

HAMPSHIRE COUNTY COUNCIL

Decision Report

Decision Maker:	Executive Member for Policy and Resources		
Date:	26 September 2018		
Title:	Investing in Hampshire Bids		
Report From:	Director of Culture, Communities and Business Services, Director of Economy, Transport and Environment and the Director of Corporate Resources		
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1. Recommendations:

- 1.1. That the Executive Member approves the application for an Investing in Hampshire award to the Live Theatre Winchester Trust for £375,000.
- 1.2. That the Executive Member approves the application for an Investing in Hampshire award to the Winchester Excavations Committee for £200,000.
- 1.3. That the Executive Member approves the application for an Investing in Hampshire award to Centre for Social Innovation/South Efford House, Lymington for £75,000 (note that it is proposed that this would be paid under different terms to the usual Investing in Hampshire support – with 50% paid in advance, 50% on achievement of agreed milestones).

2. Executive Summary

- 2.1. This report considers three requests for funding under the Investing in Hampshire Fund. The first request is in respect of a contribution towards the transformation and improvement of the Theatre Royal, Winchester. The second request asks for a contribution towards the cost of publishing further volumes of the Winchester Studies and the third request is in respect of a contribution towards the Centre for Social Innovation/South Efford House in Lymington.
- 2.2. These projects are very different in nature but reflect both the rich and diverse heritage of the county and the strategic importance of the range of facilities provided for the benefits of residents.

- 2.3. The County has always sought to provide support and develop strong links with the organisations that have responsibility for running and maintaining the most significant facilities and heritage assets across the county and the Investing in Hampshire Fund was established to facilitate financial contributions to key projects.

3. The Theatre Royal, Winchester (Appendix 2)

- 3.1. The Live Theatre Winchester Trust is an independent Trust who operates and maintains the Theatre Royal, Winchester.
- 3.2. The Theatre is the best surviving example of a Cine Variety theatre in the country and is Grade 2 listed. The Theatre seats 400 and presents over 200 annual performances and receives over 70,000 visitors annually. In addition over 300 young people per week participate in workshops, youth theatre and dance.
- 3.3. The Trust also operates the Hat Fair, the country's longest running Outdoor Arts Festival which is supported by Arts Council England (ACE). Revenue funding to 2022 from ACE has recently been confirmed.
- 3.4. The Trust's new Chief Executive (appointed in 2017) has had a significant impact on programming and has achieved a balanced budget for the first time in many years. The last refurbishment of the Theatre was undertaken between 1996 and 2001 and during 2014 it celebrated 100 years as a theatre although the building actually dates back to 1850.
- 3.5. In order to continue the Theatre's development a number of essential improvements are required, these are detailed in Appendix 2. The proposed improvements would support the Theatre's financial sustainability and wider effective community engagement. The County Council provides an annual revenue grant of £88,000 and upon completion of the entire project (Phases 1-3) this grant could be substantially reduced or withdrawn.
- 3.6. The overall project cost for all 3 phases is £3.273m. The Trust plans to raise the bulk of the funding through external grant funding applications including to the Arts Council, Heritage Lottery and individual Trusts and Foundations. The Trust itself will contribute £185,000 via a restoration levy with a significant match funding contribution from Winchester City Council.
- 3.7. The Trust both recognises and appreciates the long standing and very significant financial support provided by both Hampshire and the City of Winchester Councils reflecting the significance of the Theatre. Equally the financial position of both Authorities is understood and the Trust is making this application based upon the firm intention to steadily reduce reliance upon local authority funding.

4. Winchester Studies (Appendix 3)

- 4.1. The Winchester Excavations Committee is a registered charity and has been operating since 1962. Upon completion of archaeological excavations in 1971 subsequent work has focused on publishing the results in a series of volumes known as the Winchester Studies.

- 4.2. To date nine volumes have been published with a further 8 yet to be published, although much work has already been undertaken on all of them.
- 4.3. The committee are committed to complete the publications' programme by 2023 and are embarking on a major fund-raising initiative.
- 4.4. The work is of considerable local and national importance and without additional funding this work would be at risk of not being completed.
- 4.5. The cost of completing the publication of the Winchester volumes is estimated at between £800,000 and £1,000,000. The Committee plans to raise the bulk of the funding through fund-raising, applications to charitable trusts and private donations.
- 4.6. The award of a grant would be conditional upon a Steering Group being established comprised of a number of stakeholders, including the County Council. The Steering Group would be responsible for ensuring that the work of the Winchester Excavations Committee is aligned to the work of the Hampshire Cultural Trust (HCT) particularly in relation to public engagement and impact and to resolve matters concerning the ownership and management of the artefacts and research.

5. The Centre for Social Innovation - redevelopment of South Efford House, Lymington (Appendix 4)

- 5.1. The Centre for Social Innovation is the over arching brand for the redevelopment of South Efford House, Lymington (the former headquarters of the New Forest National Park Authority, vacated in 2011) to deliver:
 - A fit-for-purpose, business-led, open innovation centre in the New Forest,
 - Affordable, flexible and managed workspace combined with business support, and
 - Ultrafast broadband in a rural environment
- 5.2. This is in an area of Hampshire where there is no current equivalent provision, and brings a key facility in the New Forest back into full economic use.
- 5.3. The Centre for Social Innovation (C4Si) has taken a 10 year lease on South Efford House. Over the last 2 years, C4Si has invested £370,000 of private sector funds into the project.
- 5.4. The centre will comprise of 3 interlinked and synergistic 'academies':
 - Business Innovation Academy,
 - Digital Innovation Academy, and
 - Social Innovation Academy
- 5.5. The Social Innovation Academy providing a regional "Community Hub" for voluntary, community and social enterprise organisations to:
 - Network, collaborate and develop,
 - Deliver and co-ordinate their programmes and services
 - Innovate and evolve services for local communities

- 5.6. In May 2018, C4Si, with support from New Forest District Council (NFDC) and Hampshire County Council secured a £220,000 loan from the Enterprise M3 LEP. The loan will unlock the project by providing a capital injection for refurbishing and fitting-out South Efford House.
- 5.7. In that context, C4Si has asked both the County Council and NFDC whether they could make a revenue seed funding contribution of £150,000 (£75,000 each) to support the early stages of the development of the Centre and its activities.
- 5.8. New Forest District Council's Cabinet agreed at their meeting on 1 August 2018 to support the project with seed funding of £75,000. The offer is co-dependent on Hampshire County Council agreeing to offer funding at the same level.
- 5.9. It is proposed that conditions associated with the offer of funding from Hampshire County Council should include the following:
- That the Enterprise M3 LEP due diligence process has been satisfactorily concluded;
 - All relevant planning consents are in place;
 - That New Forest District Council offers support to the equivalent value (confirmed at their Cabinet meeting on 1 August 2018);
 - That any funding agreement will be with the Centre for Social Innovation Community Interest Company (CIC) (company number 11046598) as opposed to C4Si (company number 10384229) which is a Private Limited Company, but registered at the same address
 - That payments are to be staged with 50% of the funds issued 'up-front' with the balance being payable upon completion of agreed milestones (note that this is a variation from the usual approach to awarding of such funding)
 - The centre should deliver its support in conjunction with identified business support networks including but not limited to the local Growth Hubs
 - A clawback arrangement will be put in place to ensure that if for any reason the centre ceased to operate within a short period of time, for example 3 years, each authority would seek to recover a proportion, if not all of the original seed funding
- 5.10 It is proposed that New Forest District Council acts as the awarding body on behalf of the two local authorities and assumes responsibility for the funding agreement with C4Si and ensures all conditions are met and appropriate evidence of spend is provided to both authorities.

6. Financial Arrangements

- 6.1. The proposed award to The Live Theatre Winchester Trust is conditional upon a successful application to Arts Council England in respect of its proposed refurbishment and improvement project.

- 6.2. An award to the Winchester Excavations Committee would be made on the understanding that there could be no further financial support from the County Council.
- 6.3. Any awards approved under the Investing in Hampshire Fund are only paid out after evidence has been provided to the Director of Corporate Resources of appropriate expenditure on the relevant project.

7. Legal Implications

- 7.1. Subject to certain restrictions, the County Council has the power under Section 1 of the Localism Act 2011 to do anything that individuals generally may do including the power to give grants.

8. Grants Criteria

- 8.1. Awards in excess of £100,000 are only made in exceptional circumstances as detailed in the funding criteria. The projects relating to both the Winchester Excavations Committee and The Live Theatre Winchester Trust deliver significant benefits in support of the County Council's corporate priorities as detailed in the attached appendices.
- 8.2. A copy of the criteria used for considering grants from the Investing in Hampshire fund is attached as Appendix 1 to this report.

CORPORATE OR LEGAL INFORMATION:**Links to the Strategic Plan**

Hampshire maintains strong and sustainable economic growth and prosperity:	yes
People in Hampshire live safe, healthy and independent lives:	yes
People in Hampshire enjoy a rich and diverse environment:	yes
People in Hampshire enjoy being part of strong, inclusive communities:	yes

Section 100 D - Local Government Act 1972 - background documents

The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)

Document

Location

None

IMPACT ASSESSMENTS:

1. Equality Duty

1.1. The County Council has a duty under Section 149 of the Equality Act 2010 ('the Act') to have due regard in the exercise of its functions to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act;
- Advance equality of opportunity between persons who share a relevant protected characteristic (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation) and those who do not share it;
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Due regard in this context involves having due regard in particular to:

- a) The need to remove or minimise disadvantages suffered by persons sharing a relevant characteristic connected to that characteristic;
- b) Take steps to meet the needs of persons sharing a relevant protected characteristic different from the needs of persons who do not share it;
- c) Encourage persons sharing a relevant protected characteristic to participate in public life or in any other activity which participation by such persons is disproportionately low.

1.2. Equalities Impact Assessment:

No negative impact has been identified.

2. Impact on Crime and Disorder:

2.1. None

3. Climate Change:

a) How does what is being proposed impact on our carbon footprint / energy consumption?

N/A

b) How does what is being proposed consider the need to adapt to climate change, and be resilient to its longer term impacts?

N/A

FUNDING CRITERIA FOR INVESTING IN HAMPSHIRE

The following criteria should be taken into account when considering a request for funding.

1. Assistance will be considered only in response to direct applications from properly constituted organisations seeking assistance. The application must show that the organisation is properly and legally organised and has its own bank account. Funding would only be awarded if the proposal was to support activity within agreed County Council priorities.
2. Applications will only be considered for specific capital projects for the improvement or maintenance of significant assets or facilities within Hampshire, within agreed priorities and where other substantial funding exists.
3. The wider economic benefits to the residents of Hampshire should be considered together with any complementary benefits for Hampshire County Council. Awards would normally only be given to projects within the remit of Policy and Resources.
4. Awards will not usually be made in respect of applications from the following:-
 - Government Institutions
 - Schools
 - Overseas and out of County organisations which have no direct Hampshire involvement
 - Bodies requesting funds for onward distribution to other charities e.g. mayoral appeals, carnivals, fetes, or for their own fundraising events.
5. Apart from exceptional circumstances, the requesting body would be expected to provide their own funding towards the project.
6. As a general rule, grants in excess of £100,000 will not be awarded unless significant benefits and funding are available. In exceptional cases, where the benefits are significant and directly relate to services and functions close to the County Council's key objectives, then an award greater than the level above would be considered.
7. Given the longer term nature of capital projects, requests can be considered well in advance, but funding will only be released once evidence of capital expenditure has been provided to the County Council or other arrangements made consistent with the agreement of the Director of Corporate Resources

Theatre Royal Winchester Building Transformation Project

Applicant	Live Theatre Winchester Trust
Name / Location of Project	Theatre Royal Winchester Building Transformation Project
Summary of Project / Bid	<p>As the best surviving example of a Cine Variety Theatre in the country and a grade 2 listed building the Theatre Royal Winchester is a real asset to Hampshire which needs to be enabled to flourish and grow its audiences and its participants in the decades ahead.</p> <p>The Live Theatre Winchester Trust wants to develop the building it operates to become a more effective and accessible cultural magnet for the people of Hampshire. It also wants to find ways of becoming more financially sustainable as a charity and less reliant on regular revenue funding from the County Council and to support its growing aspirations to engage with local communities.</p> <p>The Trust both recognises and appreciates the long standing and very significant financial support provided by both Hampshire and the City of Winchester Councils reflecting the significance of the Theatre. Equally the financial position of both Authorities is understood and the Trust is making this application based upon the firm intention to steadily reduce reliance upon local authority funding.</p> <p>It seeks to do this by implementing the following key improvements to the existing Theatre Royal Winchester building, currently planned across three phases:</p> <ul style="list-style-type: none"> • Rework the external visibility and access to ensure more people notice the theatre and are encouraged, enabled and welcomed to come in. • Develop the outdoor space between the Theatre and the Winchester Discovery Centre as part of a longer term strategic vision to develop a more joined up, cohesive offer between the two buildings. The aspiration is for this area of town to become a cultural hub for the city of Winchester, driven by performance and creative learning. • Redesign and redevelop the foyer and bar area to create a more contemporary, exciting and flexible space. This will enable a new, miniature cabaret style performance area, a day time creative café and a digitally equipped meeting space. • Update the projection and sound facilities in the auditorium to enable live streaming and high quality digital cinema to be shown. • Introduce air cooling into the main auditorium and replace the boilers to enable a more conducive environment for watching performance all year round and to improve the environmental performance and cost efficiency of the building.

	<ul style="list-style-type: none"> • Create a better environment for people with special needs including introducing braille signage and increasing the size and scope of the disabled cloakroom. • Improve the back stage facilities for artists and visiting users including upgrading the existing rehearsal/meeting room facility to encourage more hiring opportunities. • Replace carpets and refurbish worn seating <p><u>Project Outcomes:</u></p> <ul style="list-style-type: none"> • Increased audiences by 20% or 14,000 a year • An additional 25,000 users of the building a year as a result of the new day time cafe and increased flexibility in how the spaces can be used • 15% less energy use resulting in a 30% reduction in carbon footprint and £3,000 of savings in energy bills • Additional gross turnover as a result of all the changes and developments envisaged of up to £300,000 • An increase in the wider economic impact (as measured by the AIM economic impact calculator) from c£1.4M to over £2M a year 																
Funding Requested	£375,000	2018/19															
Funding Arrangements (including matched funding)	<p>The project is envisaged in 3 phases.</p> <p>Phase 1 is fully costed with planning permission applied for and architects' drawings and plans prepared.</p> <p>Phase 1 applications for funding are submitted or in the process of being submitted. The total cost of phase 1 is £893,782.</p> <p>Applications submitted already or due to be submitted imminently for phase 1 include:</p> <table border="0" data-bbox="485 1435 1251 1693"> <tr> <td>Arts Council England Small Scale Capital :</td> <td>£ 388,000</td> </tr> <tr> <td>Town Improvement Fund (CIL):</td> <td>£ 35,000</td> </tr> <tr> <td>Foyle Foundation:</td> <td>£ 15,000</td> </tr> <tr> <td>Garfield Weston Foundation:</td> <td>£ 40,000</td> </tr> <tr> <td>29th May 1961 Charitable Trust:</td> <td>£ 15,000</td> </tr> <tr> <td>Backstage Theatre Trust:</td> <td>£ 15,000</td> </tr> <tr> <td>The Mackintosh Foundation:</td> <td>£ 6,000</td> </tr> </table> <p>Phase 2 is estimated to cost £950,000 and will include an application to the Heritage Lottery Fund (£195,000) as well as Winchester City Council (300,000) and a public fundraising campaign. The estimated cost of Phase 3 is £1.5m. The application to Winchester City Council for all 3 proposed phases is in the order of £950,000.</p>			Arts Council England Small Scale Capital :	£ 388,000	Town Improvement Fund (CIL):	£ 35,000	Foyle Foundation:	£ 15,000	Garfield Weston Foundation:	£ 40,000	29 th May 1961 Charitable Trust:	£ 15,000	Backstage Theatre Trust:	£ 15,000	The Mackintosh Foundation:	£ 6,000
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What are the benefits for Hampshire	The population of Hampshire is increasing in both size and age. At the same time there are significant new housing developments in and around Winchester that are attracting a younger demographic																

<p>Residents?</p>	<p>with families.</p> <p>Improving the ability of The Theatre Royal to engage more people within its existing footprint is a relatively cost effective way of ensuring a vibrant cultural offer is maintained as the population expands.</p> <p>The improvements envisaged will particularly enable older residents and young families to engage with the organisation.</p> <p>The new café will be a portal for those who may not be traditional theatre goers or for those for whom main house productions feel expensive.</p> <p>The informal stage will provide performances for the very young as well as a platform for music, poetry and storytelling which can often be a real joy to older residents or those living with dementia. (By 2020 it is estimated that 31% of those aged 65 or above in Hampshire will be doing so.)</p> <p>The Trust are also keen to find ways to encourage and platform emerging artists, especially those graduating from the two universities with campuses in the City. The more flexible public spaces will offer these opportunities.</p> <p>Air cooling and live streaming in the auditorium will enable year round programming, a safer and more conducive environment for Hampshire residents to enjoy performance and the opportunity to present the best work from around the globe such as The Met Opera and The Bolshoi Ballet.</p> <p>Improved access and visibility will help the Theatre connect with a more diverse cross section of the community including enabling those with special needs to engage more readily with our work and spaces.</p>
<p>What are the complementary benefits for HCC?</p>	<p>These developments will help LTWT to cope with the current round of revenue cuts in progress by enabling them to earn more of their own revenue. (They are currently having to manage cuts of 20% from the County Council's grant stream and would expect ongoing revenue funding to cease altogether on completion of this project).</p> <p>The project will also support better partnership working with the County Council to support our priorities. Specifically these improvements will help the Theatre become even better at creating strong inclusive communities and enabling people to live safe and healthy lives in a rich and diverse environment.</p> <p>LTWT are an expanding independent charity employing local people, in particular graduates from the local universities and providing volunteering opportunities for diverse people. These improvements will help us continue to grow and support the local economy in this and other ways.</p> <p>The proposed project would complement the future plans for the next door Discovery Centre and facilitate planned partnership working.</p>

<p>Any other relevant factors?</p>	<p>A decision on this proposed investment by the end of September 2018 may well help the current funding applications under consideration and therefore act as a lever for significant additional inward investment. In particular it could make all the difference to the current Arts Council England application (decision due by end October 2018) as they prefer to fund projects where local authority resource is already confirmed and committed.</p> <p>This will also be the case when the Trust comes to apply to The Heritage Lottery Fund next year, so having confirmed resource already in place will be a powerful catalyst for phase 2 fundraising. The Theatre Royal currently receives £88,000 revenue support a year from the Council.</p>

Winchester Studies

Applicant	Winchester Excavations Committee
Name / Location of Project	Publication of the Winchester Studies
Summary of Project / Bid	<p>Between 1962 and 1971 The Winchester Excavations Committee carried out the largest programme of archaeological excavations and historical research ever undertaken in a British City. The excavations form a central component of the entire archaeological archive excavated in the city since the 1940s. In 1968 the Committee founded the Winchester Research Unit to complete the excavations and historical research and to prepare the results for publication in a series of ‘Winchester Studies’. Of particular significance is the rigorous research framework within which the excavations took place, thus ensuring the quality and depth of information uncovered and preserved in the archives, which contains hundreds of thousands of artefacts and significant documentary information. Given this quality and the fact that these archives were generated in a city which played such a pivotal role in the development of the English nation 1000 years ago, they represent a research resource of international significance. The knowledge residing in the minds of those concerned with the excavations is part of this archive, and the opportunity to complete its publication with this knowledge still to the fore is of great importance.</p> <p>The committee is a registered charity.</p> <p>To date nine volumes have been completed and published. The project has been led throughout by Professor Martin Biddle now Professor (emeritus) of Archaeology at Oxford University. In 2017 two further major volumes were published - The People of Early Winchester and the Historic Towns Atlas (jointly with the Historic Towns’ Trust) and this year some of the research outcomes were brought to a wider audience through the publication of a popular book “The Search for Winchester’s Anglo Saxon Minsters”.</p> <p>Currently the main publications’ team is in Oxford under the direction of Professor Biddle and over the next three years it is intended that the Oxford team will produce three further major volumes:</p> <p>Winchester Studies 4.i - The Anglo-Saxon Minsters Winchester Studies 6.i – Winchester Castle: Fortress, Palace, Garrison and County Seat Winchester Studies 3.i Venta Belgarum, Prehistoric, Roman, Post Roman</p>

	<p>Work on the above volumes is partly complete.</p> <p>In addition to the above considerable analysis and research has been undertaken in preparation for the publication of other key volumes, arrangements are being made for the outsourced preparation of these volumes by appropriate academics.</p> <p>Winchester Studies 7.i - Ceramics of Medieval Winchester Winchester Studies 9.ii - The Animals of Early Winchester Winchester Studies 5 - The Brooks and other Town sites of Medieval Winchester Winchester Studies 10 - Environment, Agriculture and Gardens in early Winchester Winchester Studies 6.ii - Wolvesey Palace</p> <p>The committee have embarked on a major fund-raising initiative to ensure the completion of the publications' programme by 2023. The estimated costs of doing this are between £800,000 and £1,000,000. Over the last few years the project has been supported largely through private donations and much of the work undertaken on a voluntary/pro bono basis. While these contributions will continue, significant new funding is now needed to ensure the completion of the project. Without new funding there would be a significant risk to completing this epic work.</p>		
Funding Requested	£200,000 one-off payment	Financial Year 2018/19	
Funding Arrangements (including matched funding)	<p>Private donations £170,000 Application to the Linbury Trust for £100,000</p> <p>It is expected that a commitment from the county council at this stage of a major new fund-raising initiative would significantly enhance the success of the campaign while enabling the publication work to continue.</p>		
What are the benefits for Hampshire Residents?	<p>The project is of great significance to Hampshire and also the country with the outputs being of vital academic importance, and which bring enormous benefit to education at every level, particularly at post-graduate level at all Hampshire universities. The breadth of learning encompassed in the volumes is a major contribution to the history and understanding of capital places, how they come into being, develop, prosper and change, and even decline, seen in the case of Winchester in the perspective of more than two thousand years. The true value of this research is in how it underpins and supports new opportunities for public engagement and learning about how this history has shaped our</p>		

	<p>present and future. How, for example, the detail in the archives demonstrated the internationalism of nationhood through mapping the movement of people and ideas across the globe; how we have always been connected across geographies and cultures. This authentic depth of knowledge also has the potential to offer a unique cultural tourism experience in Winchester if translated in a meaningful way to bring stories alive for modern audiences.</p> <p>Professor Biddle, together with his team and various authors, are pre-eminent in their fields covering the 2000 years of the City from the Iron Age, through Roman, Anglo-Saxon and medieval times down to the emergence of the modern city in the Victorian period.</p>
<p>What are the complementary benefits for HCC?</p>	<p>The project underlines the importance of Winchester, one of Hampshire’s principal cities, as a tourist destination, and provides the logical and intellectual basis for the concept of the Royal City project, and, for example, The Birth of a Nation Exhibition.</p>
<p>Any other relevant factors?</p>	<p>Most of the artefacts are curated by the Hampshire Cultural Trust (HCT) who will continue to work in close partnership with the Committee. To facilitate the relationship, a Steering Group will be established with membership from the key stakeholders and experts including the HCT, the County Council, Winchester City Council, the University of Winchester and English Heritage. The Steering Group will support the objective of ensuring that the academic research and publication is firmly connected with parallel work being undertaken by the HCT and its partners focused on public engagement and impact.</p> <p>In addition the Steering Group will seek to resolve outstanding matters concerning ownership and management of the archives in a way that confirms their long-term stewardship and access, in accordance with professional sector standards.</p> <p>The Patron of the Committee is Lady Mary Fagan KG, DCVO former Lord Lieutenant of Hampshire</p>

**Investing in Hampshire – Centre for Social Innovation, South Efford House,
Lymington**

Applicant	Centre for Social Innovation CIC (C4Si CIC)) Company Number: 11046598
Name / Location of Project	Centre for Social Innovation - Refurbishment of South Efford House and Annex, Milford Road, Lymington, SO41 0JD
Summary of Project / Bid	<p>The Centre for Social Innovation is a not for profit Community Interest Company. It has secured a 10 year lease on South Efford House, formerly a government horticultural research facility which was later occupied by the New Forest National Park Authority until 2011. The building had remained vacant since until C4Si moved in.</p> <p>C4Si has over the last 2 years, invested £370,000 of private sector funds to bring the vacant employment site back into economic use.</p> <p>The C4Si project involves the refurbishment of South Efford House and Portakabin Annex to establish three Innovation Academies:</p> <ul style="list-style-type: none"> – Business Innovation Academy, – Digital Innovation Academy, and – Social Innovation Academy <p>The refurbishment of South Efford House will provide a fit-for-purpose, business-led, open innovation centre in the New Forest. The centre will house affordable, flexible workspace and provide ultrafast broadband in a rural environment. The aim is to establish Business and Digital Academies in the building.</p> <p>This element of the project delivers flexible, managed workspace combined with business support in a location in Hampshire with no current equivalent provision</p> <p>This C4Si initiative aligns with other such projects supported by Hampshire County Council, for example, the Aldershot Enterprise Centre, operated by WSX Enterprise (total HCC support £160,000). The Aldershot centre is now thriving and has since secured additional EM3 LEP funding to expand the facility.</p> <p>The other element of the project is refurbishment of a 4000sq. ft. Portakabin to the rear of South Efford House. This will become the Social Innovation Academy and will provide a regional “Community Hub” for Voluntary, Community and Social Enterprise (VCSE) organisations to:</p>

	<ul style="list-style-type: none"> • Network, collaborate and develop, • Deliver and co-ordinate their programmes and services • Innovate and evolve services for local communities <p>The New Forest Group Training Association (GTA), Brockenhurst and Totton Colleges, New Forest District Council, local businesses and the New Forest Business Partnership will all have access to the facility.</p> <p>The C4Si model is broadly based on the Big Society Capital 9 Social Outcomes matrix with employment, education and training being just one. C4Si projects, by combining its economic and social benefits, the overall Return on Investment (ROI) including social ROI would have a value in the region of £20- £25 for every £1 invested.</p>		
Funding Requested	£75,000	Financial Year	2018/19
Funding Arrangements (including matched funding)	<p>New Forest District Council and Hampshire County Council have supported C4Si in preparing an application to the Enterprise M3 LEP's Growing Enterprise Fund. In May 2018, the LEP approved a £220,000 loan. The loan is to unlock the project by providing a capital injection for refurbishing and fitting-out South Efford House.</p> <p>In that context, C4Si has asked both HCC and NFDC whether they could make a revenue seed funding contribution of £150,000 (£75,000 each) to support the early stages of the development of the Centre and its activities.</p> <p>NFDC Members and officers are keen to support the project and officers from the two authorities have agreed that any funding from either should be co-dependent on securing an equivalent sum from the other.</p> <p>The proposed (and if agreed, combined) public sector support matches the private sector investment already committed (£370k).</p> <p>Longer term, it is envisaged that the revenue generated from letting business space will make the centre financially self-sustaining and any surplus will be used to operate the Social Innovation Academy.</p> <p>HCC and NFDC officers have agreed in principle that should funding be awarded there should be caveats in place to ensure the funding is used as intended. This would include a clawback arrangement in the event there was an unforeseen and early closure of the centre. Similarly, up-to-date planning consent</p>		

	<p>needs to be in place before any funding would be released. NFDC anticipate planning consent will be agreed in September 2018.</p>
<p>What are the benefits for Hampshire Residents?</p>	<p>The overarching benefits include:</p> <ul style="list-style-type: none"> • Provision of much needed workspace and services to help businesses start and grow in a part of Hampshire without such current provision • Stimulating innovation in businesses and amongst voluntary, community and social enterprise organisations to deliver higher value economic and social impact • Improving the skills and talents of the local workforce <p>C4Si's business model anticipates the following outputs by 2020:</p> <ul style="list-style-type: none"> • Create 100 new jobs • Create 50 apprenticeships, internships or graduate placements • Help 150 people in need through our Social Innovation Academy • Bring 10,000 sq. ft. rural based building back into productive economic use • Take 60 companies through C4Si investment readiness or incubation programme <p>The employment and training opportunities created will be a combination of direct and indirect with a significant focus on increasing take up of apprenticeships. C4Si is working with Brockenhurst College and other partners to develop the New Forest Group Training Association (GTA) who will be based at the Centre.</p> <p>The centre has been promoted to local micro, small and start up businesses as a flexible workspace with room to expand. There is clear demand with a rapid take-up of space. The centre also provides meeting and conference facilities, and support and advice for start-ups.</p> <p>The Social Innovation Academy offers the potential to be a mechanism for innovation in the care sector and a route to greater collaborative working with the voluntary and community sector and social enterprises.</p> <p>This would enable on-site and outreach services which could include those provided by Hampshire County Council. For example, by 2020 C4Si outcomes include helping 50 young people vulnerable to exclusion or with mental health issues. This could be assistance with skills development, securing an</p>

	<p>apprenticeship or other support methods that could be delivered through the Social Academy.</p>
<p>What are the complementary benefits for HCC?</p>	<p>The C4Si overall objectives align well with both Hampshire County Council's and New Forest District Council's corporate objectives.</p> <p>We would propose that the Social Innovation Academy could facilitate and add value to Hampshire County Council's own service delivery locally.</p> <p>We have had initial discussions with Sallie Bacon and Martha Fowler-Dixon to explore the potential opportunities and benefits such a Social Academy could present to Hampshire County Council.</p>
<p>Any other relevant factors?</p>	<p>C4Si's business objectives are to:</p> <ul style="list-style-type: none"> • Drive economic development in the New Forest and wider Hampshire region, • Create and retain the next generation of entrepreneurs, businesses and high skilled jobs, • Improve education and training with a work skills focus • Facilitate new and innovative approaches to unmet social issues • Promote evidence based outcomes that deliver social value.