

Appendix 2 Sector Support Fund (SSF) Application Template

(updated with further information at the request of the SELEP, 4th November 2020)

1. Project Title	
Carbon Pathways ('C-Path')	
2. Project Location	
Based in Kent, with pan-LEP impact.	
3. Lead point of contact for Project	
Name	Philip Jackson
Organisation	Daedalus Environmental Limited
Job Title	Director
Telephone	0777 9333543
Email	philip@daedalusenvironmental.co.uk
4. Lead contact in County Council/ Unitary Authority (if different from above)	
Name	Lucy Breeze
Organisation	Kent County Council
Job Title	Kent Environment Strategy Manager
Telephone	03000 422077
Email	lucy.breeze@kent.gov.uk
5. Description of Project (No more than 300 words)	
<p><i>This narrative should include evidence of impact in at least three of the four SELEP Federated areas and links to sector based working groups</i></p> <p>Carbon Pathway (C-Path) is a dynamic cloud-based resource that would be used to design, facilitate, accelerate and monitor investment in the Low Carbon and Renewable Energy Economy (LCREE), in partnership with and accessible to public and private bodies across the SE LEP region. Focussed on supporting initiatives across all 4 federated areas, C-Path includes:</p> <ol style="list-style-type: none"> An accessible and constantly evolving data store of multiple relevant data sources, with automated, scheduled updates. A flexible build and appraisal tool enabling stakeholders to develop & invest in energy and related schemes to meet challenging policy and strategic goals Modelling and machine-learning to forecast the full range of impacts – e.g. economic growth, carbon reduction, financial impact, job creation, fuel poverty and local health Automated programme appraisal to enable the monitoring and updating of a scheme in delivery mode, ensuring real-time reporting of actual impacts and a continuous cycle of learning <p>Rationale</p> <p>Ongoing collection, collation and ongoing manipulation of data has been identified repeatedly by stakeholders as a fundamental need within growth-related action plans and strategies, yet remains stubbornly unexplored with wholly inadequate solutions in place. LCREE programme development and investment currently relies on laborious manual data analysis coupled with poor monitoring and feedback capability. This has resulted in fragmentation, a lack of co-ordinated action between public and private sector, weak investment and insufficient growth, despite the acknowledged urgency.</p> <p>Conversely, intelligence that enables funding/investment to be continually reviewed and better targeted considerably reduces risk and gives confidence to all stakeholders, whether from the public or private sector. The planned integration of machine-learning capability over time will vastly improve the speed of informed analysis, but also adjust for bias, enabling more robust evidence-based decision making, a rigorously tested foundation for inward investment and thus create the basis for rapid expansion of activity in the sector.</p>	

[Please note a separate Appendix has been developed and issued to accompany this application. Whilst we understand it should not form part of the formal SSF decision making process, it does respond to a range of issues that have been raised throughout the period of engagement, and which we are unable to directly address within the allotted word count for this question. Such issues include, for example: GDPR, financial sustainability, clarity / detail regarding scope, information on datasets and extract images from an emerging prototype]

6. Federated Board endorsement

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

Kent and Medway - Sarah Nurden – KCC are leading the bid. The project received endorsement from the KMEP on the 17th November 2020.

Success Essex – Tristan Smith – The project has been endorsed by Success Essex, confirmed to the project team by Tristan on the 10th November 2020.

Team East Sussex – the project team attended the Team East Sussex board on 2nd November 2020 during which it was confirmed that project would be endorsed. This has since been confirmed in writing by Dave Evans on TES' behalf.

Opportunity South Essex – Ian Lewis – The project received endorsement by the OSE board on the 17th November 2020.

In addition to the involvement of the Federated Boards described above, and beyond Kent County Council, the project team has secured the support of the following organisations/networks in bringing this application and project forward:

- The Clean Growth Working Group (chaired by Jo Simmons) – all of whose members support the project
- The South East Energy Hub
- A host of other Tier 1 and local authorities including
 - o Essex County Council (Tom Day)
 - o East Sussex County Council (Andy Arnold)
 - o Medway Council (Matt Pinder)
 - o Thurrock (Gary Crooks)
 - o All 13 LAs within Kent as part of the Kent and Medway Sustainable Energy Partnership

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

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

C-Path has been developed because:

- **There is a clear market need.** C- Path will be a dynamic cloud-based resource to design, facilitate and monitor investment in the low carbon and renewable energy economy ('LCREE'). Estimates suggest that c £14bn investment will be required annually across the domestic and non-domestic retrofit sectors in order to meet the challenge of net zero emissions by 2050. For clarity the C-Path asset will be owned by the Daedalus/Via Analytics project team on completion and responsibility for its ongoing maintenance and operation will lie with the same organisations.
- **We have developed a partnership with the skills and knowledge base to realise that ambition and make a difference.** The core C-Path team involves two SMEs (Via Analytics and Daedalus Environmental) that collectively bring to bear a wealth of knowledge and expertise in the relevant fields of data processing, financial modelling, housing and energy sector project and strategy development, and dashboard design and build. This core team has actively engaged with local and regional bodies over the last 6 months to ensure that C-Path is aligned to public sector drivers for economic growth.

The alignment of C-Path with key strands of the ESS is therefore striking. Most obviously, C-Path would support delivery of a key 'Grand challenge' within the ESS: the drive towards 'decarbonisation, energy security and the need for greater resource efficiency'.

The ESS also identifies the opportunities associated with another ‘Grand challenge’ - the ‘*impact of digital enabling technologies and the increasing ability to analyse vast volumes of data.*’ Analysing and applying machine learning to vast volumes of currently disparate data is exactly what C-Path would do, focussed most obviously on the carbon reduction agenda, but with clear links to other key sectors in the South East, particularly the construction industry supply chain and health and social care.

Finally, C-Path would be a clear example of working in a way that reflects the ESS vision for meeting the SELEP area’s opportunities and challenges. C-Path would enable stakeholders to:

- **Work smarter.** Retrofit programmes would be designed, funded and monitored based on an accessible and constantly evolving data store of multiple relevant data sources, with data modelling and machine learning techniques applied to that data store to forecast the full range of impacts of a proposed scheme - carbon reduction, financial, job creation, fuel poverty and local health.
- **Deliver faster.** More tailored and complete data sets combined with automated data updating would vastly reduce the time spent collating and understanding scheme data. Better quality, automatically updated information would allow stakeholders to make better informed, faster investment and funding decisions.
- **Work together.** The C-Path data store would collate information / data sets* from across the SELEP region, and facilitate analysis of impacts (financial, carbon reduction, employment) at any of the LEP, economic partnership or local authority levels. Creating and monitoring domestic and non-domestic retrofit programmes across local authority boundaries would become significantly easier. Enhanced collaboration would not be solely geographical – the ambition to integrate relevant health impact data into C-Path would allow for the forecasting and reporting of wider wellbeing impacts arising from the response to the climate emergency.

Even more specifically in terms of carbon reduction priorities, the tri-LEP Local Energy Strategy notes that ‘*Improving domestic and industrial energy efficiency is a ‘win-win’ for households, businesses and the region as a whole. It increases energy security, reduces carbon emissions, and lowers energy bills.*’. Energy efficiency insulation improvements in homes features as project model #9 within the Energy Strategy’s priority theme of Energy Saving and Efficiency. C-Path would be a platform that would offer significant improvements in the ability of the sector to plan, fund and deliver on that agenda.

* These data sets will include, but are in no way limited to: housing and building energy data, EPC information, stock data, national statistics on energy use, IMD, technology and measure specific performance data, cost and financial data, etc. We have identified a significant proportion of these, but a key aspect of this project is to work with local authorities and the SELEP to identify all data that is relevant and needed for successful project outcomes.

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

£99,061

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

£141,516

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

£42,512

11. Funding breakdown (£s)

Source	2020/21	2021/22	2022/23	Total
SSF	53,368	45,693		99,061

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

<i>C-Path team / local authority officer match funding</i>	22,872	19,583		42,455
Total Project Cost	76,240	65,276		141,516

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

There are two sources of project match funding:

1. Local authority in-kind support. In order to tailor C-Path to the needs of SELEP authorities, its development will require their input. Engagement with LAs to date has shown a willingness to provide the necessary time to make this work, although work in this regard continues. We have gone out to all local authorities through the networks with a request that for those willing to engage, we include 0.5 days per month for the 6 month duration of the project (3 days in total). We have had confirmation from authorities in Essex, Kent and East Sussex in this regard, and are working to secure a higher number of commitments in writing (as at 3rd November 2020, which will accelerate once we have federated board endorsement) To this we have attributed an appropriate value (estimated at an average value of £350 per day) –and based on the written confirmations to date and including KCC time this results in an approximately £8,000 of match funding. We continue to secure support from other authorities and will seek to provide an update in this regard by December.

2. In-kind resource provided by the core C-Path team. The remainder of the project costs of the team that are not SSF funded will be met by Daedalus and Via Analytics using company resources. The total time cost of the C-Path team has been increased to is £133,515, – representing 207 days over the project period at a blended average day rate of £645 per day. The value of this match funding is therefore at least £34,317. Each of Daedalus and Via has committed to providing this resource should this proposal be successful and an agreement can be entered into between KCC and Daedalus as the lead party to deliver the project.

In addition to the above, we will be seeking expert input and support from affiliated stakeholders including the supply chain, technology manufacturers and providers, and others in the Clean Growth sector to help inform its development and ensure outputs are as efficient as possible. We have not included a formal estimate within the match funding calculations at this stage, but the equivalent value of time is likely to be around half the value of the in-kind local authority support.

13. Expected project start and completion dates

Project start– mid December 2020

[please note the process of setting up the partnership delivery agreement between KCC and the project team is already underway and will be finalised by end November. The project team will be commencing as soon as the funding is confirmed by the SELEP SSF board]

Project completion – end of June 2021

14. Key Milestones

Key Milestones	Description	Indicative Date
SSF submission	Bid formally submitted	22 nd Oct 2020
Procurement and early stage data preparation	Partnership Agreement process carried out and early stage liaison between VIA / Daedalus and LA	Oct – Dec 2020

	partners at risk to facilitate a rapid project inception if funding is approved	
Funding approval	SSF funding approved	Dec 2020
Core datasets scoped and ETL build	National and selected local – latter based on process to identify priority content for March 2020 GHG LAD bids, assumed over up to 3 programme bids	Feb 2021
Excel model built	Developed to agree and formulate key algorithmic rules and provide a cross reference to subsequent dashboard outputs	Feb 2021
Early stage evidence base operational	Focussed scope evidence base in place – ideally together with early stage dashboard - to accommodate assumed March 2021 GHG LAD bid development	Mar 2021
Enhanced dataset scope and ETL build	Remaining local authority datasets (assumed up to 3 core datasets per LA) and key cross sector LEP data sources at an aggregated level (primarily health impact)	May 2021
Full dashboard design and build and delivery	Enhanced dashboard content, including monitoring, GIS and fuel poverty screens – plus publish of dashboards and creation of user accounts	June 2021
	RESPONSE TO COMMENT (AB-SFBP2): Please refer to slide 5 of the Appendix on this point. No ongoing costs are proposed beyond the end of the project (SSF Phase 1 as defined in the Appendix) for local authorities and there is a baseline output from the project. The intention is to go well beyond that baseline output over time – again with no charge to SELEP local authorities proposed – although this will require further funding to be sourced beyond June 2021, for which we are already beginning to identify sources.	

15. Benefits created by 2024 (list benefits with number/amount and cash value if applicable)

Type of Benefit	Number of benefits created	Cash value of benefit (£)
Improved evidence base for decision making and greater likelihood of success for funding and investment programmes, such as the Green Homes Grant LAD programme funding	Up to three separate bids to be supported by C-Path, although this might end up being 1 larger bid to support scale economies.	Based on the proportion of the UK's housing based within the LEP, and the total expected funding through the next round of LAD GHG, we would expect a total funding bid and therefore benefit of £30,000,000. We have not included this figure in our overall BCR calculation as we cannot be sufficiently robust in the assumptions around the increased chance of securing the funding directly attributable to result of C-Path.
Increased strategic co-operation, synergies and cost saving by avoiding	C-Path will be available to all 35 local authorities and districts, as well as	We have assumed a nominal figure of £30k per local authority that

individual public sector bodies, facilitated through a single data platform	Tier 1 authorities – and the more each authority is involved the more benefit they will gain from the increased quality of the outputs. We have assumed, in order to calculate a financial benefit here, that 30 public sector bodies will actively engage and therefore benefit from an innovative, private sector driven initiative that they would otherwise had to have individually commissioned, with their own extensive staff resource in meeting their long term carbon reduction ambitions	would otherwise need to be commissioned to undertake the initial data gather and recommendations. This is benchmarked against similar data collection and analysis work previously undertaken for other authorities elsewhere in the UK, but is in fact an underestimate as it does not include the subsequent need to create the systems/platform needed to then develop and monitor schemes which C-Path will do. The total estimated benefit is therefore c.£900,000.
	RESPONSE TO COMMENT (HD-CPO3) We've assumed only 30 public sector bodies engage, rather than all 35 local authorities. The same applies for bullet point 1 under 'Section 16 Value for Money' (COMMENT HD-CPO4).	
Increased strategic co-operation between public and private sectors, i.e. on a cross sectoral benefits to drive activity in the low carbon and renewable energy economy	On top of the local authority base, 2 SMEs, core to the project, the health sector, central government, technology providers, sectoral agencies and the wider LCREE supply chain will be working together to deliver the project – a total of around 10 organisations.	The value of time from non-LA stakeholder parties (health sector, BEIS, data providers, supply chain, Active Buildings Centre, Centre for Manufacturing Technology, Centre for Digital Built Britain (@University of Cambridge)) we estimate to average 5 hours at £100/hour across 10 organisations, totalling £5,000.
Improved intelligence to drive efficiency in decision making and political support	c.40 - Speed is now of the essence in decision making around funding and investment to support the climate emergency. Individual local authorities making informed decisions based on manual access to and manipulation of data typically take 3-6 months. 35 local authorities plus Tier 1 authorities using C-Path could generate the evidence needed to make informed decisions to a matter of days, with live sensitivity analysis	The additional resource saving for the public sector we anticipate to be in the region of 10 days of dedicated officer time in securing political and director level support. Across – conservatively – 30 authorities, then that would equate to 300 days at a budget of £350/day, or £105,000.
Reduced resources needed by the public purse to support funding and investment bids	Engagement has shown that securing the evidence to support wider funding bids – externally and internally – can be time consuming, inaccurate and often incomplete. Having live, accessible data will significantly minimise this time.	We assume 3 opportunities per year per local authority each requiring a day of evidence gathering and compilation to respond to new funding opportunities: this equates to 3x30x350 = £31,500
Reputational benefits to the SE LEP	Central government is looking to the regions to lead on green recovery, typified by Local Authority Delivery of the Green Homes Grant. This is a great opportunity for SE authorities to demonstrate forward thinking and	Non-quantifiable

	pro-activity in leading on data, sound evidence, quality control and collaboration in driving forward that recovery in a well-managed, innovative way.	
Supply chain opportunities and economic growth	Improving the chances of securing funding, driving activity and opportunity in LCREE is a significant kick start to the local SME base, and C-Path will be able to support that process – giving access to SMEs to deliver works and demonstrate their performance in a clear and transparent way. C-Path will include economic and social impact indicators that will then – eventually – be able to quantify this benefit	Not YET quantifiable

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 realised

The key quantifiable benefits that could be attributed to C-Path are set out in the table under Question 15 above and are estimated as follows:

1. An alternative approach – working together and working smarter – to data analysis and retrofit programme build across an estimated 30 LA partners who might otherwise individually spend an estimated £30k each on individual external consultancy appointments, resulting in an estimated £900k benefit estimated on the basis of benchmarking described in question 15 .
2. Other financial benefits – described in Q15 – totalling c. £141.5k
3. A reasonable estimate of the quantum of Green Homes Grant LAD programme funding that might be secured in 2021 based on application of the proposal C-Path evidence base for funding bid purposes. With an estimated £300m available and the SELEP local authorities numbering c 10% of the local authorities in England, £30m is a reasonable working assumption – split across up to 3 SELEP region bids.

There are a range of other benefits and outcomes that we have not, at this stage, gone into – particularly around job creation and social benefit. Working solely off the first two of these points above – the direct estimated cost efficiency impact on the public purse, a **Benefit / Cost Ratio of just under 7.4:1** would be realised on this basis – quantified based on estimated £1.04m benefit divided by the SSF total project cost of £142k.

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

In order to meet their commitments and strategic objectives in the context of Climate Emergency declarations, each local authority in LEP will need to undertake ongoing data analysis and reporting to:

- generate a robust evidence base
- identify opportunities and develop projects / strategy
- develop a cost plan and secure funding and investment
- provide transparent reporting

The development of C-Path enables each LEP local authority an opportunity to offset a significant proportion of those costs, provided they work together to assist in its development. On an individual basis, if each LA undertakes this work alone, appointing external consultant teams to do undertake the activity identified, we estimate the cost

to be, in year 1, around £30,000. We absolutely appreciate that not all of the 35 public authorities within the SELEP region, we are seeking active involvement of around 80% of them, or 30 authorities. Individually undertaking this work could therefore cost in excess of £900,000, so the scale economies of a single approach using C-Path are clear. C-Path therefore adds significant additional value to an already squeezed public purse. Specifically, through C-Path, each participating LA would benefit from:

- Creation of a comprehensive evidence base populated with an agreed number of relevant national and SELEP level datasets.
- Automated extraction of data and scheduled updates to the evidence base from online sources.
- Population of the evidence base with core relevant datasets from each individual local authority.

RESPONSE TO COMMENT (AB-SFBP6) – this will be in line with LA IG requirements. The team, pre-commencement, is continuing to engage with as many LAs as possible to establish what type and format of local datasets are available. In so doing we are developing the appropriate Data Sharing Agreement and Impact Assessment that will be implemented prior to collection (and subsequent interpretation / release) of local data through C-Path. The nationally available, published datasets will not need to be covered by this agreement (e.g. EPC/SAP data). There is no intention of collecting personal or sensitive data during the funded project period.

- Design and execution of algorithms and dashboards that provide instant, highly visual programme forecasting and monitoring reports built on the evidence base and a SELEP level scoped range of key outputs / KPIs / sensitivities. Expected to focus on financial / carbon reduction / employment / fuel poverty impact plus high level health impact.
- Ability to drill up / down those reports from SELEP level to local authority level.
- Population and implementation of programmes across the 6 month period for the purposes of supporting funding bids (assumed to be Green Home Grant LAD Fund, may be others to be discussed e.g. future rounds of Decarbonisation Fund).

In addition, the core project team and partners will be seeking further funding from other sources to continue the growth and development of C-Path beyond the initial 6 month development period funded by the SELEP, for example using InnovateUK funds. The quanta of funding available cannot be explicitly stated, but we have already begun to work on the longer term sustainability of C-Path – its funding, investment, and expansion, without recourse to public funding. The SSF funding provides the kickstart this project needs, with subsequent developments possibly then including:

- Ongoing support and population of SELEP level programmes beyond Q2 2021.
- Gradual moving of non automated data sources (e.g. in Excel) into a format where data extraction is updated and scheduled to the greatest extent possible.
- Further iterations of the linked databases, algorithms and dashboard reporting to include additional functionality / sensitivities / content – for instance further granularity around health impacts or other wellbeing or social impacts.
- Review and implementation of enhanced machine learning within the modelling logic i.e. algorithms that reflect on actual vs. forecast experience over time and amend forward forecasts accordingly.
- Secure web based application(s) that interact with identified relevant slices of the evidence base for a specific purpose. Most obviously this would be an application for contractors to log progress on physical implementations that would feed into actual v budget monitoring in the dashboard reporting. But over time it might include other applications – for instance for the purposes of residents or funders.

As a final point, there are additional key benefits that could be quantified and which would flow from the investment of any funding for carbon reduction retrofit programmes facilitated through the use of C-Path. These have not been quantified for the purposes of this bid as they are one step removed, but they are both significant and substantial – in particular relating to construction employment, associated GVA, and annual tCO2 carbon reduction.

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

	Risk	Detail
1	Timing and programme: getting started	The second round of the Government's Local Authority Delivery funding is scheduled to open and close in March 2021. This closing date is key to this project as we are looking to support local authorities within the LEP to submit a joint bid, founded on the data within C-Path's evidence-base. As such, it is of paramount importance that the evidence base, containing data from national datasets and from datasets sourced from within the individual local authorities, is fully operational to support the application process. In order to ensure that we deliver an evidence base that contains the required breadth and granularity of data to support a successful bid, we will recommend a limited number of combined bids be made. C-Path will provide data at a property level, allowing for aggregation and analysis at any regional combination required. We will recommend that a single, region-wide bid be formulated, however we could break this into up to three more targeted bids if it is thought to enhance the prospects of successfully winning funding.
2	Accessibility of local datasets	Another factor that would limit our ability to deliver the project in a timely manner, and within budget, is the requirement for local dataset inclusions within the evidence base. Whilst much of the core of the evidence base will be built from automatically updated, national datasets, we will be looking to increase the accuracy of our data, and the relevance to a LAD application, by including data held within Local Authorities. We have identified a small number of key datasets that we expect to be beneficial to the evidence base that may exist within Local Authority data systems. We will look to engage with the project delivery board in the lead up to the December decision making date to confirm these datasets – expected to be no more than 3 or 4 – in order to create clear requirements and templates for Local Authorities to begin pulling this data together. Standardised reporting templates will greatly reduce the risk of large amounts of project time being devoted to data clean-up and formatting. We will look to do this as early as possible – most likely in November/December, ahead of the main system build – in order to provide enough time for Local Authorities to locate and supply the required data.
3	Procurement and partnership	We will undertake the partnership procurement process at risk pending a final decision by the SSF board. Work has already been undertaken on this and given the nature of the project and the collaborative approach with the project team, and partnership agreement (rather than standard procurement approach) has been agreed. To give the team sufficient time to create a sufficiently robust evidence base will need at least 3 months, i.e. they will need to commence as soon as funding is awarded. This requires us to complete the

		partnership agreement process, and appoint in principle by end of November 2020.
4	LA Participation	Lower level of local authority input than expected – the result would be not securing the level of value for money shown within this application. The project has sought to engage across all 4 federated areas during the application process. This will continue through the autumn to December 2020, as the team will continue to prepare for the project launch by seeking to engage all local authorities in understanding existing data sets and availability. We are optimistic for a positive response because a key output for the project is delivering the evidence base to secure significant additional funding, which is a major incentive for LA involvement.

19. State Aid Implications

Please indicate how your project complies with State Aid Regulations

This proposal is to undertake a discreet piece of stakeholder research, system design and development that is designed to meet local government needs in its role supporting the growth of the low carbon economy. The project team will therefore be undertaking a specific set of activities for which they will be procured and for which they will be paid. This project therefore does not fall within the broader remit of State Aid Regulations.

The project will involve engagement with a range of different key stakeholders from both public and private sectors, however under no circumstances will any commercial entity be provided with an economic advantage through this engagement. For clarity, no grants are being provided within this project.

There is therefore no State Aid Regulation risk associated with this project.

Despite the above, the project partners – as required – will also provide the necessary declaration of State Aid compliance should the proposal be successful.

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.*

The Contracting Body will be Kent County Council. The contact within Kent County Council is:

Lucy Breeze

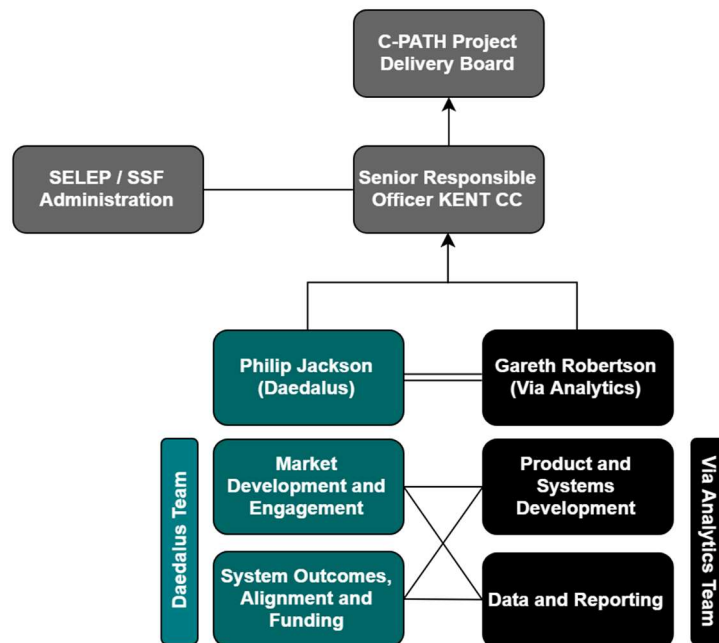
Tel: 03000 41 41 41

Email: lucy.breeze@kent.gov.uk

21. Project Governance Structure

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

The project will be delivered on a day to day basis by the Daedalus and Via Analytics delivery team working to (and procured by) Kent County Council. Kent County Council have appointed a Senior Responsible Officer (Lucy Breeze) with whom Daedalus and Via Analytics will directly engage throughout the project. Formal monthly meetings will be supplemented by ad hoc communication and updates as required, to ensure the brief continues to be fulfilled and project progress is maintained.

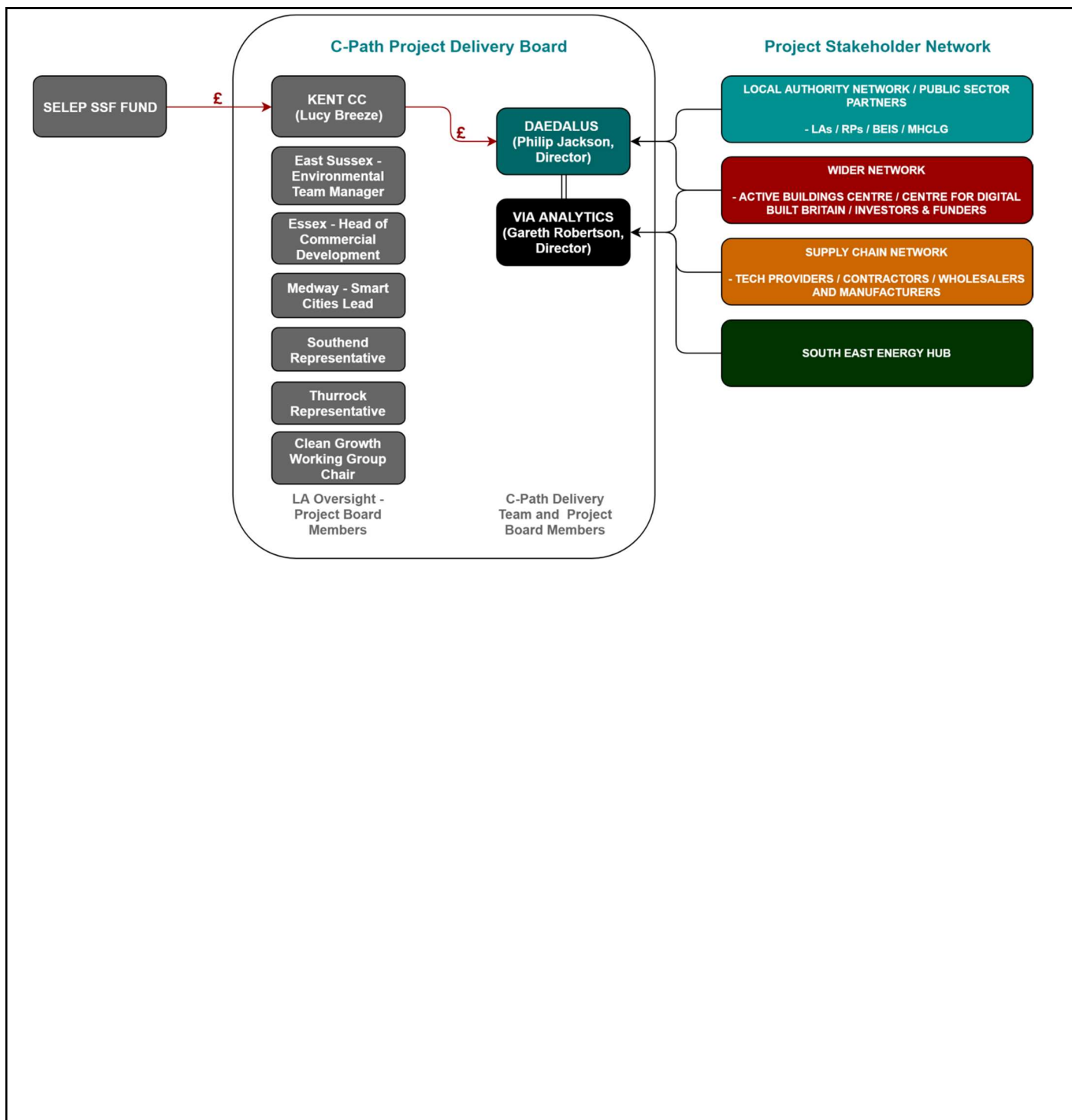


In order to ensure maximum added continues to align to local strategic

C-Path - Day to Day Delivery

value and to ensure that C-Path

priorities, we will seek to create a Project Delivery Board made up of representation from across the LEP, including the federated areas. We have indicated who we think will make up that board in the diagram below. Up to 4 board meetings will be held across the project period. This is also to facilitate greater co-ordination of project outputs, and drive the opportunity to secure significant external funding and investment resulting from a uniform, large scale, pan-LEP funding bid to government.



22. Declaration	
Declaration	I certify that the information provided in this application is complete and correct
Signature (Lead applicant)	<i>Lucy Breeze</i>
Print Name	Lucy Breeze
Organisation	Kent County Council
Date	22 nd October 2020