



SOUTH EAST
LOCAL ENTERPRISE
PARTNERSHIP

SOUTH EAST LEP COMMUNICATIONS STRATEGY AND PROTOCOLS

2020-2025

A COALITION FOR GROWTH

OUR VISION

“A more productive and prosperous economy in which everyone has the opportunity to succeed”

OUR ETHOS

We lead a ‘coalition for growth’ across the South East and we will work:

- **SMARTER** to improve productivity
- **FASTER** to accelerate housing and infrastructure delivery
- **TOGETHER**, collaborating across the South East with Government and with business to ensure SELEP achieves more than individual members can by working in insolation

SELEP Communications Strategy and Protocols

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INTRODUCTION

This document sets out the South East Local Enterprise Partnership's Communications Strategy and protocols. It outlines the results that the partnership aims to achieve and how effective communications and engagement will support the achievement of those outcomes.

The South East Local Enterprise Partnership (SELEP) receives enquiries from the media, constituents and wider members of the public every year and communicates with them itself and via its partners and boards.

This document intends to clarify roles and responsibilities and to provide guidance on how to handle media interest and communicate with others. It aims to ensure that SELEP is seen to communicate in a professional and objective manner.

In all cases, SELEP's outside communications should be:

- Open and honest
- Proactive
- Responsive
- Timely
- Accessible to all users

SECTION 1: OVERVIEW

1.1 Background and Context

Local Enterprise Partnerships were set up by Government in 2011 to identify and support local strategic growth priorities, encourage business investment and promote economic development. This approach puts businesses in the driving seat and empowers the private sector to determine its own priorities.

The South East Local Enterprise Partnership (SELEP) was established to 'provide the clear vision and strategic leadership to drive sustainable private sector-led growth and job creation in the South East'.

It covers four established and distinct economic areas in East Sussex, Essex, Kent and Medway and South Essex. It has a policy of open and transparent governance underpinned by an [Assurance Framework](#).

SELEP's [structure](#) is headed by its Strategic Board which is business led, provides clear strategic leadership and sets the shared SELEP priorities. This is the main SELEP interface with Government,

bringing together both private and public sectors to drive local growth and job creation and to oversee all SELEP activity to deliver this aim.

Formal financial decision-making is through the SELEP Accountability Board which approves all funding decisions and oversees programme delivery.

SELEP operates a federated model of local LEP Boards by geographical area which allows for decision-making and project prioritisation at a local level.

More information on SELEP's structure and governance is [available here](#)

1.2 Communication Principles and Objectives

SELEP understands it has a duty to provide transparent, open and accessible information about the LEP, its decision-making, investments and activities.

Its core **communications principle** is to **raise the profile of the work of the LEP, its public – private partnership and its aims and achievements in driving economic growth.**

Its **core communication objectives** are:

- To support the delivery of the key priorities identified in the LEP's Economic Strategy Statement (including sub-strategies such as SELEP Skills Strategy, Tri- LEP energy strategy) and *its emerging Local Industrial Strategy*
- Support dialogue between business, education partners and local and central government on the strategic challenges and opportunities affecting the South East
- Further strengthen the credibility and reach of the Partnership among key businesses and business groups in the South East
- Help the Partnership achieve the highest standards of openness and transparency
- To be viewed as an 'exemplar' of LEP delivery – a leader of good practice in the successful delivery of LEP projects and priorities

These objectives will guide all SELEP communications and activity over the next five years. To **deliver** on these objectives, we will:

- Build **high quality engagement and dialogue** into our delivery programmes
- Leverage the **power of our networks** to communicate with partners, stakeholders and key audiences
- **Enhance our reach** to the business communities, using a mix of direct communications, the influence of our federated boards and via strengthened links with key business-led organisations, such as Chambers of Commerce, Institute of Directors (IoD), Confederation of British Industry (CBI) and the Federation of Small Businesses (FSB) among others.

- **Strengthen our brand** by gaining positive recognition of our business-led role in delivering activities and investments which benefit our region, ensuring the SELEP brand remains synonymous with **credibility, integrity and impact**.
- **Develop campaigns of influence** which are intelligence-led and are specifically targeted at influencing behaviours and decisions among key audiences (particularly businesses or government) where they would have greatest effect at securing progress on key projects (eg: Lower Thames Crossing Consultation, Ebbsfleet, etc)

1.3 Scope

This Communications Strategy and Protocols will apply to the following:

- SELEP Board members, including Sector and Federated Board members, staff (including temporary or freelance) and representatives of SELEP
- Partners, businesses or other organisations delivering a project or programme in collaboration with SELEP (eg: Growth Hubs)
- Recipients of funding administered by SELEP
- Contractors, consultants and suppliers carrying out SELEP business or want to refer to SELEP in information or publicity materials

This Communications Strategy and Protocol will apply to the following materials:

- Press releases and statements made to the media
- Third-party documents, including project reports to SELEP
- Publicity by all parties such as blogs, newsletters, leaflets and advertising for projects which SELEP has administered funding or support
- Publications which are produced by consultants contracted to SELEP for SELEP activity
- Social media, where practicable, about projects funded or supported by SELEP

1.4 Target Audiences

The ambition is for as many engaged audiences and partners as possible to understand the value of SELEP's offer and to become its ambassadors, promoting the brand to as wide an audience reach as possible.

Key target audiences therefore split into two categories:

1. an **internal** list of existing stakeholders and partners where there is existing buy-in through engagement and whose networks form a critical channel of marketing reach for the LEP, ensuring information is disseminated geographically as well as in key sectors and that there is feedback to SELEP

2. an **external** list directed at key new drivers of inward investment and interested external partners



The sub-categories are as follows:

Internal audiences

- Partners, board members, key stakeholders, working group members, programme delivery agencies
- Business leading organisations (eg: Chambers, FSB, etc)
- Existing major corporates/employers and businesses where SELEP has direct contact
- Local authorities, regional bodies, higher and further education
- Federated boards which provide a network of two-way communication, connecting SELEP to businesses in each geographic area and/or key sectors, thereby reaching key external audiences (see below)

External audiences

- Government and key depts (eg: Department for Business, Energy and industrial Strategy (BEIS), Department for Transport (DfT), Network Rail, Ministry for Housing, Communities and Local Government (MHCLG), Highways England (HE) etc)
- The LEP network, neighbouring LEPs and other peer networks
- Businesses across the South East region
- Businesses/Investors with an existing stake in the South East
- Investors (external to South East) and potential corporates seeking opportunities/relocations to the South East. These could also include:
 - Commercial agents

- Property consultants (commercial, residential, retail)
- Institutional Investors/Real Estate Investment Trusts/Investment Managers and advisors
- Banks
- Analysts/Landowners/Asset Managers

1.5 Channels – How to reach these key audiences

Determining the channels through which to share a campaign or campaigns is essential to work out the right methodology to get the right message to the right audiences in the best way – and at the best time.

Different target markets access information in different ways, and any communication strategy needs to ensure that it uses the most appropriate channel to reach its target market. This is why many organisations use a multiplicity of channels to ensure messages are as widely disseminated as possible among local communities.

SELEP's federated board model, which enables the LEP to extend its network of reach exponentially via its partners, is one of its most critical channels of communication, providing both excellent access to the business market as well as the local knowledge and perspective to enable a vital feedback loop which underpins the LEP's responsive decision-making through the inclusion of grass-roots engagement. As a result it is listed here as a key channel of reach.

- Board meetings, minutes and feedback from all areas of SELEP's governance structure
- Southeastlep.com and southeastbusiness.com
- Newsletters and e-bulletins, sent monthly to a targeted database
- MP engagement newsletter, printed, sent fortnightly
- Social Media (specifically twitter and Linked In)
- Press releases distributed to local, regional and national media
- Trade media – LEP and government channels, housing, transport, business publications, regeneration among others
- Positioning SELEP's key players and ambassadors (eg: Chair, Board members and officers) as speakers at key events and conferences
- Events – staging its own launch and/or milestone events where target audiences are invited (nb: includes AGM)

More information is available in [Appendix 2: Delivering SELEP Communications](#)

1.6 Success Criteria

The success of this strategy should be assessed with reference to:

- improvements in SELEP's profile;
- the strength of the SELEP brand; and
- the breadth and depth of SELEP's engagement with target audiences.

Key data that we will use to inform judgements on our progress and performance include:

- feedback received from government through the annual performance review;
- the range of public and private partners who:
 - are engaged in the work of SELEP;
 - attend LEP-led and LEP sponsored events;
- the frequency with which key stakeholders' advocate for the work of SELEP in their own communications;
- attendance at LEP level and sponsored events
- the number of LEP newsletter subscribers, and the number who engage with the content of the newsletter (open rates and click-through rates);
- the number of people accessing www.southeastlep.com and the average duration of each visit;
- the number of Twitter followers, impressions and retweets;
- the number of Linked In connections, likes and re-posts; and
- Frequency and tone of coverage in local, regional, national and trade press.

SECTION 2: SELEP ORGANISATIONAL KEY MESSAGES

(These are based on the existing agreed Economic Strategy Statement, this section will be updated once the Local Industrial Strategy is agreed)

2.1 SELEP VISION

A more productive and prosperous economy in which everyone has the opportunity to succeed.

2.2 SELEP ETHOS

We lead a 'coalition for growth' across the South East and we will work:

- **SMARTER** to improve productivity
- **FASTER** to accelerate housing and infrastructure delivery
- **TOGETHER**, collaborating across the South East with Government and with business to ensure SELEP achieves more than individual members can by working in insolation

2.3 SELEP KEY PRIORITIES

In order to deliver our vision, we have determined on five priorities to guide our actions over the next five years

1. Creating Ideas and enterprise
2. Developing tomorrow's workforce
3. Creating places
4. Accelerating Infrastructure
5. Working Together

For more information on key messages relating to the key priorities, [see Appendix 1](#)

2.4 ABOUT US (SELEP 'boilerplate' - used as 'notes to editors')

The South East Local Enterprise Partnership (SELEP) is a genuine 'coalition for growth' between business, government and education. We put the role of enterprise – as the driving motor of the economy – at the heart of everything we do; and we work in partnership with central government

and its key agencies to pursue and attract major investment into the South East to deliver significant economic growth.

One of 38 LEPs established by the government, our role is to forge a partnership which properly understands the economic challenges and opportunities of our area, encourage an environment which delivers prosperity and to be directly accountable to local people and local businesses. LEPs decide what the priorities should be for investment in roads, buildings, and facilities in the area as part of an integrated approach to growth and infrastructure delivery.

We represent the largest LEP area in England outside London, in terms of population and economic output, and cover an area encompassing the local authority areas of East Sussex, Essex, Kent, Medway, Southend and Thurrock.

2.5 SELEP NARRATIVE

What is SELEP?

South East LEP brings together businesses, councils, universities and other industry players in a genuine 'coalition for growth' to decide the priorities for investment in roads, buildings, and facilities in the area as part of an integrated approach to growth and infrastructure delivery. SELEP strives to put collaboration and engagement at the heart of its activity.

The South East LEP works with its partners to pursue and attract major investment in to the SELEP area to deliver significant economic growth, working in partnership with central government and its key agencies and other local partners, we will use the scale of our LEP to maximise private, public and community investment. In doing so, we will build strongly on plans developed with local business experience and market knowledge across our functional economic areas to deliver and target growth.

Federated Boards

The LEP operates on the principle of subsidiarity. This means that decisions should be taken at the practical level closest to the communities and businesses affected by those decisions.

The LEP's federal model of operation provides a clear structure for this approach. This allows for local decision making around individual projects and for decision-making of a more crosscutting nature at the LEP Strategic Board.

We work with and are supported by:

- Success Essex Business Board
- Kent and Medway Economic Partnership
- Opportunity South Essex
- Team East Sussex

Local businesses can bring their knowledge and expertise to the fore in assisting local authorities in determining the right investments for the area. Business membership organisations such as the Chambers of Commerce, the Institute of Directors and the Federation of Small Businesses are represented at this level and significantly enhance the inclusivity of the conversations.

SECTION 3: SOUTH EAST (SELEP REGION) KEY MESSAGES

3.1 South East (SELEP region) narrative

The South East LEP area is a key driver of the UK's economic growth with an annual economic output of £87bn.

With a population of around 4.2 million, the South East is by some margin the largest LEP area in England outside London, both in terms of population and economic output. It brings together four established and distinct economic areas in:

- East Sussex
- Essex
- Kent & Medway
- South Essex

The area is highly diverse: although it contains large urban areas (particularly Medway and Southend), no single centre dominates. Instead, it contains a wide range of settlement types, including county towns, university cities, ports, seaside towns and industrial centres, in addition to an extensive network of market towns and rural communities. It also boasts a superb natural environment, including much of the South Downs National Park and substantial areas of outstanding natural beauty

The South East is a growing, dynamic network of growth corridors. Its economic standing combined with its proximity to London and international connectivity make it a gateway to enterprise, innovation and trade for UK and Europe.

We have one of Britain's most important concentrations of vital infrastructure assets, including some of its largest ports, its only international rail link and two of London's airports; in addition to nine universities, some 166,000 businesses and a significant share of the country's energy generating capacity. In addition, our population is growing much faster than the UK average with rapid growth in both, existing towns, cities and rural communities as well as emerging garden settlements.

As an integral part of the Greater South East economy, we have both the capacity and appetite for growth as well as strong business leadership.

Our region's recent record of economic growth gives us reason to look to the future with optimism. However, there are challenges ahead with global, regional, economic, technological and political change.

But we face more home-grown challenges too; our productivity is lower than it should be; rapid population and housing growth is putting greater pressure on infrastructure – and the costs associated with this are substantial. And while new technology presents major opportunities for innovation and business growth, it also 'disrupts' and presents challenges in building a workforce and a business base that is fully equipped to respond.

Nevertheless, the scale and diversity of our economy, as well as our infrastructure and knowledge 'assets' mean we are well placed to seize the opportunities for growth and employment over the next decade, driving the prosperity which will benefit the people and businesses in our area.

In order to achieve this, we will collaborate with our partners across the South East to deliver a strategy which will enable us to:

- Work SMARTER – translating our impressive jobs and business growth into a long-term increase in productivity
- Deliver FASTER – developing solutions to unlock the housing and infrastructure that we need, and to ensure sufficient connectivity to underpin productivity gains
- Work TOGETHER – both across SELEP and with our neighbours in London and/or neighbouring LEPS, across the Greater South East, with government, our partners and with our business community.

3.2 South East key messages

(These will be updated once the LIS evidence base is published)

Economy: The South East is a UK economic asset. Its annual economic output is £87 bn, representing 5% of the total UK, and its economy grew by £6.8 billion (9%) between 2014 and 2016.

A high value, knowledge-based economy: The region's key sectors are: Construction, Education and Health, Life Sciences, Manufacturing, Low Carbon and Environmental, Creative and Digital, Food Production, Transport and Logistics

Population: The South East's population is 4.2m and is facing increased population growth. In the 20 years to 2017, the South East's population increased by 16.6% (equivalent to 3.5 additional cities the size of Southend) and is expected to increase by the same amount again by 2036. This has an impact on infrastructure and housing where demand is exceeding delivery

Housing: The South East is in the forefront of plans to develop a new generation of garden communities, responding to population growth and changing housing demand through sustainable new developments. New housing at Ebbsfleet Garden City is underway, and plans advanced for the North Essex Garden Communities, Harlow/Gilston, Dunton Hills and Otterpool Park.

Connectivity: The South East is the international gateway to the UK - it has 8 ports, the UK's only international rail link and two of London's airports

Skills and Employment: The region contains nine Universities supporting 137,000 students. Between 2011 and 2016 the number of jobs in the area grew by 162,000 (an increase of 9%) and 32% of its working age population (2.5m) are qualified to NVQ4 or higher

SECTION 4: Guidance for partners around projects where SELEP administers funding or support

SELEP will work with all delivery organisations to promote the work of projects, share information, successes and celebrate milestones and achievements.

For all projects which receive SELEP funding, SELEP will publish the amount of funding provided with the project name of the recipient and a brief description of the project. This will be available on SELEP's website and feature on the map on the homepage. The business case will be published on the SELEP website for all projects, in advance of the funding decision being made. Progress updates on the delivery of the project and the project outputs/outcomes will also be published by SELEP.

Project leads are required to provide regular reporting to SELEP, as per the specific requirement for each funding stream.

Case studies and photographic evidence may be sought by SELEP, where appropriate, to ensure that project information remains current and project progress is recorded.

4.1 Publicity

Publicity activity should be shared in advance with the SELEP Communications team and updated in line with project monitoring. The SELEP and HMG logo must be included in all project publicity materials. Including signage, billboards and hoardings and digital materials, including the project's website.

All publicity and announcements regarding the project should fully acknowledge assistance of the fund and SELEP. SELEP should be offered the opportunity to comment and / or provide a quote for the media statement. We will respond within a reasonable timeframe. SELEP's boilerplate and a link to the SELEP website, twitter feed and media contact details should be included in the 'Notes to Editors'.

SELEP should be sufficiently notified in advance of, and invited to contribute to, any events or openings for all projects assisted by SELEP funds. Monthly updates will be sought from each of the six County/ Unitary authorities on LGF project milestones that will be reached over the next three months. These updates are also reported to MHCLG.

4.2 Milestone events

Ministers of relevant policy departments should be invited to landmark events, and given as much notice as possible.

MPs for the local area should be invited to land mark events and given as much notice as possible. SELEP should be kept in the loop with the organisation of these events and will support organisational arrangements where needed.

4.3 Use of Logos

The SELEP logo, or any other logo required under this protocol should be visible and used in accordance with the brand guidelines.

Projects which receive Local Growth Funding from SELEP must also include the use of the HM Government logo on any project publicity material. The logo must be used in accordance with the brand guidelines. [See Appendix 4](#)

4.4 SOCIAL AND DIGITAL CHANNELS

SELEP Board members and Federated Board members are encouraged to promote the LEP and their involvement through their networks on social media and online channels and profiles, particularly LinkedIn and Twitter, as well as engage with the LEP's communications activities through other online mediums such as the website and e-newsletter.

Board members are encouraged to:

- Connect with the SELEP LinkedIn and Twitter accounts
- Be active in engaging with content published by the LEP by liking and commenting, as well as sharing to wider networks to increase exposure
- Follow SELEP's LinkedIn Company Page and Twitter account, as well as connect with SELEP's LinkedIn Profile
- Sign up to the SELEP digital newsletter, which is sent out on a monthly basis, and share this with relevant contacts
- Keep up to date with the LEP's press releases, which detail its activities and that of its partners, through the News section on the website

Board members are also asked to include information regarding their position/ involvement in the LEP on their own social media profiles.

4.5 Legal issues guidance

It is important that everyone is aware of the potential legal issues with regards to communication. It is important that employees, board members and partners are aware that they are representing SELEP in all communications and have a duty to uphold the reputation of the organisation. Any information published online can be accessed around the world within seconds and will be publicly available for all to see.

Everyone should take the following into consideration when communicating in an official capacity with members of the public or the media when appropriate and be familiar with the legal areas outlined below before writing or speaking about colleagues or sharing information about SELEP.

- Ensure that verbal or written information does not disclose privileged or confidential information.
- Be aware (where applicable) of any SELEP guidelines for using social media and the use of the internet/LA provided IT services, whether this is for personal use or as a part of their working role
- The importance of avoiding any actions which might prove misleading or bring SELEP into disrepute
- Placing images or text on a site from a copyrighted source without obtaining permission is likely to breach copyright laws.
- Personal details of individuals must not be published unless their express permission has been received

- If you are involved in decision making, do not say anything which suggests you have/had irrevocably made up your mind on the issue before participating in the decision-making process. Safeguarding and Respect for Privacy guidance
- Requirements on accessibility

Appendix 1: SELEP Priorities key messaging

1. Creating ideas and enterprise

Headline:

Creating, adapting and adopting new ideas is at the heart of our ambition for a smarter economy. This means **supporting** our **innovation capacity in** our leading-edge **businesses** as well as **increasing** the **opportunities for creativity** across the economy, **enabling businesses** with the potential for **growth** to expand.

Further detail:

Add in more detail on Business support and Growth hub

there are a number of LGF projects which support innovation centres and space at Universities etc

Amongst our many projects, we support four enterprise zones

- **Harlow:** at the heart of the London to Cambridge corridor, close to Stansted, has a focus on MedTech
- **Discovery Park** in Kent supports innovative SMEs focused on drug discovery and supply chain
- In **North Kent**, the Enterprise Zone has three exceptional locations - Ebbsfleet Garden City , Kent Medical Campus and Innovation Park Medway. Between them their specialisms include Medical and Life Science. Health and Education. Engineering and Advanced Manufacturing, Creative and Digital industries
- **Newhaven** is fast emerging as a centre for clean, green and marine technologies as well as rapidly growing businesses across all sectors.

2. Developing tomorrow's workforce

Headline:

A skilled workforce is vital to delivering the productivity improvements which our strategy requires. **But higher skills is also the route to better pay, better jobs and better progress in in work.**

Further detail:

Our **Skills Strategy Vision** is to help deliver a flourishing and inclusive economy across the biggest LEP area in the country equipping employers, adults and young people with the skills, condition and aptitudes required for significant growth today and tomorrow]

Our aims include:

- Building aspiration and innovation among learners, employees, business owners and providers.
- Increasing industry-relevant qualifications for all ages, including the new T-Levels offer
- Simplifying the skills landscape for employers and expand support available for training providers and employers
- Raising awareness of the wide range of career and employment opportunities that exist in the South East
- Supporting the capital investment in our further and higher education capacity, including investment in new scientific facilities for wider economic application and associated with key subject areas (STEM skills) likely to be in high future demand

More information is available in our [South East LEP Skills Strategy 2018 – 2023](#)

We have already invested substantially in our skills infrastructure (£37m capital programme including projects focused on engineering skills in Medway, Southend and Braintree, digital technologies at Harwell, construction in Basildon and Chelmsford and logistics in Swale and Thurrock)

Digital Skills Partnership (DSP)

Our region has also been chosen as a pilot by the government for the establishment to tackle local digital skills challenges and build thriving and inclusive local economies and we have been delighted to work with Google and other partners to support the DSP in providing people with opportunities to improve their digital skills.

3. Accelerating infrastructure

Headline:

Looking ahead to the next 10 years, we want to create **an economy that is smarter by achieving faster delivery of the infrastructure and connectivity** we need for the economy we want.

This priority focuses on the areas of Housing, Energy and Transport.

Housing Headline:

We will continue to seek investment in infrastructure to unlock housing and employment, making efforts to drive up levels of housing delivery over time, and new approaches to delivery.

Further detail:

More than 12,000 homes were completed in 2017/18 - a 70% increase on four years previously.

Including:

New approached to delivery could include:

- The potential for off-site construction,
- a more diverse housing offer

- a more diverse housing development market

Energy headline:

Our vision at SELEP is for our region to become a leader for sustainable energy, powering innovative, decarbonised and clean economic growth.

Further detail:

In 2018, we partnered with our fellow LEPs – Coast to Capital and Enterprise M3- to create an Energy Strategy for the South East which recognises the need to deliver solutions that will take the UK on a journey to providing local energy provision which shifts the country to a low carbon economy and responds to the current ‘climate emergency’.

Clean growth will be accelerated under this strategy which prioritises five themes for action: (Put in diagram from strategy?) low carbon heating; renewable energy generation; energy saving and efficiency; smart energy systems; and transport.

For more information on the Energy South2East Strategy is [available here](#).

Transport: we will influence and support the following key projects for the benefit of our local economy and residents

- Lower Thames Crossing which will link Kent, Thurrock and Essex, providing more than 90% additional road capacity across the Thames east of London
- Improvements to major road corridors – including many A roads as well as the M11
- Improvements to rail connectivity – opportunities include links to HS1 from East Sussex, extension of Crossrail to Ebbsfleet and improvements to rail infrastructure in south Essex
- Improved access by road and rail to our major international gateways
- Sustainable and effective access to new settlements

4 Creating Places:

Headline:

We will support investment in those assets that deliver long term quality of place and distinctiveness including cultural and digital infrastructure.

Greater productivity is only useful if it improves living standards and the communities within which we live; as well as delivering growth, we need to create places to which South East residents and businesses aspire.

We must create places that are successful for the longer term, that have natural capital and environmental quality, embedding it in place making and make best use of technology to ensure our communities are smart, resilient and sustainable.

Further detail:

[SELEP Social Enterprise Prospectus](#)

[Towards A National Prospectus For The Creative Economy In the South East](#)

5. Working Together

We are a coalition for growth, understanding that the sum is greater than the whole of its parts.

A business voice and leadership is at the heart of SELEP's role, and it is vital if we are to be the 'one voice' for our region's growth across business and government, that we put business at the core of our strategy, development and decision-making.

We need to build on our connections to London, the rest of the Greater South East, our international connectivity and our own internal networks to deliver our ambitions

We will strive to build even stronger connections with our businesses and our networks, so we can maintain an effective and responsive dialogue with government on issues that matter to the South East.

Appendix 2: Delivering SELEP Communications

Our communication will always use the appropriate and correct corporate identity and style as detailed in SELEP's Brand Guidelines and this Communications Strategy and Protocols

Our responses, and approach to policies and services, will be factual and objective.

Comments on policies of other organisations including central government, other local authorities and agencies, will be objective and politically neutral.

Requests from the media will be coordinated by SELEP communications team (Zoe Gordon zoe.gordon@southeastlep.com). Official responses will be given by SELEP's Chair, Deputy Chair or Chief Executive or, if agreed, by a relevant SELEP Director or Board Member.

The Communications Manager should be notified about all requests from the media.

'One Voice': core principles of communication for partners, board members (including federated boards) and representatives of the LEP

Representatives of SELEP, including its board members and associates should be aware that they represent the LEP and therefore have a duty to uphold the LEP's reputation as credible, reliable and authoritative as well as maintain the LEP's core principles of communication in a way which is:

- Open and honest
- Proactive
- Responsive
- Timely

As a key channel of SELEP's communications, partners, board members and representatives of the LEP have a responsibility to ensure that relevant information is distributed within their own networks (via newsletters, events, memberships, social media, etc) and that grassroots feedback is transmitted back to the LEP's Strategic Board to aid decision-making.

Appendix 3: Style

Tone of Voice

SELEP is a 'coalition for growth' and therefore its tone of voice should be:

- Collaborative ('we')
- Friendly
- Clear
- Business-focused

Where possible, when referring to SELEP, write in the active and use the first person (example: 'We have invested £2billion in..' rather than 'the SELEP has')

However, please note that there is distinction between SELEP as an entity and the area which it represents – the South East

When referring to the area SELEP represents, it should be termed 'the South East' and you should write in the third person (example: 'the South East is a national economic asset' rather than 'SELEP is...')

South East Local Enterprise Partnership v SELEP

The South East Local Enterprise Partnership is most commonly known and referred to as SELEP. Therefore comms should reflect this. The first time you mention SELEP in an item, it should be explained as follows:

The South East Local Enterprise Partnership (SELEP)

All subsequent references should be SELEP.

Acronym guide?

Add in rules for others such as LGF, GPF, SAP. DSP, TES, KMEP, etc

Basic rules

It is recommended that all SELEP comms use a modern 'standard' house style and some of the basic rules are below. For more detail a good resource is:

<http://www.thewriter.com/what-we-think/style-guide/>

i. Abbreviations and Acronyms:

No need for full stops – eg, i.e., FTSE, IRS and so on.

If the short version's more familiar than the full one, like BBC, FBI or FAQs, you don't need to write it out.

If it's not, or if you aren't sure how well known it is, put it in full the first time you use it, then use just the short version from then on – International Atomic Energy Agency (IAEA). But avoid using it at all if you can – so you'd call the IAEA the Agency.

ii. Numbers

Write numbers from one to ten as words and from 11 upwards as figures. Same goes for first, second, third, and so on, up to tenth. But if you're writing (for example) 9–11, don't mix it up.

And don't use figures at the start of a sentence. 'Twelve days after we ordered them, the new sofas for the Upper Case finally arrived.'

If you're spelling out a number over 20 at the start of a sentence, use a hyphen – thirty-one.

Put a comma in numbers over 1,000. And remember that every three zeros get a comma – 'Sally told us the budget was £4,750,350'.

Use hyphens in phrases where a number's part of the adjective, like four-hour session or five-year-old child. And in fractions: two-thirds majority.

Spell out million and billion, like '12 million people use them' or 'The LEP invested £2 million'

iii. Caps v lower case

If in doubt, use lower case. Save capital letters for proper nouns (like Jude or London), acronyms and initialisms.

Headings should generally be sentence case (that's when the first letter of the sentence is capitalised and the rest are lower case). Job titles should also be lower case.

References to reports should also be sentence case and do not require further emphasis eg: the Strategic Economic Plan or the Local Industrial Strategy.

iv. Web and email addresses

No 'http://' at the start of web addresses. And don't include the 'www.' (so our address is southeastlep.com Roman (which means no italics). Ditto with email addresses – no italics needed.

When talking about websites, email or the internet, website is all one word. The word email doesn't have a hyphen in it. And if you're writing about the internet it should have a lower case 'i'.

If a web or email address comes at the end of a sentence, it should have a full stop after it. Even if it's at the end of a paragraph.

Appendix 4: Branding guidelines

[SELEP Master Brand guidelines](#)

[Local Growth Fund branding guidelines](#)

Contact

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