to secure an institutional investment partner and develop routes to procure delivery partners for construction.

6.1.3 Additional funding sources are being investigated for this next phase.

6.1.4 The group will continue to work with the SELEP Housing and Development Group, Homes England and other Local Authorities.

6.1.5 The research has shown clearly that it is possible to build a 500 unit site within 3 years and for it to be fully occupied within 4 years, complete with high quality public realm and sustainable forms of utilities provision.

6.1.6 The model embraces a wholly off-site manufacture process, enabling a faster and more efficient build solution to traditional methods with increased energy efficiency. Centralised energy storage is an important element.

6.1.7 It has also been able to show how this method enables a more flexible tenure/ownership model underpinned by shared equity principles can offer wide access to ownership/occupiers at different life stages.

6.1.8 This model only works on developments of this size due to economies of scale.

6.1.9 SSF contributed £110,000 towards this project which had a total value (at this stage) of £157,425.

6.2 Kent Medical Campus Enterprise Zone – Innovation Centre Design Work

6.2.1 SSF was used for enabling works for the Innovation Centre.

6.2.2 SSF contribution was £156,000 against a project cost total of £260,000.

6.2.3 The next stage will commence in March 2020. ERDF funding will contribute to bringing forward the build programme, which totals £9.5m. The building is due to be handed over in May 2021.

6.2.4 The Innovation Centre will create 351 FTE jobs and provide 1610sqm of office accommodation.

6.3 Gourmet Garden Trails

6.3.1 Although this Project has completed spend of SSF it continues to move forward and promote the region, and its neighbouring LEP's.

6.3.2 This is a joint Project involving partners in Kent, Essex, Hertfordshire, Derbyshire and the Peak District and Cheshire.

6.3.3 Total project costs currently stand at £1,270,00, including the contribution of SSF of £60,000. The Project continues to seek funding from the Discover England Fund (DEF) for the next financial year (2020/21). This application sees a new partnership with the Royal Horticultural Society and the addition of new destination such as West Sussex. GGT has added North America to Germany and the Netherlands as a target market.

6.3.4 The Project has received in-kind donations from groups such as P&O, Eurotunnel and South-Eastern trains.

6.3.5 It is understood that Kent has been included in a 4-year Interreg funded project called EXPERIENCE which will enable to Gourmet Garden Trails (GGT) project to continue developing and promoting new bookable experiences.



6.3.6 A digital Trade Hub which is regularly updated has been developed allowing all travel trade partners to access resources to promote and sell GGT product to their customers.

6.3.7 To date, the Project has delivered:

- 6.3.7.1 165 businesses form the GGT product, spread across 5 counties and ranging from Bakewell Pudding experiences in the Peak District, Vineyard Tours in Kent and Essex and England's oldest pub in Hertfordshire.
- 6.3.7.2 The GGT website, with an upgrade, is due to launch in February 2020. See the link [here](#)
- 6.3.7.3 11 videos have been created all of which are available on the website, these feature a summary video for each county and one Ambassador for each county.
- 6.3.7.4 The Project aimed to complete 5 Familiarisation trips by members of the trade and press, so far, they have completed 10 of these trips, which is 5 more than planned.
- 6.3.7.5 A digital Trade Hub which is regularly updated has been developed allowing all trade partners to access resources to promote and sell GGT product to their customers.
- 6.3.7.6 The Project had hoped to feature 20 Business to Customer (B2C) GGT itineraries on the GGT and Tourism Exchange Great Britain (TXGB) websites, however to date there are 9 which it is hoped to expand this year. See the link [here](#)
- 6.3.7.7 Using functionality from TXGB website, GGT expect to see a booking function added to the GGT website from April 2020.
- 6.3.7.8 100 overseas agents to be trained on GGT by 2020; so far 115 travel agents have been trained to sell GGT products, 66 have passed the Online Travel Trade Training and trained at sessions attended by the GGT team.
- 6.3.7.9 It is expected that 5525 people will book tours during 2020; 129 booked in January, but this is expected to increase during the year in line with the booking season. This should see a rise to 12,500 bookings by the end of 2024.

7. Sector Support Fund programme risks

7.1 An important part of the SSF reporting process is the completion of a high-level risk assessment for each project. Scheme promoters are asked to assess the project risk in four specific areas:

- 7.1.1 **Delivery Risk** - What are the delivery risks that the project faces? What mitigation is required to reduce the delivery risk?
- 7.1.2 **SSF Spend Risk** - If SSF spend is delayed relative to the timescales agreed in the legal agreement, an explanation for the delay is sought.
- 7.1.3 **Delivery of project benefits** - Is there risk to the delivery of the project outputs and benefits as stated in the original application?
- 7.1.4 **Other Risk** - Have any other risks/issues arisen that will impact the delivery of the scheme?

7.2 Each risk area is assigned a rating of Red (high risk), Amber (medium risk) or Green (low risk), with these ratings being combined to produce an overall project risk rating which is measured on the same scale. This risk analysis is set out in Appendix B. No high-risk issues have been identified to date.

8. Accountable Body Comments

8.1 The Accountable Body has no comments to add.

9. Appendices

9.1 Appendix A – Summary of SELEP endorsed SSF projects

9.2 Appendix B – Update on the delivery of Sector Support Fund projects

10. Background Papers

10.1 Sector Support Fund Guidance Note, including eligibility criteria

Author: Howard Davies

Position: SELEP Capital Programme Officer

Contact details: howard.davies@southeastlep.com,

Appendix A – 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	£100,000	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	September 2019
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: <ul style="list-style-type: none"> • Preparation of Local Development Orders and Masterplan for Innovation Park Medway; and • Marketing of the North Kent Enterprise Zone and associated collateral. 	June 2017	£161,000	£161,000	June 2019	May 2020
Future Proof – Accelerating Delivery of High Quality Development across the LEP	The project will create a financial product which will be used to accelerate the delivery of housing developments which 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.	September 2018	£110,000	£110,000	November 2019	November 2019
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

Appendix A – 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
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	£96,000	September 2019	August 2020
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	£119,601	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

Appendix A – 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
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
Accelerating Opportunities within the Newhaven Enterprise Zone		December 2019	£115,000	£0		No update requested
Total			£1,293,500.00	£863,001.00		

Appendix B - Update on delivery of Sector Support Fund projects

Project	Update on project progress	Update on delivery of expected project benefits	Project RAG rating
England's Creative Coast (formerly Culture Coasting)	<p>Over the last few months considerable work has been taking place to ensure that the project is on course and is now at delivery stage. Key delivery milestones are being achieved, including the announcement of the launch dates and titles of the works to press on 10 February 2020. A successful press trip with international media from France and the Netherlands took place in October 2019, generating a number of articles encouraging people to visit England's Creative Coast (ECC) and garnering very positive feedback. Promotion to international markets has continued with the media agencies in France and Holland, including dedicated social media campaigns. A partnership has been brokered with fellow DEF project England's Coast to widen the reach of ECC, this includes presence at trade shows abroad and inclusion in all their marketing. Individual communications meetings with all partners have taken place. The technical management of the artworks is fully underway with most artworks in production. The launch of ECC is planned for 16 April 2020 with the opening of Michael Rakowitz's art commission in Margate with Turner Contemporary, followed by the sequential openings and launches of the 6 further art commissions and the GeoTour until the end of July. The GeoTour is being finalised with the Local Engagement Programmes by each partner now underway.</p> <p>Expenditure so far in Year 2 is all within budget.</p>	<p>Training and skills: Travel trade training for tourism businesses and cultural partners, geocaching training for partners, Art Homes research workshop for tourism businesses - 82 individuals and businesses reached International travel trade tour operator/media agencies reach (stats so far): 37,226 Facebook blog links reach, 1719 press, 70,117 Facebook ads reach. Press announcement Feb 2020: coverage currently being compiled following release on 10 February. 116 businesses uploaded to website www.englandscreativecoast.com website reach July to Sept 2019: www.englandscreativecoast.com (consumer site) Launched 11 July 2019</p> <ul style="list-style-type: none"> • 738 pageviews • 218 sessions • 3.39 pages per session • Average session duration: 2 minutes 10 seconds <p>B2B project learning site launched November 2017:</p> <ul style="list-style-type: none"> • 5871 pageviews • 2416 visitors <p>Exhibition at Turner Contemporary 10 April to 1 September 2019 promoting England's Creative Coast - received 186,188 visits</p> <p>Interim reflective session and 1-2-1 interviews held in January 2020 with partners and funders, report findings to be circulated in early March 2020.</p> <p>Local Engagement Programme evaluation underway with Delivery Partners"</p>	

Appendix B - Update on delivery of Sector Support Fund projects

Project	Update on project progress	Update on delivery of expected project benefits	Project RAG rating
Gourmet Garden Trails (Tourism – Colours and Flavours project)	<ul style="list-style-type: none"> • 165 businesses form the Gourmet Garden Trails (GGT) product, spread across 5 counties. Full GGT website, with new developments being launched February 2020 including enhanced filtration, blog features and more. Over 24,500 views on the website have been recorded since going live • 11 videos created - 1 x 'Hero' (for all counties) showing all GGT offers, 1 x 'Hub' (summary video) for each county, 1 x Ambassador for each county. • Social media video cuts of the above videos • Image library of summer imagery (created at start of project) and Autumn photography (created in late 2019) to promote seasonality • 5 trade training events - Taking England to the World workshops delivered • 115 travel agents have been trained to sell GGT products; • Meeting its target, GGT created 15 itineraries throughout the 5 project counties (3 per county) • 10 x familiarisation trips - press & trade • Travel Trade Hub - a database of all GGT products • 8 trade shows • 2 PPC campaigns, 3 social influencer campaign, 2 B2C domestic campaign, 3 in market awareness campaigns. Marketing campaigns with project partners - • 1 press toolkit • 2 UK Inbound event • 5 new business networks 	<p>SQW & GGT have recently signed off on updated agreed metrics (GGT Interim report) for the current project lifespan and up to 2024. This is due to be sent in February 2020 to VisitEngland by SQW.</p> <ul style="list-style-type: none"> • 5 Familiarisation trips by 2020 - 10 completed. This is both trade and press. • 20 Itineraries featured on B2C site and TXGB by 2020 (9 on B2C, 0 on TXGB - as mentioned, we are currently in process of signing up) • 60 business trained by 2020 - 54 trained at workshops in Kent & Herts. • 100 overseas agents trained on GGT by 2020 - 115 travel agents have been trained to sell GGT products; 66 have passed our Online Travel Trade Training and a further 12 have started • 12,500 booked by end 2024 • £293 average spend/visit by 2024 <p><u>Impacts</u></p> <p>Increased Visitor spend average increase per region of £0.5m by 2024</p> <p>Increased visitor numbers from Germany & Netherlands to rural England</p> <p>German & Dutch visitors report improved perceptions of England's Food, Drink and Horticulture offer</p> <p>GGT product is available in a further 2 counties by 2024 (0, but as mentioned we are onboarding other destinations currently)</p>	

Appendix B - Update on delivery of Sector Support Fund projects

Project	Update on project progress	Update on delivery of expected project benefits	Project RAG rating
North Kent Enterprise Zone: Enabling and Marketing	<p><u>Innovation Park Medway – Masterplan and Local Development Orders</u></p> <p>Medway Council funding allocation of £141k towards preparation of Local Development Order for Innovation Park Medway. The LDO has recently completed the public consultation and is being prepared for adoption by both Medway Council and Tonbridge & Malling Borough Council.</p> <p><u>Marketing of the North Kent Enterprise Zone and associated collateral</u></p> <p>Medway Council funding allocation of £141k towards preparation of Local Development Order for Innovation Park Medway. The LDO has recently completed the public consultation and is being prepared for adoption by both Medway Council and Tonbridge & Malling Borough Council. Preparation work included a vast amount of evidence base documents and studies including a Masterplan which was also publicly consulted.</p> <p>The marketing campaign for NKEZ has been signed off by board and is currently active. We have actioned a number development action to the website and completed filming of the NKEZ promotional video and this we be activated on social channels as of February 17th.</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>We have actioned a number of development actions to the website to help the user journey on the site function more effectively. We have also completed the filing of the NKEZ promotion video. This will be promoted on social channels as of w/c 17th February.</p>	

Appendix B - Update on delivery of Sector Support Fund projects

<p>Future Proof – Accelerating Delivery of High Quality Development across the LEP</p>	<p>The project is complete. 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. A final stakeholder workshop was held on 17th September to feedback the main findings from the Proof of Concept study and following this the near final draft of the Report was written in October. Overall 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. The next stage of work is now being planned by the team to take the concept to a live demonstration housing site of 500 units or more in SELEP 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. The team are in the process of securing additional funding for the next stage of work and plan to publish the Final Proof of Concept Report from the SFF funded feasibility work by the end of March.</p>	<ol style="list-style-type: none"> 1. The final report will be made available on the SELEP website and the Haven Gateway Partnership and Daedalus websites at a time agreed with SELEP to ensure that public sector bodies have access to the work. The team will also continue to work with the SELEP Housing and Development Group, Homes England and other Local Authorities as appropriate to share progress on and secure funding and support for implementing the model; 2. Our research and the FutureProof model has shown that it is possible to build out the 500 unit site within 3 years and for this to be fully occupied within 4 years: the FutureProof approach is less constrained by perceived market absorption rates than traditional volume build models which would usually take 4-5 years longer to build out; 3. The model has shown that it is possible to include high quality public realm and sustainable forms of utilities provision within a market drive and independently assessed Gross Development Value. Alternative and more creative forms of utilities management and delivery can deliver commensurate benefits to the end user and the application of innovative energy technology will alleviate some abnormal costs of the development process, whilst generating the required income streams; 4. The model has embraced a wholly off-site manufactured approach which favours volumetric solutions enabling it to build 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; 	
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Appendix B - Update on delivery of Sector Support Fund projects

Project	Update on project progress	Update on delivery of expected project benefits	Project RAG rating
		<p>5. It assumes the implementation of a new micro-grid and extensive building integrated renewables and centralised energy storage;</p> <p>7. It has successfully shown how a much more flexible tenure/ownership model underpinned by shared equity principles can offer wide access to ownership to occupiers at different life stages e.g. starting with low equity stake and increasing this or by reducing equity later in life or by renting;</p> <p>6. The model however has not been able to accommodate the provision of smaller land parcels for SME developers due to the fact that the scale (500+ units) needed for the use of off-site methods and institutional investors, and the focus on accelerated delivery, is not compatible with smaller developments. Volumetric manufacturers supply and assemble the units themselves in order to provide a requisite 75 year building warranty, which limits potential traditional SME developer involvement. Innovating SMEs could be included within the wider supply chain and could be supported by the I-Construct project to develop links with the off-site and technology sectors offering hybrid solutions and the Homes England Housing Delivery Fund (as part of the local economic development support around the delivery of a FutureProof development).</p>	

Appendix B - Update on delivery of Sector Support Fund projects

Project	Update on project progress	Update on delivery of expected project benefits	Project RAG rating
Good Food Growth Campaign	3 scoping workshops held - one in each area. 3 Training workshops held - one in each area. 2 out of 3 MTB events held in Sussex and Kent, Essex due 24th Feb. 4 management team meetings held to date. Three County Conference being planned, chaired by Radio 4 presenter, Sheila Dillon	86 attendees to 3 networking events held to date. Benefits not quantifiable till completion of project. 75 attendees at 3 workshops. Feedback on numbers for the MTB is outstanding.	
Kent Medical Campus Enterprise Zone – Innovation Centre design work	"All outputs have been primarily delivered. Rydon Construction are starting on site March 23rd, 2020, post pre-commencement planning conditions being met with a projected handover date May 27th, 2021 and opening to businesses summer 2021."	None of the Project Benefits have been delivered upon as the project is still only in commencement phase. Benefits should start to be realised soon during the beginning phase of the build and business support delivery from Autumn 2020.	

Appendix B - Update on delivery of Sector Support Fund projects

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>Project completion date is now confirmed as 31 August 2020</p> <ul style="list-style-type: none"> • Hadlow have formally withdrawn for the project • Howard Lee is working on the project part time through Plumpton College • The Hadlow sectors have been apportioned to other partners • Plumpton College is absorbing the skills work for Forestry and Arboriculture as requested by the RWG. • Skills evaluations are reviewing across industry groups and skills reports for the last 5 years to ensure that a complete skills record is achieved • The emerging evaluations are setting skills into three main priorities <ul style="list-style-type: none"> Current technical skills (to make sure these are not overlooked) Future technical skills (to flag these for investment in resources and delivery) Wider non-technical skills (now becoming increasingly more critical and for many employers, on par with technical skills) • The presentation of the findings is being set out to include... <ul style="list-style-type: none"> Introduction Sector by sector chapters addressing Background to the sector Skills SWOT Current limitations Future needs Delivery strategies Annex of the long list of skills <p>Summary sections for</p> <ul style="list-style-type: none"> L3+ technical skills Business improvement techniques and knowledge transfer Skills pipeline, recruitment and progression challenges (skills related) Skills to improve sustainability 	<p>All outputs are progressing and will be delivered by the end of the project.</p> <p>Notable deliverables to date include</p> <ol style="list-style-type: none"> 1. Establishment of Senior skills advisory group for agriculture (with Agriculture and Horticulture Development Board 2. Establishment of first apprenticeship cohort as consequence of skills identification need in viticulture 3. Partnership developed with Agriculture and Horticulture Development Board and the Skills leadership group of the Food and 4. Drink Sector Council (developing a skills pipeline platform at national level) 5. Identification of primary skills and technology needs by the rural industries to inform the LISs for SELEP and C2C 6. Identification of skills needs in robotics for the horticulture industry has led a to joint successful PhD studentship between Plumpton and King's College London, funded by AHDB 	<p></p>
<p>Coastal Communities supplement to the SELEP Strategic Economic Statement</p>	<p>The prospectus has been developed and is in draft form for comment by stakeholders</p>	<p>Draft prospectus circulated to stakeholders for review</p>	<p></p>

Appendix B - Update on delivery of Sector Support Fund projects

Project	Update on project progress	Update on delivery of expected project benefits	Project RAG rating
Delivering skills of the future through teaching: teaching for growth	<p>Project outputs achieved exceed the anticipated minimum number expected and include:</p> <p>The handling of 92 applications for bursaries and the awarding of 82</p> <p>Foundations laid for marketing campaign to raise awareness of the sector as an employer</p> <p>Production of case study videos across a range of sector skills areas where labour is short</p>	<ul style="list-style-type: none"> • A total of 82 bursaries towards the costs of teacher training have been awarded. This number exceeds the original target of 40+ by 42. This represents 100% over target performance. We are confident the number of bursaries awarded in the forthcoming Q3 will continue to grow as the project expands to encompass Level 3 awards. • Match funding attracted is also running above profile • Much work has been undertaken to move towards meeting the expected project outputs of 'delivering a high quality awareness raising campaign which will showcase the sector, demonstrate the range of innovative and inspirational facilities and articulate the benefits of working in the sector.' A total of six case study videos have been filmed, edited and verified. This are now ready for release. Additionally, social media campaigns have been developed using platforms such as Facebook, Instagram and LinkedIn. • The dedicated project website is in the final stages of preparation and will be live by 14th February. <p>https://www.becomealecturer.org/become-a-lecturer/</p>	

Appendix B - Update on delivery of Sector Support Fund projects

Project	Update on project progress	Update on delivery of expected project benefits	Project RAG rating
Creative Open Workspace Masterplan and Prospectus	<p>SECEN Prospectus: first draft shared with Steering Group. Update to SECEN at February meeting. Final version secured approx June 2020.</p> <p>Workspace: Consultancy brief finalised. Procurement documents - penultimate iteration. Brief will be published March 2020 with interviews in April 2020. Agreed collaboration with Thames Estuary Production Corridor workspace Spark - secured additional £10k for additional work to be undertaken.</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>	<p>As the project is still in the early stages one output has been delivered to date.</p> <p>Draft of SECEN Prospectus</p>	
Energy and Clean Growth – Supply Chain Mapping	<p>This project does not have a legal agreement in place yet. The project is now due to start on the 6th February 2020, hence no update this quarter.</p>	No project benefits delivered at this stage	
(Accelerating Opportunities within the) Newhaven Enterprise Zone	<p>Project has received full approval and the legal documents have been sent to East Sussex County Council</p>	No Updates at this stage	

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.
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	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.

Eligibility Criterion	Notes
	<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	20 th March 2020	12 th June 2020	2 nd October 2020	11 th December 2020
Request to be sent out	27 th January 2020	20 th April 2020	10 th August 2020	19 th October 2020
Reporting to be returned	14 th February 2020	8 th May 2020	28 th August 2020	6 th November 2020
Strategic Board papers to be published	6 th March 2020	29 th May 2020	18 th September 2020	27 th November 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	<p>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.</p> <p>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.</p> <p>The timescales for these benefits being realised should be detailed.</p> <p>Further advice on the value for money assessment is set out in Appendix 1.</p>	<p>The bid has failed to provide evidence of the benefits of the project to the SELEP area.</p> <p>The project is unlikely to represent high value for money.**</p>	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.**	<p>The benefits to the SELEP area are clearly stated and these benefits are aligned with SELEP's strategic objectives.</p> <p>The timescales for these benefits being achieved is clearly stated.</p> <p>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.</p>	<p>The benefits to the SELEP area are clearly stated and these benefits are aligned with SELEP's strategic objectives.</p> <p>The timescales for these benefits being achieved is clearly stated.</p> <p>High value for money has been demonstrated through a quantified assessment.</p> <p>The benefits will take longer than 3 years to come to fruition.</p>	<p>The benefits to the SELEP area are clearly stated and these benefits are aligned with SELEP's strategic objectives.</p> <p>High/very high value for money has been demonstrated through a quantified assessment of the project benefits.</p> <p>Evidence has been provided to support this value for money assessment through quantitative data and/or benchmarking against other projects.</p> <p>It is expected that these benefits will start to be realised within 3 years of SSF investment.</p>
Delivery	<p>The bid should include a detailed list of project milestones.</p> <p>The approach to managing the project should be specified with a 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>Limited information has been provided to demonstrate the deliverability of the project or to demonstrate that arrangements are in place to oversee the delivery of the project.</p> <p>The main project risks and/or project dependencies have not been identified.</p>	<p>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 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>A list of project milestones has been provided but limited information has been included about the specific activities to be undertaken.</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</p>	<p>Project milestones have been provided, including details of the specific activities to be undertaken 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>Strong evidence that the project will be delivered and the proposed benefits of the project will be achieved.</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>

Prioritisation Criteria	Evidence	1	2	3	4	5
	The approach to monitoring and evaluation of outputs, outcomes and benefits is set out.			address project risks owing to medium/high risks having been identified.		<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	The bid should explain other funding sources which have been considered and provide justification as to why SSF is required.	<p>Limited justification as to why SSF is required.</p> <p>SSF is not considered to be the most appropriate funding source.</p>	There is limited rationale for SSF investment over alternative funding sources.	A case is made for SSF investment but other funding options have not been explored.	Alternative funding options have been considered and the case is made for SSF investment.	<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		There is insufficient SSF available to support the SSF ask for the project.*				There is sufficient SSF available to meet the SSF ask for the project.

* 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

Please indicate which Federated Boards have endorsed the project, including dates of any relevant meetings.

7. Project links to SELEP Economic Strategy Statement

Please identify which objectives within the current Economic Strategy Statement that this project will assist in delivering

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				
Other sources of funding (please list below, add additional rows if necessary)				
<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

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13. Expected project start and completion dates

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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

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

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17. Value for Money – Other Considerations

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

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18. 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

19. State Aid Implications

Please indicate how your project complies with State Aid Regulations

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

20. 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.*

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 will be made available on www.southeastlep.com