



# Jobs and Innovation:

Making the South East the  
Capital of Social Enterprise



# About the South East LEP

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The South East Local Enterprise Partnership (LEP) is the business-led, public/private body established to drive new economic growth across East Sussex, Essex, Kent, Medway, Southend and Thurrock. As well as being the biggest LEP outside of London, it is also one of the most local. The LEP operates a fully devolved model with increased reach into local communities through local delivery partnerships/boards across the LEP area.

By 2021, the South East LEP's aim is to:

- Generate 200,000 private sector jobs, an average of 20,000 a year or an increase of 11.4% since 2011. We want social enterprises to be at the heart of this effort.
- Complete 100,000 new homes, increasing the annual rate of completions by over 50% compared to recent years
- Lever investment totalling £10 billion, to accelerate growth, jobs and homebuilding.

The LEP's Growth Deal has won £442 million of investment for the South East LEP area with more to come. Matched by private and public funds, this will be invested in a programme of activities that will transform our transport and business infrastructure. The Growth Deal also brings new influence over rail, skills and housing programmes.

[www.southeastlep.com](http://www.southeastlep.com)

# About the Cathedral Innovation Centre

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The Cathedral Innovation Centre comprises a national cause, social enterprise and innovation consultancy which is proud to be working with South East LEP. We seek to unlock under-sweated property, time and skills to create jobs and are privileged to be an RSA Catalyst Winner.

**Enterprise:** We create new jobs by supporting, backing and incubating start-up or growth businesses, by helping small firms in distress and by linking those whose principles we share.

**Innovation:** We look to enhance innovation to create employment, build enterprises and address pressing social needs. We do this by launching our own ventures and initiatives and by backing the ventures we support. We are especially keen to unlock the under-sweated assets, time, skills and networks of every community but especially those outside London.

**Thought Leadership:** Ideas should have consequences and transformative impact. Through publications, consultancy, events, debates and education we seek to enhance enterprise and innovation and contribute to developing a socially responsible generation of managers.

[www.cathedralinnovationcentre.com](http://www.cathedralinnovationcentre.com)

Cover images: (Top) RBL's Steve Hammond (centre) showing the Secretary of State for Transport, Patrick McLoughlin MP (right) an RBL road sign product. (Bottom) John Niland of Provide receives the EY Entrepreneur of the Year, 2014 award.

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In partnership with UnLtd

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# Foreword

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Peter Jones CBE



I am delighted to introduce this pamphlet published in partnership with UnLtd, Zamir Telecom and the Cathedral Innovation Centre.

The case studies and information the pamphlet contains, demonstrates what a vibrant area the South East already is for social enterprise. Our aim is to make it better still.

I believe social enterprise has a huge role to play in growing the economy of the South East, blending innovation and business drive with social goals that benefit the local community and strengthen our social fabric.

Social enterprise is a force for good and we want the South East to be seen as its capital – the place to start-up or locate an enterprise with the infrastructure and support available to sustain it and make it grow.

As the biggest Local Enterprise Partnership outside of London, the South East LEP is continually refining its strategy and approach to business and growth, and we want to work with you to help shape it.

I believe this is just the start of an innovative new relationship that will make the South East the “capital of social enterprise”.

I look forward to working from you.

A handwritten signature in black ink, appearing to read 'Peter Jones'.

Peter Jones CBE

# Introduction

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## Francis Davis



At the Cathedral Innovation Centre we don't believe anyone is 'far' from the market – and that's because we are passionately committed to unlocking entrepreneurial potential in every locality and in niches that some have never considered ripe for enterprise. Our conviction is that in every town, village and city there are assets of property, time and talent that can be unlocked to provide fresh opportunities to create jobs, build firms, create wealth and enhance inclusion. It is why we have supported tech ventures and management consultants, creative industries ventures and those owned and run by disabled people. The option of enterprise is a right not a privilege for those feted by TV programmes.

Ordinary residents find their way in and out of neighbourhoods that some have called 'hard to reach'. They use buses, community transport, their own initiative to face daily struggles and opportunities with skills that the most 'sophisticated' of entrepreneurs long for. On campuses; students and faculty invent new social solutions, IP, ventures and spin them out. At the University of Kent there is a centre of excellence on aspects of social investment while social enterprise networks in East Sussex, Kent and Essex gather and connect those at the front end of this journey. This space is not just for the micro-firm though as the success of Provide CIC shows and the export potential of Albion demonstrates. At £60 million turnover Provide is a major employer just as Kent based Bay House is among the most innovative of eco-ventures.

Over the coming weeks we look forward to developing SE LEP's final strategy and helping the area really set out its stall as a 'capital for social enterprise'.

It is a task which Ministers, departments of state and every local decision-maker across the public, private and civic sectors should welcome as a key strand in the nation's long term economic plan and social renewal.

A handwritten signature in black ink that reads 'Francis Davis'. The signature is stylized and written in a cursive-like font.

Professor Francis Davis



## Creating a Capital for Social Enterprise

The South East Local Enterprise Partnership (SE LEP) was established in 2010 as one of 39 LEPs across the country set up by Government to provide "clear vision and strategic leadership to drive sustainable private sector-led growth and job creation".

We are one of the biggest LEPs in the country, but we are also one of the most local, devolving power down to established private/public partnerships with strong roots into local community.

"The devolved model - will deliver the priorities of the LEP as a whole...building on long established delivery partnerships between business, local authorities, universities, colleges and civil society" (SE LEP Growth Deal & Strategic Economic Plan, March 2014)

Covering East Sussex, Essex, Kent, Medway, Southend and Thurrock, SE LEP is the biggest LEP outside of London and we have ambitions to match. By 2021, our aim is to generate 200,000 new jobs, complete an additional 100,000 new homes and lever in new investment totalling £10billion.

"The Government expects SE LEP to open up new jobs associated with the Local Growth Fund to local unemployed and long-term unemployed people...this would be part of a wider expectation that local areas use the Social Value Act...maximising social value" (SE LEP Growth Deal, July 2014)

Social entrepreneurs have a major role in achieving these objectives and we recognise the innovation and drive in the sector and, critically, the added value that social enterprise brings to local communities. As a LEP, we wish to embrace and foster this.

"I was highly impressed with the strength of partnership working and the real focus being given in the programme to helping those most in need. SE LEP and local partners have done a tremendous job and now need to ensure the (Social Inclusion/Big Lottery) programme makes a real impact in helping people get prepared for work when funding comes on stream next year." (Minister for Civil Society Rob Wilson, November 2014)



Our £442m Growth Deal with Government and £180m EU programme now offer significant new opportunities for growth in private, public and community sectors. In the way that we commission and operate these programmes with local partners, opportunities for social enterprise will be wide and varied.

## Through our EU programme...

**Join us in building an escalator of opportunity:** through carefully negotiated partnerships with the Big Lottery, DWP and Skills Funding Agency, we will help people into employment, calling for targeted projects across the learning continuum, from the support of those furthest away from the labour market to boosting those in need higher level skills to work in one of our SE LEP growth sectors.

**Find innovative new ways tackle deprivation:** funding will be targeted at locally driven programmes in some of our most isolated or deprived communities – we anticipate a strong role for social enterprise.

## Through our Growth Deal...

**Add Social Value:** our major road infrastructure programme offers opportunities for employment and social value – the RBLI example of highways work later in this pamphlet is a great demonstration of what can be achieved.

**Get guidance to grow:** a network of nationally-linked Growth Hubs will be developed to provide support for innovation and growth – locally delivered, and learning from the flagship Southend model. Growth Hubs will be rolled out across the SE LEP area.

## Through new investment funds...

**Obtain new forms of finance:** by building our own £5 billion SEFUND property and infrastructure fund and through the European "access to finance" funding and by stimulating interest in new forms of social finance such as that pioneered by Tomorrow's People we aim to increase investment into local business and enterprise.

## By transforming our economy...

**Benefit from sector support:** From advanced manufacturing and transport to life sciences and healthcare to environmental technologies and the creative industries we aim to provide the infrastructure for growth. The facilities and ambition for the creative sector seen at High House Production Park and the media ambitions for Purfleet demonstrate how this vision may be achieved and the opportunities for all sizes of enterprise.

**Build a healthy society:** An ageing and more demanding population and the drive for good community health offer huge opportunities for social enterprise – Social Enterprise of the Year, Provide, shows just what can be achieved.

The South East LEP and our local partnerships are open for business. Help us shape our strategy and make the South East the capital of Social Enterprise.

# Making the South East the Capital of Social Enterprise:

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## The Process

SELEP working with Cathedral Innovation Centre

September to December 2014

September 2014: Announce intention to establish SE LEPs position as 'a capital of social enterprise' and announce launch and consultation conference at Thurrock.

Visit by Rt Hon Rob Wilson, Minister for Civil Society, to Medway to see work in action and announce a special social investment conference in New Year in partnership with Cabinet Office.



December 2nd: Hold launch and consultation conference at Thurrock with expert speakers and reaching out to the region's organisations.



December 5th : Appeal goes out to national networks and departments of state inviting their suggestions and partnership.



Christmas/New Year : Strategy is Launched



# The South East in the News

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## Minister for Civil Society Rob Wilson MP visits Medway.

As the South East LEP issues a call for feedback as it works up its social enterprise strategy Minister for Civil Society Rob Wilson MP boosted support for local charities and community groups helping those furthest away from the labour market in a visit to Medway Council organised by Medway and the South East Local Enterprise Partnership (SE LEP), the local agency for jobs and homes.

Local groups in Medway and Kent are amongst those able to deliver the £16m programme funded by the European Structural and Investment Fund and the Big Lottery Fund which is targeted at those who need most help to get into employment.

Hosted by Medway Council, the Minister was able to meet local community groups shaping the programme and to hear about the excellent work already underway to combat worklessness in Medway and Kent and to build the capacity of the voluntary and community sector to do even more.

Minister for Civil Society Rob Wilson commented: that he 'was highly impressed with the strength of partnership working and the real focus being given in the programme to helping those most in need.

'SE LEP and local partners have done a tremendous job and now need to ensure the programme makes a real impact in helping people get prepared for work when funding comes on stream next year. To attract further support into the sector, I was also delighted to offer the Cabinet Office's support to work with SE LEP to launch a social investment conference in the new year.'

SE LEP Board member and Leader of Medway Council Rodney Chambers added: 'The Minister recognised Medway's dynamic and growing local economy and the huge potential for local jobs. He also heard how the council is leading the way in working with charities and community groups in delivering better services and support for local people.'



Above: Minister for Civil Society, Rob Wilson, visits Medway.

# Case Study:



## Royal British Legion Industries

As the public commemorate 100 years since the start of the Great War, we at Royal British Legion Industries (RBLI) also reflect on our own association with this monumental event. RBLI were founded in 1919, a year after the war ended, to provide healthcare and occupational therapy for returning sick, injured and wounded soldiers. Nearly a century later this founding purpose remains at the core of what we do.

We are an independent charity but work closely with many other military charities. Our distinction is that we produce a wide range of goods and services, trading as a Social Enterprise, and are not involved in traditional direct fundraising.

### Life after the Forces

RBLI use the proceeds from our Social Enterprise to support our wider charitable work, which includes helping Veterans back into work on Civvy Street. Whilst the majority of people leaving the Armed Forces are very well equipped to make an outstanding contribution in the world of work, some, for a variety of reasons, need our support. This could be just prior to their leaving, or indeed many years afterwards; we make no distinction.

An example of that support is our LifeWorks programme. LifeWorks provide Veterans with a free high quality intensive vocational assessment and coaching to assist them develop new careers. Over 274 Veterans have attended LifeWorks in the past couple of years, and 84% of these men and women have subsequently moved into work, further education or training.

**Signs**  
RBLI

RBLI is a leading national provider of Rail Signs, Road Signs and high quality Construction and Site Safety Signs.

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Email: info@rbli-signs.com

**BUILT BY BRITAIN'S BRAVEST**

**Social Enterprise**  
RBLI

Purchasing Signs from RBLI helps provide employment for some 130 Armed Forces Veterans and disabled people in RBLI's Social Enterprise.

For a competitive quote and more information contact us today:  
Tel: 01622 795960  
Email: info@rbli-signs.com

**BUILT BY BRITAIN'S BRAVEST**

The LifeWorks programme has been acknowledged as a market leader, and has secured the Government's Labor Funding allowing RBLI to provide similar support to the spouses of service personnel, for example helping them to re-enter the labour market following a period of child care.

## Supplier of Signs for Road and Rail - Delivering Social Value

Every day we make journeys on the UK's 20,000 miles of rail or 245,000 miles of road, and we read hundreds and hundreds of signs placed for our guidance and instruction. People are often surprised to learn that many of these signs are manufactured by Veterans employed by RBLI.

Our customers, which include Network Rail, Amey and Balfour Beatty, demand quality and a competitive price, and it is our drive to meet these demands that make us successful. Social Enterprises like ours are in business in order to deliver on our charitable objectives. For RBLI these include providing over 120 jobs for our beneficiaries, over 50 % of whom are Armed Forces Veterans and disabled people. Therefore, our customers know that by having us as part of their supply chain they will get quality, value for money and social value.

We have recently invested £250,000 in new equipment in our Sign Shop and were delighted that Secretary of State for Transport performed the official opening. This investment reflects our confidence that we can continue to grow our business and provide more training and employment opportunities for those who have served our country in the Armed Forces.

## Armed Forces Community Covenant

The introduction of the Armed Forces Community Covenant (AFCC) by our close colleagues at the Royal British Legion has been a very welcome development. It has to be right that we put greater effort into ensuring the military, the wider public and voluntary sectors work at a practical level to assist our veterans in adjusting to civilian life. RBLI have helped several Local Authorities with the implementation of the AFCC as one of the core areas of support identified in helping Veterans start new careers.

## A New Social Value Partnership with SE LEP Councils

Many Local Authorities have come to us asking to buy our road signs as they know this work provides employment to Armed Forces Veterans. Local Authorities have also been asking us to deliver the LifeWorks programme to their Veteran communities. Now, there is the opportunity to do both, following the welcome announcement that the SE LEP area is to receive £400m of transport investment.

RBLI would like to be a social value partner and deliver some of the signage for new road schemes. If we can secure new orders, we will in turn be able to provide a LifeWorks programme for Veterans in each of the six County and Unitary Authorities. We think such a partnership would be an excellent example of how the SE LEP, as the "Capital of Social Enterprise", does business.



## My Story - Steve Hammond

I joined the 1st Battalion Welsh Guards in 1977 and served in Northern Ireland and the Falkland Islands. It was in the Falklands that I was injured, when HMS Sir Galahad was struck by an Argentinean missile. In 1989 I had to leave the Army due to my injuries. I returned home to Shropshire, and quite honestly I found starting a new career very difficult, not least of all because I needed operations on my knees. However, the wait at the time was years.

RBLI contacted me and made arrangements for the operation, they gave me a home for my family and I, and when I was finally back on my feet they gave me a job in their Social Enterprise. I am now a Team Leader at our factory in Kent. Many of my colleagues are ex-forces and we bring a good military discipline to work. I am proud of what RBLI do. We are a successful business but there is a wider social purpose: they certainly helped me and continue to do the same for many others.



Above: RBLI's Steve Hammond (centre) showing the Secretary of State for Transport, Patrick McLoughlin MP (right) an RBLI road sign product.



# Case Study:

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## Provide

Provide is a Community Interest Company (social enterprise) and a mutual. We deliver a broad range of health and social care services in the community including GP practices, and are committed to making sure that they are safe, responsive and of high quality.

We work from a variety of community settings, such as three community hospitals, community clinics, schools, nursing homes and primary care settings, as well as within peoples' homes to provide over 50 services to children, families and adults.

We provide services across Essex, Peterborough, Cambridgeshire, and the two London boroughs of Waltham Forest and Redbridge. We have a turnover of approximately £56 million (March 2014) and increase of over 15% since inception; we employ over 1,100 people and serve communities with a total population of more than 1.9 million people.

## Our vision and values

Our vision is to be a leading provider of integrated health and social care, delivering quality services that are effective and safe whilst providing an excellent patient experience and value for money. Our leaders and management team are some of the most talented and passionate individuals in the industry. A number of them have been recognised with national awards for their exceptional performance. To develop our values, we asked our staff what kind of values and working behaviours they would want from their ideal employer. We then honed the feedback into four key action orientated values:

Listen, Learn, Act, Together

We re-arranged these to form the slogan 'ALL Together' which reflects our core role in the community and the importance of staff working together to deliver exceptional service.

## Our staff

We want our staff not to just have jobs with us, but to have careers. In 2012 we funded £245,000 of training (7% more than in 2011) to help staff reach their potential. Courses ranged from foundation degrees, to managerial training and psychological therapy. In addition we enrolled 14 staff on our apprenticeship programme.

We invest heavily in benefits and rewards to support and motivate our staff. As a result we have seen both productivity and staff satisfaction results improve.

## Customer satisfaction and quality

Our annual patient survey results have improved significantly, with 95% of patients giving a 'top 2' answer (the 2 most positive of 5 possible answers), 10% more than in 2011.

In addition, we received over 500 letters of thanks from patients in 2012, 200 more than in 2011.



In 2013/14 we received 1215, and we are on target to exceed that total in 2014/15. As a result of our improvements, our Net Promoter Score (friends and family test) has increased by 25%.

Our standards are evident from the following:

National recognition: We achieved 2nd place in the UK league table for delivery of Human Papilloma Virus vaccine.

Cleanliness/hygiene: Exceptional standards, with no cases of MRSA or Clostridium Difficile in 2013/14.

Improved performance: If we underperform in any area, we are issued with a 'performance penalty' from the NHS. We have reduced these from 5 in 2011/12 to 1 in 2012/13.

Patient Environment Action Team: This surveys our patients and members of the public to assess our performance. Our results are consistently high, as demonstrated on Courtauld Ward, Braintree Community Hospital:

- Environment = 5 (Excellent).
- Food = 5 (Excellent).
- Privacy/dignity = 4 (Good).

## Our achievements

As a community interest company our contracts and funding have to be earned by innovating to provide improved patient care. The improvements in patient care have aided our tender performances to achieve a tender success rate of 66% (double our target), increasing our contracts with the NHS and Local Authorities six-fold in the last two years (from two to twelve).

Through innovation we have improved our levels of patient care in every aspect including the use of technology such as iPads to deliver speech and language care. In fact we've done so well that we've been able to invest a staggering £1.5m back into the business to support our services, and a further £1.15m in local community initiatives and charity schemes.

We have delivered 7% savings annually and have undertaken two productivity projects that have increased patient face-to-face time and reduced spend on agency staff. We have achieved strong financial growth since we became a stand-alone social enterprise.



## We have won the following clinical and business awards:

Infection Prevention and Control category shortlisted - Nursing Times Awards 2013  
Giving Voice award winner - Royal College of Speech and Language Therapists 2013  
Social Enterprise of the Year winner - National Business Awards 2013  
Best New Company winner - Mid Essex Business Awards 2013  
Public Service Mutual of the Year winner - The Philip Baxendale Awards 2013  
Health and Social Care category winner - Social Enterprise Awards 2013

As a result of our success we were identified to be one of the first four community service providers to be inspected by the Care Quality Commission under their new inspection regime in January 2014. We are also the first social enterprise to they have inspected.

The CQC said "In general we found that community services were safe, with pathways of care effectively used to meet the needs of patients, families and carers. The vast majority of people we spoke to were positive about their care but especially in regards to services provided to children and families." The full CQC report can be read from their website via the following link: [www.cqc.org.uk](http://www.cqc.org.uk).

## Innovation

We are continually developing exciting new ways of improving patient care and we are currently working on 13 innovative services. Our commitment to innovation has allowed our social enterprise to succeed where many have failed. The Health Service Journal has described us as the "most entrepreneurial" of the social enterprises providing community services.

## Partnerships

Provide has a strong track record of establishing strong commercial partnerships to respond to tenders. We have set up a consortium with Interserve, a large multinational company and North Essex Partnership NHS Foundation Trust. We collaborate with three other large social enterprises to form an additional social enterprise called Albion Health Alliance. Our combined finances (£200m+) and expertise allow us to support smaller social enterprises both in the UK and overseas, providing advice and finances. Albion has supported and invested in three enterprising start-up companies and supplied working capital to other mutual in the health and social care sector. More details can be found on the Albion website: [www.albion-cic.org](http://www.albion-cic.org).

Our Chief Executive, John Niland is one of only 15 Mutual Ambassadors in the UK. Through this role he supports other social enterprises by presenting at events and developing relationships with local organisations. He recently won the Ernst and Young London and South area Social Entrepreneur of the Year and is one of the 4 finalists for the national awards in October 2014.

## Community and environmental impact

In the past year, we have impacted on the community in the following ways:

Reinvesting over £1.15m in local community initiatives and charity schemes

Investing £1.5m into improving our community services

Expanding our workforce to provide 130 new jobs in the region

By introducing a range of new initiatives, we have achieved the following environmental improvements (based on a 2009 baseline):

Gas usage: Reduced by 19.64%. Electricity usage: Reduced by 14.28%.

Carbon emissions: Reduced by 8.86%.

# Case Study:

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## The Bay Trust

### 'Creating Rural Innovation Hubs'

Founded in 1969 by 'Flowering' Fred Cleary CBE, The Bay Trust is one of the leading environmental education organisations in the South East of England.

This multi-faceted social enterprise is focused on preserving and enhancing the local environment, as well as providing a wide range of opportunities for people of different ages and backgrounds to learn about healthy and sustainable living. The Trust is committed to activities and initiatives that are working in harmony with the Earth's life sustaining systems which in turn help enrich the local community and provide appropriate resources back to this organisation i.e. the triple bottom line of environment, community and economy.

In fulfilling its mission, the Trust is seeking to provide real-world models of sustainable living; providing 'show and tell (and do)' educational experiences for all those visiting the Trust's two main centres at Rippledown and The Pines Calyx & Garden.

The Trust's work over recent years has, in partnership with others, has yielded some significant delivery models for innovation in a rural setting, both in terms of 'hardware' (land and buildings) and 'software' (education and community integration). From this foundation a range of planned projects and programmes have been carefully prepared for delivery over the coming 3-5 years.



### Charitable Objects

- 1) To promote and provide for education and science in the UK and elsewhere, in particular but not by way of limitation in the fields of environmental protection, preservation and conservation; and/or
- 2) To promote for the public benefit the preservation of the natural beauty, flora and fauna of St Margaret's-at-Cliffe and other such areas as the trustees shall from time to time determine.



# Purpose

(i.e. The Focus for activities that the Trustees have chosen to adopt in fulfilling the Trust's charitable objects in the most effective manner)

- 1) The delivery of a wide range of opportunities for people of all ages to learn about and experience practical healthy sustainable living within a low carbon world.
- 2) The provision of educational programmes about all aspects of healthy and sustainable living, enabling experience at first-hand, and thus to inspire and encourage both individuals and communities to lead healthier and more sustainable lives.



## Collaborating with...

- Local Statutory & Non Statutory Organisations:
  - Dover District Council
  - Dover and Deal Town Councils
  - 'Deal with It'
  - St. Margaret's at Cliffe Parish Council
- County-based Organisations:
  - Action with Communities in Rural Kent
  - Kent Downs AONB Unit
  - Kent County Council
- FEHE Colleges: Kent, Cambridge, Bath & UCA Universities and MIT (in USA)
- National Bodies:
  - Permaculture Association
  - Global Action Plan
  - The Good Homes Alliance
  - Individual Champions e.g. Rod Springett and Pete Halsall



# Case Study:

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## High House Production Park

High House Production Park is the result long term collaboration between the Royal Opera House, Creative & Cultural Skills, ACME Studios and Thurrock Council. The first phase of development of the 14 acre site; its heritage buildings and public park, was completed in 2010 with the opening of the Royal Opera House's Bob and Tamar Manoukian Production Workshop. This was followed in 2013 by the launch of Creative & Cultural Skills Backstage Centre, a world class production, rehearsal and training venue for performance, broadcast and live events. Acme Studios opened the High House Artists' Studios in October 2013, a new building that reflects the latest thinking in creative workspace. This unique partnership is building a centre of excellence for the creative industries, highlighting the UK's particular strengths in craft and technical skills.

## Current initiatives

### Royal Opera House

All the sets and scenery for each new production on the Royal Opera House stage have been built and painted in the Bob and Tamar Manoukian Production Workshop. The Bob and Tamar Manoukian Costume Centre, currently under construction on the Park, will house more than 20,000 costumes for opera and ballet productions currently in the repertory, as well as stock costume and the archive collection. In a unique partnership with South Essex College, there will also be permanent workrooms for students. The proximity to the costume archives will provide a wealth and depth of material for the students to study. The students will also be provided with opportunities for specialist placements with the Royal Opera House Costume department, providing a springboard for ensuring the specialist skills are passed on to the next generation of costumiers.

Alongside the building project, a Low Carbon Business Support Programme, Culture Change, is being led by the Royal Opera House for small to medium sized enterprises within the Creative and Cultural industries in the East of England. This is an important opportunity to bring together expert partners to share knowledge with small organizations, 86% of which comprise four employees or less, with a focus on effective social media, sustainable recruitment, and workshops on fundraising and how to secure apprentices.

### Creative & Cultural Skills

In 2013, Creative & Cultural Skills opened The Backstage Centre, the facility was designed and specified to the world-class standards by experts in the theatre, music, film and live events industries. The flexible space is used for rehearsing and preparing live productions, filming for TV and the big screen, as well as testing and developing new equipment, techniques and training. The centre also offers young learners the chance to experience real-time training with some of the world's best bands and theatre companies in a large-scale industry-standard venue, strengthening their skills and giving them the practical experience of working in a real-world environment.



In November 2013 Building a Creative Nation, a national campaign was launched to deliver a further 6,500 apprenticeships and paid internships for young people by 2016. Through the campaign employers in England are able to apply for grant funding from the Creative Employment Programme which is funded by Arts Council England using National Lottery money.

In September 2014 an expression of interest was submitted to the Department of Business Innovation and Skills to develop The Backstage Centre as a specialist employer-backed National College to accelerate industry led training in 'behind the scenes' craft specialisms that are relevant to the music, performing arts, events, film, television and visual effects industries. BIS investment will enable the development of bespoke training for elite craft and technical specialisms to address skills gaps and will provide investment to convert the High House building into overnight accommodation for visiting students.

## Acme Studios

High House Artists' Studios, 39 studios and 4 work/live studios opened in 2013 and are fully occupied with a waiting list for these exceptional, purpose-built artists' studios with rents significantly below those in the capital.

Acme's other recent new-build projects with commercial or social housing developers create permanent, affordable studios as part of larger mixed-use developments. However the partnerships end when the buildings are occupied. The unique concentration of creative organisations at High House Production Park will ensure that collaborations will continued to be developed, benefiting artists, extending the work of the partners and establishing the Park as both a local resource and a centre of international significance.

## Thurrock

Adjacent to High House Production Park, are proposals to build over 2,000 homes, a new town centre plus 500,000 sq ft of state of the art TV and film studios. The media facility, to be built will meet huge domestic and international demand for modern studio facilities in London and the South East, facilities which are to include Europe's largest indoor water tank. This flagship development has become possible because of the vision for Creative Industries led by High House Production Park.

Central to the vision and priorities of Thurrock Council is the cultural agenda . With support from HHPP, the Council agreed 'Unleashing Creative Ambition,' a statement of its strategic priorities for arts, heritage and culture . As a result this, Thurrock Council and local Head Teachers have commissioned the Royal Opera House to lead and co-ordinate a Thurrock Schools Cultural Offer that will reach every school by Sept 2015.

The Council recently met with craft skills bodies including London Guilds and Livery Companies to commission Crafting the Future of Thurrock, a bold initiative to apply high quality craft skills to improve the quality of development in the local area. In partnership with local developers and construction companies, new craft skills apprenticeships will be created using opportunities presented by housing and highways development.

# Our Specialist Contributors

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Contributors, Speakers, Advisors and Writers

## Peter Jones CBE



Peter Jones, a former investment banker, became SE LEP chairman on 1 August 2013, taking over from John Spence. He spent his working life in the City of London as a partner of Laing & Cruikshank and subsequently worked for Bankers Trust on Mergers and Acquisitions in London. He has held several non-exec directorships of UK, US, and Australian companies.

Mr Jones was also a county councillor in East Sussex from 1997 and leader from 2001 until standing down in May 2013. He was one of the founding Board Members of SE LEP while leader of East Sussex County Council.

## Professor Francis Davis

Francis Davis is Acting CEO of Southern Policy Centre. A graduate of Southampton, Warwick and Durham Universities he previously taught social sciences at Oxford and Cambridge Universities. A former ministerial advisor under the previous and present governments he is also a former Chairman of the Southern region of a major trade association in the private sector. A regular contributor to BBC Radio he has published in the Times, The Guardian, The New statesman, Conservative Home, Standpoint Magazine and many other publications. He is an advisor to several local authority CEOs and an advisor to several local authority CEOs.



## John Niland



John Niland has a degree in Politics from the University of Essex and post-graduate degree from the University of Southbank in Urban Policy. Although the bulk of John's career so far has been in the local government setting, having worked for 16 years in various positions, he previously worked in both the voluntary and independent sectors. He was a transport planner with Essex County Council before moving into the planning and commissioning services in social care. He is credited with setting up community and accessible public transport schemes across the county of Essex.

John's involvement with the NHS began in 2004 when he became PEC Chair of the former Maldon & South Chelmsford PCT, and then Joint PEC Chair of Mid Essex PCT. He was appointed Project Director, Provider Services in April 2007 and is now the Chief Executive of Provide.

## John Willis



John Willis, a Cambridge graduate, practised law as a solicitor in London and Cambridge for 12 years before taking on the redevelopment of the Cambridgeshire village, Papworth Everard. This 13-year project involved establishing a business park, creating a village centre and facilitating the construction of a new bypass. The result is one of the largest social enterprises in the region, which generates significant financial support for the Papworth Trust, the leading disability charity.

More recently, John assisted the national award-winning social enterprise, NAVIGO Health and Social Care CIC, to spin out from the NHS. John founded a new charity, Power2Inspire, in 2013, following his successful swim in an able-bodied triathlon relay. P2I will encourage greater engagement in sport and healthy lives, concentrating on integrating competition and activities between disabled and non-disabled individuals and groups. John holds an MPA (Master of Public Administration) from Warwick and runs his own consultancy company, Short Leg Consulting. John is committed to improving the governance of the organisation and to linking improvement in the board's performance to the activities of our dedicated staff.

## Baroness Stedman Scott

Deborah Stedman-Scott, Baroness Stedman-Scott, OBE, DL, FRSA is a Conservative member of the House of Lords and Chief Executive Officer of Tomorrow's People Trust. Stedman-Scott has worked for National Westminster Bank 1972–1976, for the Salvation Army 1978–83 and for Tunbridge Wells Chamber of Commerce 1983–84. She joined Tomorrow's People Trust in 1984, a charity working with unemployed people. She held various roles there, rising through the ranks to become Chief Executive in 2005. The UK Charity Awards 2005 named her Charity Principal of the Year. She was appointed a Deputy Lieutenant for East Sussex in 2007 and an Officer of the Order of the British Empire in the 2008 New Year Honours. On 12 July 2010 she was created a life peer as Baroness Stedman-Scott, of Rolvenden in the County of Kent. She is also a Trustee of New Devon Opera and New Philanthropy Capital.



## Andrea Stark



Andrea is a founder and first Chief Executive of High House Production Park (HHPP) in Thurrock, a new charity established to advance culture-led regeneration and growth.

Previously a member of the National Executive Board of Arts Council England, with responsibility for two regions and for its national work to shape public policy beyond the cultural sector.

In 1999 Andrea became Chief Executive of Eastern Arts Board where she devised a highly successful investment strategy that generated over £125 million in funding for a series of world class arts centres.

As arts chief for Dundee City Council and the City of Sunderland, Andrea led major regeneration projects to position the arts as a driver of local economic development. (continued overleaf)

Extensive practical experience of brokering collective ambition, generating new resources, often in unlikely places, to create major projects that make a lasting impact. An influential advocate, generating new ideas for the role culture can play at the heart of public policy and strategy at a national and local level.

After completing postgraduate studies in cultural policy at University of Birmingham, Andrea's early career was in youth and community theatre in London.

## Andrew Brady

Andy is a senior lecturer in Lord Ashcroft International Business School, based in Chelmsford. Having worked in the public and private sectors, but most extensively in the voluntary and community sector in London, Andy became a project manager at Anglia Ruskin in 2001.

Andy has been a director of Social Enterprise East of England (SEEE) since the company was founded, taking responsibility for areas including membership, marketing, and the SEEE website. As well as the regional role with SEEE, Andy has worked on a number of national social enterprise projects. He holds a Masters degree from the Judge Business School, and has published research on networks for social enterprise.



## Steve Sherry

Steve has been Chief Executive since April 2010 and has a MBA and a MSc in Strategic Studies. With a wealth of experience of implementing change in many differing environments, including Pakistan and the Czech Republic, Steve is enjoying leading RBLI at a time of significant growth, innovation and modernization. Enabling people to achieve independence and success remains RBLI's purpose in life.

## Charles Bicker

Charles Bicker, MSt. (Cantab), FRSA is an entrepreneur and strategist, writer and speaker, with some 27 years experience of growing organisations and groups to corporate level either in leadership roles or as strategic support. Charles has worked as a serial social entrepreneur for 15 years, leading or chairing well known health organisations such as the iconic and award winning Blackthorn Trust. Most recently he headed the Innovation for Health project, commissioned by the former Minister of Health & Social Care, which researched and advised on innovation and commissioning with Social Enterprise – one of the outcomes has been The Innovation Consortium CIC.



Charles is that rare animal – a corporate level social entrepreneur who has time for academic and research interests – which he has developed as a member of Wolfson College, University of Cambridge; Charles has a Masters in Social Enterprise & Community Development and has published several papers in this specialised field. Charles offers strategic support, guest lecturing and keynote speaking specialising in innovation, entrepreneurship, rapid growth, turnaround, corporate level investments, consortia and shared power structures and governance; cross sector working & policy implementation.

# Agenda - 2nd December 2014

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## For the launch of the Social Enterprise Strategy

Location: High House Production Park, Purfleet, RM19 1RJ

### Jobs and Innovation: Making the South East the Capital of Social Enterprise 'Infrastructure - Investment - Support'

9.30am Coffee and arrivals and registration.

10.30am Welcome by Peter Jones, Chairman CBE, South East LEP. The role of SE LEP in supporting social enterprise. The potential for growth within the South East - Social enterprise in a re-balanced South East economy.

10.40- 10.55am Re-imagining enterprise - the 'social enterprise moment' by Francis Davis, Social entrepreneur, Ministerial Advisor and academic. The economic opportunity, the political imperative, the moment for social enterprise.

10.55-11.10am The Creative Sector : Skills, infrastructure and social enterprise by Andrea Stark, Chief Executive, High House Production Park. Opportunities for growth in the creative industries, providing the infrastructure for innovation, the benefit of place.

11.10 - 11.30am John Willis and John Niland, Chair and CEO of Provide, Cabinet Office Social Enterprise of the Year. Transforming health provision: the social enterprise model in health and social care and the future of community health.

11.30 to 11.45am Local support for local employment by Baroness Stedman-Scott, OBE DL and Chief Executive Tomorrow's People and advisor to the Centre for Social Justice. Local employment solutions for local people and looking at social enterprise as a route into work. Including the role of social finance (Content to be confirmed).

11.45 to 12.00pm Social Value and growth by Steve Sherry CMG OBE, Chief Executive of Royal British Legion Industries (RBLI). Integrating support, recognising opportunity, delivering Social Value.

12.00-12.15pm Eco-innovation in the South East by Alistair Gould from The Bay Trust.

12.15pm (with coffee) Break out groups: opportunities to shape SE LEP's programme for growth and for discussion with speakers.

Health and social care: Led by John Willis, Provide

Employability and social finance: Led by Baroness Stedman-Scott, Tomorrow's People

Education and skills: Led by Andrea Stark, High House Production Park

1.00pm Plenary feedback

1.30pm Lunch 2.30pm Tour of High House Production Park (optional).





## simplecall business and Zamir Telecom

**simplecall business**, a division of Zamir Telecom, represents a family of brands delivering a range of VoIP products and services to the business and retail market. simplecall business provides a wide portfolio of services covering on-premise and hosted based IP solutions, bulk SMS, data connectivity, mobile and International dialling offerings. Its customers consist of small to medium-sized business, as well as large corporates, such as Johnson & Johnson.

**simplecall business** portfolio of products include high-quality, scalable offerings that deliver what customers want – reliable, affordable, flexible and easy to use solutions to the communication needs.

Voice over IP enables enhanced benefits to the traditional TDM based fixed lines (analogue or digital). For example, with VoIP, the user can extend his telephone network to include smartphones as part of the telephone network though the use Apps. Additionally, call rates are usually much lower due to better access to worldwide wholesale platforms, has greater flexibility to easily move numbers between offices within the country and around the world instantly, conferencing facilities, call recording and more.

**Zamir Telecom** is one of the very few global VoIP solution providers with direct contracts with local incumbent telecommunications operations across the globe. Its primary business includes A-Z IP termination services, implementation of PSTN & multiplatform networks, retail & reseller solutions for VOIP services and providing P2P network connectivity over International Private Leased Circuit [IPLC]. Its carrier partnerships include BT, Deutsche Telecom, China Telecom (Pak), Verizon, Tata and Telecom Malaysia.

Zamir Telecom has also installed and maintained managed IP infrastructure for other telecoms carriers such as Exchange Telecom in Nigeria. Managed services (for VOIP) is a major growth area for Zamir Telecom due to the 10 years technical expertise in this area.

Currently the Zamir Telecom group handles in excess of 15 million VOIP minutes per day, carrying traffic to all parts of the world.

## Customer Case study: London School of Business and Finance

The London School of Business and Finance is a 10,000-student international university with a main campus in Holborn. Its staff consists of more than 1,000 employees across seven worldwide offices, as well as remote and home-based workers. In order to reach its current and prospective students from 130 countries around the world, the university needed a reliable, technically capable and cost-effective solution. LSBF chose **simplecall business** to lower its costs and unify its global offices.

LSBF's requirements were met with SIP trunking services and multi-site integration, leveraging its existing infrastructure. The university uses MS Lync as its main PBX and calls are sent through the Mediation Server. Typically, **simplecall business** handles around 500,000 minutes per month for LSBF, half of which is international traffic.

Ultimately, LSBF was able to unify its international offices in North America, Europe, Asia, and the Middle East, as well as reduce costs when calling its global student population.

To contact simplecall business for a free consultation, call +44 (0) 203 435 0033 or email [enerland@simplecallbusiness.com](mailto:enerland@simplecallbusiness.com)