

Appendix 2 Sector Support Fund (SSF) Application Template

1. Project Title	
Building Back Better	
2. Project Location	
Pan-LEP	
Lead Organisation Location. Orbit Housing Association : James Watt Way Erith Bexley. Kent	
Navigators will be located within key delivery Partner Organisations based locally in each Federated Board area + work within their regional growth hubs linking with their work.	
Delivery Partner Locations:	
We will work with organisations that ensures that we have navigator roles that are able to cover and support all federated areas within SELEP.	
3. Lead point of contact for Project	
Name	Eric Hodges
Organisation	Orbit Housing Association
Job Title	Senior Placemaking & Partnerships Manager
Telephone	07557755978
Email	Eric.hodges@orbit.org.uk
4. Lead contact in County Council/ Unitary Authority (if different from above)	
Name	Katy Thomas
Organisation	East Sussex County Council (ESCC)
Job Title	Team Manager, Economic Development
Telephone	07919227549
Email	Katy.Thomas@eastsussex.gov.uk
5. Description of Project (No more than 300 words)	
UK government announced from January 2021 social value will be part of their procurement process, opening £46bn annual procurement to wider businesses.	
Our aim is to increase the role of social enterprises, to achieve contracts and social investment, establish sustainability & viability through access to specialist navigation and mainstream (Growth Hub) business support. We will embed Social Enterprise specialist support in future Growth Hub (GH) delivery.	
We propose to enable access to effective business support to social enterprises as key drivers to inclusive jobs and local economic recovery.	
Social enterprises are important to the SELEP economy in that:	
<ul style="list-style-type: none"> • Part of the SME economic engine driving the UK economy and have been adept at supporting Covid19 recovery. • Tackle economic inequality by creating new businesses, jobs (including inclusive job creation), local employment, skills as well as increasing supply chain resilience. • Drivers of inclusion, including reducing employment gap and workforce inequality, while focusing on health and wellbeing and community cohesion. 	

Social enterprises contribute over £2.2bn to SELEP's economy, employing 62,000 people across 4,000 businesses in a broad range of sectors.

We propose a navigator model working across south east, growth hubs and pan-LEP.

This model specifically ensures that:

- We drive the delivery of a uniform quality standard across the LEP and overcome any 'postcode lottery' of access to Social Enterprise support across the LEP.
- Ensure sustainability of on-going business support by taking learning and expertise into the Growth hubs.

Across Orbit, Delivery partners, GH & Supply Change, the navigators unify:

- Finance – Create clear pathways and access to debt/equity finance significantly grow seed capital availability.
- Networking – Improve connections to supply chains, procurement and influencing policy makers
- Training & Support
- Information & data sharing around best practice / peer support / member networking.

6. Federated Board endorsement

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

Support in principle given through direct discussions with Katy Thomas from ESCC as Contracting body 08 October 2020. With Formal support being sought and to be confirmed electronically from each of the federated boards in line with the following schedule.

Federated Board support scheduled at the latest by the following dates:

Success Essex –received 16 November

TES – received 2 November

OSE – to be confirmed at meeting 2 December

KMEP – received 17th November

Federated Board had indicated that where possible agreement may be expedited by virtual agreement as confirmed above.

Support and steer on the outcomes, model was sought from critical stakeholders. We asked for feedback and input on the model, the outcomes and aims. This input was incorporated into this proposal:

23rd September SELEP SE working group

29 September - Iwona Bainbridge Growth Hub Lead SELEP

5th October – Katy Thomas ESCC

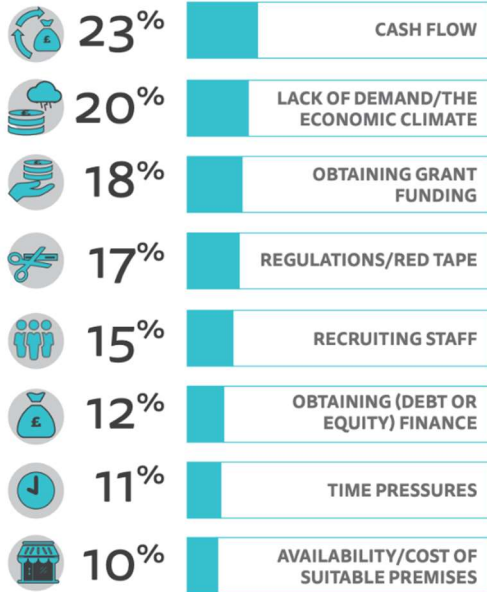
7. Project links to SELEP Economic Strategy Statement (ESS)

Please identify which objectives within the current ESS that this project will assist in delivering

The navigator model is anchored in SELEP ESS five priority areas, ensuring social enterprise support to|:

1. Survive, stabilise and scale
2. Drive growth & investment
3. Broker opportunity.

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



The chart on the left outlines the barriers identified in the Social Enterprise Prospectuses affecting their ability to be sustainable or grow. The Prospectus highlights the need to:

- Develop programmes that are responsive to local needs of the county networks
- Provide training and development services
- Represent the sector & influence strategy and policy
- Provide effective brokerage between local networks and specialist providers
- Maintain an overview and develop the intelligence base for the sector
- Create a core offer for local networks to help them develop the capacity and or where necessary deliver the capacity.

Our own research within the social enterprise working group and captured in the Social Enterprise Prospectus Call to Action and 5 key themes has illustrated there is a significant number of external support structures available across the LEP. Difficulties arising from the unevenness of the quality and accessibility of this support. Navigators will work across lead local delivery partners, Orbit and Supply Change to consolidate all the disparate offers into cogent local and LEP-wide offers. This is to ensure that wherever in the LEP a Social Enterprise turns for business support, they receive consistent levels of quality intervention, bespoke to their individual business needs. Our aim is to drive value to our programmes by linking into support structures that complement our aims, rather than duplicate or set up competing mechanisms within our programme.

The navigator role critically dovetails into supporting specific elements within the ESS. Chiefly these are:

ESS objective	ESS Aim	Project Outcome
Creating Ideas and Enterprise	Bringing in new skills, industry and increases in productivity.	Bolstering the creation of industries and the labour market opportunities both in employment and training that brings
Developing tomorrow's workforce	Addressing issues within the labour market focused on skills gaps	Increase diverse range of local start ups as well as scaling enterprise
Developing tomorrow's workforce	Raise awareness of the wide range of careers and employment within SELEP	A reputation for excellent support for self-starters and innovators.
Developing tomorrow's workforce	Increase capital investment in further or higher education.	Diversify enterprise and training through more varied businesses.
Developing tomorrow's workforce	Increased investment in skills and training	Increase uptake of investment opportunity to bolster STEM capacity.
Accelerating Infrastructure	Sustaining driving levels of housing and commercial development.	Exploit Orbit as a member of G15 to ensure that we put SELEP goals at the heart of housing sector discussions around development.
Creating Places	Increase quality of life	More local opportunity, money and resilience

Working together	Build stronger relationships across the south east	Uniform efficient support that scales enterprise across SELEP
Working together	Strengthen relationships with wider business community	Pivot current & future business around the value of GH/LEP and value they bring.
Working together	Work with complimentary strategic partners.	(BEIS) select committee has found that SMEs remain unaware of the finance options available, or do not understand which ones are most appropriate for their needs – facilitate this where we can.
Working together	Work with complimentary strategic partners.	Address BEIS Select Committee’s call to “add value by working with the major business groups and finance providers to make sure they have mentoring schemes or events specifically aimed at passing on the experience of successful business people on how to secure finance to grow a business.”
Working together	Work with complimentary strategic partners.	Support enterprise across LEP using IT to break down geographic disparity and access. Single quality standard across SELEP.
Working together	Develop south east role in influencing dialogue with government.	Advocate and contribute to policy and spend decisions by evidence of body of our work.
Working together	Creating Ideas and Enterprise	Pool learning, experience and evidence scale up programme and support growth locally efficiently supporting growth strategies.

8. Total value (£s) of SSF sought (net of VAT)

£192,000

9. Total value (£s) of project (net of VAT)

Budget area	Cost description	Cost	Notes
Capital Costs			
IT	M&E integration & dev costs	£10,000	Integrated across GH +Lead+ Partners + Upper Tier authority
Revenue Costs			
Salaries	Navigators x3	£146,800	Basic salary costs £108,000 On Costs £38,800
	Orbit Staff x3	£18,090	In Kind Salary contributions
Business brokerage	Supply Change	£30,000	100 days support @£300 p/day
Networking & Events	Virtual event hosting and networking	£15,000	(10 events @£1500 based on overhead of virtual conferences)

Engagement	Marketing & Branding costs	£15,000	(£5K per delivery partner + 5K match from Orbit)
Administrative costs	Management costs	£25,175	Orbit match @9% project costs
Programme Support	Training & specialist sector support	£25,000	Business support costs for GH or Lead partners outside salaries.
		£285,065	

10. Total value (£) of match funding (net of VAT)

Total Value of Match Funding: **£93,065**

11. Funding breakdown (£s)

Source	2017/18	2018/19	2021/22	Total
SSF			£192,000	
<i>Other sources of funding (please list below, add additional rows if necessary)</i>				
Orbit Housing Cash match			£60,000	
Orbit Housing in Kind Contributions			£33,065	
Total Project Cost			£285,065	

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

Total Value of Match Funding: **£93,065**

All match funding contributions will be dealt with via contract with lead organisation and robust claim back clause where they fail to provide evidence of their match contributions through claims process.

£60,000 cash match from Orbit will be dealt with via contracts with lead upper tier authority. Evidence of this spend provided by POs reconciled quarterly as we pay 30% costs across the value of project. Where this is paid directly to lead delivery partners PO's from leads will be included as part of monitoring.

Revenue costs (discussed with partners capped to total revenue costs £43,000 with delivery partners contributing in kind to any on costs above threshold)

Reference salary £36,000 P/A

On Costs £7,000

Total remuneration cap £43,000 with additional on costs contributed by lead partner as necessary.

£18,090 in kind contribution costs - as part of our quarterly monitoring Orbit will provide time sheets to upper tier authority, SELEP steering group and or any part of governance structure with sight of evaluation & audit responsibility of the programme

Cost calculated as:

Project leads x2.

1@ 1 day p/w = 52days £8,600

1@ 0.5 day p/w =26 days £4,290

Admin staff (support + M&E ad hoc as needed) reference salary £26,000

2@ 0.5 day p/w =52 days £5200

£14,975 in-Kind costs are broken down as:

An additional £5,000 in-kind match contributions from Orbit Comms regarding marketing and materials over lifecycle of project (Does not include salary costs). This has been done to increase the resources available to support delivery partners where the offset of this cost has allowed us to transfer that saving to the budget line of Programme Support (above) increasing resources for front line delivery from £20K to £25K.

£4842 cover the costs of IT. Includes hosting, licencing and support. This does not include development costs and of the system.

£5133 in-kind contributions are split across revenue costs across Orbit. From contracts, procurement, governance, executive board sign off. These costs are not related to management of the contract; however, they are a significant part of successful implementation and set up.

£25,175 in kind management costs of running programme across all SELEP areas.

Any failures to meet match funding contributions will be dealt with through redress based on robust T&C in contract.

Any use of third-party services and provision will need to be evidence via POs, receipts and in circumstances that the upper tier / lead organisation asks to audit the programme – all partners much agree to share ant relevant data as it pertains to the programme including accounts.

Working within an agreed framework, the SELEP Social Enterprise Working Group will act as independent arbitrators of any disputes between lead organisation and delivery partners. In areas of either persistent failure to honour match funding commitments or failure to hit KPIs, following formal redress procedures, sub contracts may cease.

Where issues are with the lead organisation (Orbit) LEP + Upper Tier authority + Social Enterprise Working Group will jointly decide replacement lead organisation – this will not prejudice Orbit’s match contribution which we will honour in any eventuality.

13. Expected project start and completion dates

Premobilisation 31 January 2021

Expected Start date: 31March 2021

Expected Completion Date: 29 March 2022

Project duration: 12 Months

14. Key Milestones

Key Milestones	Description	Indicative Date
Consortium Confirmed	Contracts Exchanged and signed	31 January 2021
Navigator Profiles Complete	Navigators put out for recruitment	February 2021
Pre-mobilisation & Branding	Finalise branding comms strategy	February 2021
Navigators in Post	Recruitment completed	31 st March 2021
Official Project Launch	Soft launch across all core stakeholders including, SELEP, Growth Hubs, and core partners	April 2020
IT Set up Completed	Launch of M&E system LEP wide	1 April 2021

Launch	Official external campaign and marketing across all localities including press engagement	April 2021
First Month Meeting	First meeting with operational group consisting of GH, Navigators and Lead organisation as a group	Mid May 2021
First 150 enterprises supported	Hitting the halfway point of our total KPI target	30 September 2021
Events Kick Off	Work with built up caseloads to deliver first of series of events to end of programme (x10 across discrete themes e.g. meet the buyer. Pitch to investor- Governance support)	August 2021
Completion of business audit by Supply Change	Completion of research and reporting on identified gaps, trends and opportunities to exploit from the brokerage and research conducted by Supply Change	August 2021
Pipeline Social investors	First enterprises pipelined to investors seeking funding and financial support such as Access foundation support	2 nd August 2021
Access to Local Business and Public Sector Procurement	Aim to have first enterprise / SE public or private sector contract to local business	1 st September
First Social Investment	First business supported to successful draw down from Social investor	1 st September
6 th Month Review	Outside of quarterly meetings first assessment point to see where we are in line with KPIs operational group (GH, ESCC, Orbit, Leads + Navigators) + bi-annual impact report to SELEP SE working group. + initial discussions on where project goes and next steps with GH+ LEP	End September 2021
Q4 final meeting	Last operational group meeting and Q report submission date + kick off discussion next steps for programme	March 2022
Impact Report	Complete Assessment of Programme and its outcomes and next steps	April 2022
Next Steps	Exploration of options for programme development & funding	If not already entered into TBC by key stakeholders and partners + SELEP
Benefits created by 2021 (list benefits with number/amount and cash value if applicable)		
15. Type of Benefit		
Type of Benefit	Number of benefits created	Cash value of benefit (£)
Access to Private and Public Sector Contracts via SC brokerage	10 businesses supported	Uncapped revenue potential target aim for project is unlocking £300,000 contracts locally across LEP
Social Investments	Target 3 investments from Social investors into local SEs	Up to £150K per enterprise Total value £450,000
Enterprises Support	300	£171 903 Cash equivalent benefit using HACT calculator based on 1to1 training support on an individual.

Jobs created via new enterprises set up, jobs saved or retained over project	30	@ 10 Per/Q from Q2 using HACT value calculator outside London weighted - deadweight £391,941
SROI benefits from upskilling and training created via direct and indirect support	70	HACT value calculator outside London weighted – deadweight £40,111
Volunteering opportunities enhanced or created	50	HACT value calculator outside London weighted – deadweight £63,451
Consolidated database of Social Enterprises in SELEP region	6000+ (estimate)	Value TBC in confirmation to values aligned to growth hub mechanisms.
Impact recorded by individual businesses supported (outside of employment and training)	Ad / hoc	As reported by individual businesses depending on their impact area – not possible to capture currently.
Increased exposure of and awareness of the value of SE sector to SELEP region	To be captured through numbers of activities and SE engagement numbers	Not currently possible to capture – we will aim to capture the Advertising Value Equivalent (AVE) of our activities across local / national media platforms.
SEs sustained and secured. Evidence where our programme has shown to have helped a SE survive and become sustainable – either surviving Covid19 or Brexit	15	TBC – ad hoc we will record the type of intervention, input and values.
Total Estimated Cash Value Benefits		£1,417,406
Value for Money – Benefit/Cost Ratio		4.97 : 1
<p><i>Please insert your Benefit/Cost Ratio (i.e total value of benefits divided by total costs). Please indicate how you have quantified your benefits and over what period those benefits are expected to realised</i></p> <p>4.97:1 CBR realised over the course of a year delivery.</p> <p>We have taken a cautious approach to our expected KPIs over the lifecycle of the project. We however remain bullish that this represents the absolute minimum target, with potential to significantly leverage that ratio higher.</p> <p>Cash value figures associated with outcomes are calculated using the methodologies of the HACT social value bank.</p> <p>More information on this can be found at: https://www.hact.org.uk/social-value-bank</p> <p>HACT social value bank is one of the oldest and most methodologically consistent and robust social value evaluation tools produced. Though initially used within housing sector it has increasingly been used to quantify CBR, SROI and impact across a wide range of programme delivery.</p> <p>These values have been calculated using the HACT social value calculator. This allows not just for the ability to measure the social impact across a range of different programmes but to illustrate the full range of SROI or cost benefit analysis.</p> <p>As part of our M&E process with partners, alongside the core KPIs measured within the programme, we will ensure that we utilise the range of tools from HACT alongside the Social Value Portal (https://socialvalueportal.com/). These tools represent the best standards in allowing our project to track financial and non-financial impact that we and our supply chains make on communities.</p> <p>Enterprise Support / Benefits:</p>		

Some Navigator Support will be iterative based on the nature of the need and the specific needs of the cohort being supported. As such we have budgeted for resources to be available to be equitably split across the LEP regions where external third party support is needed – this includes but is not limited to things like:

- Governance
- Business strategy /Planning
- Planning
- Procurement / Supply Chain access
- Investment support – becoming investment ready
- Bid writing
- ESG training
- Improving market access
- Incorporation & legal status
- Advocacy and influencing decision / policy makers voicing the demands of enterprise through local, regional bodies.
- Methods of measuring impact.
- Branding & Marketing
- Building capacity and capability
- Scaling & growth
- Monitoring and Evaluation sharing best practice and working collaboratively to ensure that where we have competitive advantages in one part of the LEP we lean on our consortium internally to ensure the best support to sustainability and growth.

The table above highlights the overarching goals of the programme – both in numbers supported and the cash value of the benefit. These goals are achieved through a matrix of methods including:

Signposting to great resources that exist regionally and nationally

Light touch 1to1 or intense 1to1 support of individuals or enterprises depending on needs assessment.

It is important to note that Navigators will be tasked with assessing each enterprise or individual and create a bespoke pathway specific to their individual need. Ranging from light touch to intense support there is no binary pathway to enterprise. The activities often overlap, and or cross over depending on the enterprise for example what point in the life cycle are they. If a robust and established enterprise looking to scale or access contracts this will require a light tough matchmaker type of intervention. Start Ups or new social enterprises would require more intense inputs, and possibly upskilling in areas of weakness. There is no generic KPI set to how many of each activity the navigators will do with each cohort as this can only be established on assessment of the idea / enterprise that seeks support.

Supply Chain will act as a broker for social enterprises and enterprises generally linked with Growth Hubs, where they will match opportunities within local supply chains, private, regional and national where our target for the year is to secure £300K of local contracts (£100K per region) to increase the resilience and reinforce “look local-buy local” by supporting our cohort to secure contracts that were unavailable. They will also provide the LEP with an audit of business growth areas, gaps in provision we can exploit, and local opportunities. The aim being to exploit this critical information and support people / organisations local to the LEP to capitalise on this and future opportunities in high growth business areas.

16.

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

Navigator Model and cross over with Growth Hubs:

Synthesis of quality standards across SELEP. Ensuring that we support the delivery of and access to high quality uniform support that allows enterprise to prosper. Address the three main issues identified by UK commission for Employment and skills that highlights top three barriers constraining business as:

- Difficulty finding time and resources for training
- Access to funds
- Lack of internal capacity

Increased matrix for local investment

Increase knowledge of finance available. Increase financial literacy about best financial solutions for their needs. Increase access to the extensive range of investment opportunities that currently exist. Broker this where possible.

Support Enterprise creation

SEs and enterprise have the power to drive employment growth and upskilling the UK's workforce, not just by creating jobs, but also by providing training to its employees

Inward Investment

Support the attraction of more investment into GH / LEP support programmes through successful evidence based project beyond the 12 month life cycle.

Social Impact and SROI

Alongside a robust method of measuring economic output and supporting enterprise growth, this will allow us to trace the positive social impact of enterprise. Reinforcing the link between growth, enterprise and positive social outcomes.

17.

Dependencies and Risks

Please detail any scheme dependencies, risks and delivery constraints which may impact on the delivery of the project and or the benefits achieved through SSF investment in the Project

Risk	Impact	Likelihood	Mitigation
Contraction public sector contracts	Moderate / High	Moderate	Project start in January best allows us to predict trends of both Brexit and the pandemic. Contraction of public sector spend will look to be offset by private business spend and increasing brokerage of sector supply chains with Supply Change.
Consortium Breakdown	High	Low	Robust mitigation strategies and safeguards to be agreed in advance. With plans in place on succession and replacement of consortia members for breach of contract or going onto



			formal performance management.
Lack of Engagement	Moderate	Low	Across growth hubs, steering groups, partner members there exists a significant caseload and interest before the start of the programme. Our current work models illustrate that neither the pandemic or Brexit uncertainty have dampened the sector and their appetite. Increased unemployment and or Brexit we believe with bolster enterprise and people seeking to go at it on their own.
Covid19	Low	Moderate	Outside of the financial implications the largest threat to our programme is the inability to offer direct support. However the ubiquity of virtual meetings and support will be well established. We feel that in many ways this opens the potential of support to be potentially wider and advantageous as geography will not limit people's ability access support / opportunity.
Brexit	Moderate	Low	Local focus of social enterprises minimises impact. Support will be sought through Growth hubs.
Effective Project Management	High	Low	The lead organisation has committed staff from across the business to support this programme. With backgrounds both in social investment and growth hubs, we have ensured that as well as staff churn, the people most effective in delivering outcomes, and with expertise of working with LEPs and Growth Hubs will support the delivery.

Ability to engage local lead delivery partners	High	Low	The framework and model is designed to work within a broad group of partner orgs. Before entering into contract an extensive due diligence will be carried out on all partner organisations ensuring their viability over the life of project. Nevertheless local growth hubs are well placed to host navigators where we have sensitivities.
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18.

State Aid Implications

Please indicate how your project complies with State Aid Regulations

This project will not breach state aid rules, any incidental business benefits to individual parties fall well within state aid limits on de minimis.

19.

Contracting Body

Please provide the name of the organisation to act as contracting body and give details of a contact within the organisation, including phone number and email.

East Sussex County Council
Economic Development
West B
County Hall
St Anne's Crescent
Lewes
BN7 1UE

Lead Contact Katy Thomas as provided above. Secondary contact and SELEP SE working group member Paul Rideout email paul.rideout@eastsussex.gov.uk

20.

Project Governance Structure

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

Upper tier Authority Contracting Body

Katy Thomas – ESCC

Getting timely monitoring and evaluation reports from lead organisation

Ensuring robust processes for claiming and drawing down funds

Contracts and grant agreements between them, lead organisations and project leads where applicable

Conducting Audits where necessary to ensure compliance

Periodic programme evaluation ensuring KPIs and objectives are being achieved in line with targets

Project Directors:

Lucy McGovern – Orbit Housing

Eric Hodges – Orbit Housing

Both individuals to coordinate overall project delivery – with oversight over

Lead partners

Navigators

Reporting and evaluation to SELEP / Upper Tier Authority

Ensure effective audit controls

Implement and manage IT systems and CRM

Project Coordinator

Rosie Ward – Orbit Housing

Coordination of marketing comms strategy

Liaising with navigators and lead partners around monitoring and KPI reporting

General project administration

Coordinate support activities across the LEP, Businesses and with the LEP

From time to time Orbit may lean on other resources and expertise within the community investment team where they add value to the outcomes or smooth running of the programme. We will ensure we record any additional in kind support.

Lead delivery Partners

Navigators:

Recruitment of navigator

Direct line management of navigator

Responsible for claims / draw down and lead in cases of audits

Ensure the smooth delivery of the programme outcomes alongside normal business activities

Link organisational outcomes to support SELEP outcomes

Where necessary represent their organisations in reporting, monitoring and evaluation.

Work with project directors to implement the navigator roles within their organisations and growth hubs.

Social Investment & Procurement:

Beth Pilgrim – Supply Change

Aosie Keogan Nooshabadi – Supply Change

Business brokerage & Procurement

Lead on brokering opportunities through business supply chains, public sector procurement, developing networks to be exploited by project beneficiaries, Business audit exploring growth areas gaps in market and generate market intelligence that helps navigators and growth hubs exploit potential gaps in local economies. Help SELEP educate procurement and buyers to the benefits of buying local and using.

Non Operational:

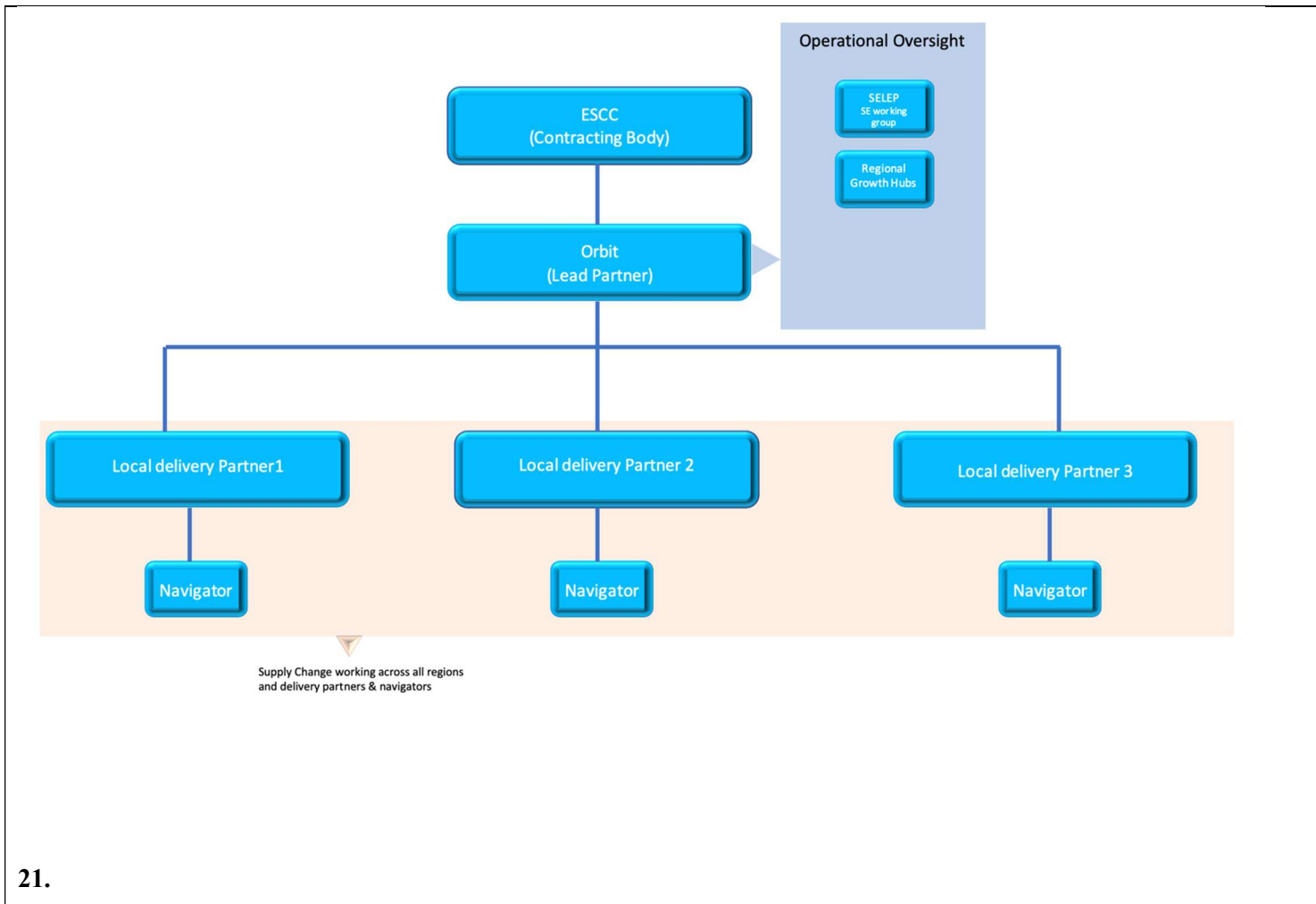
Penny Shimmin – Sussex Community Development Association Chair Social Enterprise Working Group

Independent facilitator with limited role to intervene, however where situations arise where a party with conflict of interest within the partnership or intervention within two or more partners is needed.

Link to SELEP Social Enterprise Working Group

Neutral party that can step in when issues are contested between consortia partners, SELEP and Working Group.

Support and liaison with Growth Hubs and key critical stakeholders such as Federated Boards.



21.

Declaration

22. Declaration

Signature (Lead applicant)

Eric Hodges

Print Name

Eric Hodges

Organisation

Orbit Housing Association

Date

23 October 2020

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