

Agenda Item 5.3

Report to Accountability Board	Forward Plan reference number: N/A
Date of Accountability Board Meeting: 13 th November, 2015	
Date of report: 30 th October 2015	
Title of report: Local Growth Fund - Growth Hub	
Report by: Adam Bryan	
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1. Purpose of report

- 1.1 The purpose of this paper is to update the Accountability Board on the progress made on the South East Business Hub – our approach to delivering a Growth Hub (LGF funded) across the SELEP area.

2. Recommendations

- 2.1 The Board is asked to note the report.

3 Background

- 3.1 SELEP was awarded £800k in the 2015/16 LGF allocation to deliver a Growth Hub across the area. With £700k distributed to the local areas, our Growth Hub is built around the federal model and sees most activity undertaken at the local level – through BEST (Business Essex, Southend and Thurrock), BES (Business East Sussex) and the Kent and Medway Growth Hub. At the SELEP level, a signpost website exists and a university intern is in post to support SELEP and local activity as required and to provide reporting to BIS as required by their offer letter.
- 3.2 BIS require SELEP to report on quarterly progress. Appended to this cover note is our comprehensive Q2 submission which offers a summary of progress to date.

4 Financial Implications

- 4.1 None. The report appended demonstrates that LGF spend is on track.

5 Legal Implications

- 5.1 None

6 Staffing and other resource implications

- 6.1 None associated with this report, although it should be noted that an ERDF application has been submitted to secure funding for the Growth Hub for future years beyond 2015/16.

7 Equality and Diversity implications

- 7.1 None

8 List of Appendices

8.1 Appendix 1 provides the Q2 report mentioned above.

9 List of Background Papers

9.1 Nothing additional.

Appendix 1 – Q2 Growth Hub report to BIS

LGF Accountable Body	Essex County Council
Local Enterprise Partnership	South East
Growth Hub Name:	South East Business Hub, incorporating Business Essex Southend and Thurrock (BEST), Business East Sussex (BES) and Kent and Medway Growth Hub
Date of report: the 10 th day of the months of July, October, January and April (end year)	10 th October
Reporting period covered:	1 st July – 30 th September
Name of person completing this report:	Adam Bryan
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Growth Hub - Quarterly Progress Monitoring Report 2015-16 Progress against Schedule 3 - Schedule of Work (LGF Growth Hub funding 2015-16)

Growth hub milestones and deliverables will have been agreed at the project outset in your project delivery plan (as set out in Schedule 3 of your grant offer letter). Progress will need to be reviewed regularly with the Department for Business Innovation (BIS) as set out in your grant offer letter. Progress updates are required quarterly in the following format.

If a milestone slips into a future quarter, it needs to be recorded as delayed and highlighted in the new quarter/year in which it has slipped to. This delay, the reasons behind it and mitigating actions need to be discussed with BIS and should be reflected in the project risk summary report if the delay will result in greater risk to the delivery of your growth hub.

From time to time BIS may require a statement from you on your growth hub that can be used for the BIS Local Delivery Programme Board and Local Growth Deal Board. With this in mind, the project summary of progress should be written in brief.

Completed returns to submitted to Karen.Leigh@bis.gsi.gov.uk and Jane.Fairclough@bis.gsi.gov.uk by the 10th day of July 2015; October 2015; January 2016 and April 2016 and copied to your respective BIS Local Relationship Manager.

Summary of growth hub progress - delivery across the LEP area

(Note –in no more than 300 words provide a summary capturing progress, key risks, issues, expenditure position etc. *This summary may be provided to BIS for use at a BIS Local Delivery Programme Board if required*)

The development of the South East Business Hub, has gathered momentum over the course of Q2 15/16. Two key milestones that have been are the official launches of the BEST Growth Hub and Business East Sussex BES websites. With regards to the South East Growth Hub, sustainability of the Growth Hub has firmly been on the agenda and an ERDF outline application has been compiled with the inclusion of detailed financial forecasting.

In addition, plans have been developed for a Ministerial Launch event and a Marketing and Communications Plan for the South East Growth Hub has now been devised, which incorporates timescales and budgets for forthcoming marketing activity. An organisational chart has also been provided to BIS, illustrating the Growth Hub governance arrangement and the operational steering groups for each of the spokes that comprise the South East Growth Hub. Significant work has also been undertaken in terms of integrating the CRM systems for each of the local Growth Hubs to produce a pan-SELEP CRM model with data synchronisation capabilities.

Progress for BEST, Business East Sussex (BES) and Kent are as follows:

BEST:

- Soft launch of the BEST Growth Hub website on the 6th September.
- Relevant social media has been set up to market the website and drive traffic through.
- Carrying out an extensive SEO campaign to market the BEST growth Hub.
- Recruited another Business Navigator.
- Official launch of the BEST Growth Hub is 21st October at Chelmsford City Racecourse.
- Submission of the ERDF bid to DCLG to sustain funding for the Growth Hub and to include additionalities to the current Growth hub offer.

BES:

- The BES Growth Hub website is officially live as 1st September with a complete set of staff and the service is performing in line with targets that have been agreed.
- The first meeting of the wider Strategy Oversight Group is being convened for October, with the first wider Business Support Provider Network being drawn together in November.
- The Growth Hub will have a second launch at the annual East Sussex Business Conference (Best4Biz) on 16 October where over 200 businesses will attend workshops and networking events throughout the day.

Kent and Medway

- Growth Hub contract awarded to Kent Invicta Chamber of Commerce.
- Contract negotiations concluded on 9/10/2015.
- In addition to the Growth Hub contract each District within Kent have been supported to meet local priorities where they have identified gaps in provision.

Key growth hub achievements over the reporting period

(Note - what are the most significant achievements related to the principles of funding arising from growth hub delivery on the ground).

Principle 1 - Local partnerships:

Key local bodies involved in business support (typically LEP, local authorities, Chambers of Commerce, Federation of Small Business, Universities and national programme providers such as the Business Growth Service (BGS) have been engaged in discussions and are involved as partners in the growth hub. In practice, this means growth hubs should establish strong working links between all of the institutions

involved in providing business, innovation and trade support in their area (local, national, public and private), with effective leadership under the strategic governance of the LEP and formal agreements with partners.

On September 9th, a South East Growth Hub Working Group meeting was held and attended by members of BEST and BES in addition to members of Local Authorities and a University representative from the LEP's university group. This provided the opportunity to discuss milestones and challenges that each of the Growth Hubs were currently facing, in addition to reviewing the recent Business Support Mapping and Simplification report. Discussions with representatives also took place in relation to ensuring the sustainability of the Growth Hub and a Southend-on-Sea Borough Council representative presented the detail of the ERDF bid.

SELEP Strategic Board and SELEP Federated Board are also receiving regular performance and evaluation updates in accordance with SELEP's Accountability and Assurance Framework.

The SELEP intern who is based at the University of Essex works from the BEST Growth Hub in Southend once a week, reaffirming the relationship with BEST Business Navigators. This is supplemented by an economic development officer from Thurrock Council basing themselves from the BEST Growth Hub to build working relationships across the area and to share best practice.

Progress for BEST, Business East Sussex (BES) and Kent are as follows:

BEST:

The existing relationships with local partnerships that were started under Business Southend have been maintained and developed. The Growth hub team have met with the local authorities, Universities and National programme providers such as BGS and UKTI. The team are also meeting with the Federation of Small Businesses and the Chamber of Commerce as well as other local business support providers.

Helping to cement this relationship, will be the facilitation of the business support referral network that will commence on the 21st October at the BEST Growth hub launch with a speed networking event. This will enable not only the Growth hub to establish partnerships but also to facilitate more cross referrals within the business support community as well as simplifying the business support landscape for businesses.

Present at the launch event will be; local and national business support providers, Universities, Colleges, Chamber of Commerce and FSB, representatives from local authorities, Enterprise Agencies, business mentors and banks. Representatives of the local authorities and the Universities are present on the BEST Growth Hub steering group that has been meeting on a monthly basis.

BES:

All information on the sub-hub is brought before the East Sussex Economic Advisory Board (ESCC, ES Local authorities, main Chambers, SE LEP Business Vice Chair, voluntary and community sector, FSB, FE, HE, Locate East Sussex, Local Growth Team rep. (BIS)). A small sub group of members, including SE LEP Business Vice Chair has also been formed in support. The first formal meeting is set for October.

Meetings have been held with parts of the Business Growth Service, with further meetings scheduled in the next quarter. In addition the first Business Support Providers network meeting is scheduled for November.

Following the initial soft launch, the official launch at the Best4 Biz conference attended by over 200 businesses and the whole range of business support agencies, colleges, media and financiers, will consolidate the service and put it firmly on the business support map.

Kent and Medway:

Kent Invicta Chamber of Commerce is one of Kent & Medway's leading business support organisation with a proven track record in business engagement. The Chamber have been awarded the contract for the delivery of the Growth Hub which finalised on 29th September. The Chamber have 8,000 followers, 15,000 email recipients, 5,000 LinkedIn contacts and attendees at over 150 networking events plus regular B2B

events across the County. The Chamber will be working with partners to carry out the following:

- email campaigns targeting just over 21,000 businesses in Kent & Medway using the Growth Hub email domain. The establishing of a twitter account for the Growth Hub and use the Chamber's and other Partners social media channels to promote awareness. The development of a newsletter with a sign up option within the website that will build on creating a meaningful following.
- Three Partner Events have been planned and the Chamber will be utilising their existing event schedule, such as the B2B's events across the county to promote the Growth Hub service and also provide details using the Chamber's 15K mailing list.
- The first meeting of the Growth Hub provider and the district partners has been scheduled for late October. In addition presentations on the development of the Kent and Medway Hub have been scheduled with the following partners groups during October: Kent and Medway Economic Partnership, North Kent Partners, West Kent and East Partners. A soft launch of the website will be held early November.

Principle 2 - Governance, sustainability and deliverability:

Growth hub has clear and inclusive governance arrangements under the oversight of the LEP with appropriate business representation, and a clear plan for delivering and sustaining the growth hub, including other sources of funding and match funding where possible.

The Growth Hub Working Group was deployed to help develop an ERDF bid to secure the future of the Growth Hub across the SELEP area. Financial forecasting and three year planning has been compiled and the bid, for £6m (including a grants scheme), was submitted in September alongside a complementary Growth Hub bid for a £7m loan scheme.

The Growth Hub reports directly to the SELEP Strategic Board and is therefore firmly positioned in the LEP's governance arrangements. Spend of the Growth Deal allocation is also reported to the SELEP Accountability Board.

Progress for BEST, Business East Sussex (BES) and Kent are as follows:

BEST:

BEST have established a steering group to monitor the delivery of the Growth hub. This is comprised of lead representatives from the four quadrants in Essex (West Essex, Haven Gateway, Thames Gateway, Heart of Essex), the Accountable Body SELEP and a member from both the University of Essex and Anglian Ruskin University. A representative of the BEST steering group also sits on the SELEP Growth Hub Working Group which is considering this holistically, including the pan-SELEP ERDF bid. The role and activity of BEST is also being included in other funding applications.

BES

A Steering Group, chaired by Cllr Rupert Simmons, has been devised and is comprised of members from: ESCC, Let's Do Business Group, University of Brighton, Locate East Sussex, Team East Sussex, BIS and voluntary representatives from East Sussex District and Borough Councils. The primary role of the Steering Group is to monitor the progress and delivery of the BES Growth Hub. Guidance will also be provided by East Sussex County Council. The next meeting is in October.

A representative of the BES Steering Group will also sit on the SELEP Working Group.

Let's do Business Group (the Core Provider) will also hold a regular (3 x per annum) East Sussex Growth Hub Partnership meeting, bringing together the main business support providers (local and those engaged in national provision (e.g. MAS)).

The ERDF bid in July 2015 is to be match funded by ESCC. BES is also looking at opportunities to develop the website offer in ways that could enable income to be generated from private sector business support providers.

Kent and Medway:

Kent and Medway Economic Partnership will provide an oversight role for the Kent and Medway Growth Hub and is comprised of representatives from Local Enterprise Partnerships in Kent; private sector organisations; Local Authorities in Kent and Medway; Kent Invicta Chamber of Commerce and Higher/Further Education representatives.

All Districts within Kent have been allocated funds to provide additional support to meet local priorities where there are gaps in business support provision across the area. Agreements have been reached with the respective Districts across the whole county and service delivery is now underway. An allocation of £140,000 to the districts has been confirmed and defrayment of £130,000 has been achieved.

To ensure the sustainability of the Growth Hub beyond 2015-2016 and into 2016-2017, Kent plan to utilise an allocation of the SEEDA legacy funding.

Principle 3 - Signposting and diagnosis

Growth hub is actively promoting all forms of business support available in their area, aligning with the Business is GREAT campaign and providing a diagnostic and signposting service for all businesses which covers all available business support across the LEP area (local, national, public and private). Helping businesses understand what support would help them most and connect them to that support. This service is likely to be provided through a range of different mediums – a website, telephone line (national and/or local), face-to-face advisers, account management – but will provide a consistent level of information to businesses. Making best use of existing national resources and assets, such as content and tools on GOV.UK website and the Business Support Helpline.

The diagnostic and signposting service for each BEST and BES is currently being rolled out and encompasses the combination of website, phone line, advisers/navigators and account management. The SELEP website will align with national resources and assets as described; and it is all designed on the basis of providing a diagnostic and signposting service. Details of the diagnostic and supporting service for each local Growth Hub can be found below.

The SELEP Growth Hub is actively working with all of the local Growth Hubs to coordinate launch events that are in harmony with one another. This has largely been achieved through SELEP Growth Hub Working Group meetings. Details regarding launch events for each respective local Growth Hub can be found below. A comprehensive Marketing and Communications plan has been pulled together for the SELEP Growth Hub which details how we plan to engage with all stakeholders linked to its delivery (i.e. businesses using the service, local partners and business support providers) and considers how the LEP will integrate any feedback we receive to improve the overall performance and effectiveness of the Growth Hub. An overview of the various communication channels has also been outlined detailing how we plan to promote business support across the SELEP area, in addition to a breakdown of the marketing budget.

A Ministerial launch event for the SELEP Growth Hub is currently being coordinated and is aiming to be held during November/December. An invitation list has been drawn up which includes members from private sector organisations and local partners, along with a proposed agenda. Reflecting the federal model of the Growth Hub, representatives from each of the local Growth Hubs will have the opportunity to present their current progress and key achievements, whilst raising awareness of the service to business. This has been pulled together in communication with the local Growth Hubs in order to achieve maximum impact and to raise awareness of the Growth Hub at a national level.

Results from the Business Support Simplification Review have been extensively reviewed by Thurrock Council and business support provision across East Sussex, Essex, Southend and Thurrock will be reviewed as a result of the review's recommendations. The review was discussed at the latest SELEP Growth Hub Working Group Meeting.

Progress for BEST, BES and Kent is as follows:

BES

BES is primarily providing a telephone-based signposting and diagnostic service, although face-to-face

meetings are also being delivered. The service is currently:

- Providing information on the range of national and local business support services, including those on the Gov.UK website, actively promote all forms of business support available in the area, (aligning with the Business is GREAT campaign, and including access to finance/training opportunities and apprenticeship programmes). Factsheets are available online on areas such as financing, growing and starting a business.
- Directing businesses to appropriate sources of support and directly arrange referral and follow-up where appropriate through “Fred”, the Business Support Navigator for East Sussex
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As a Business Navigator, Fred’s role is to signpost local companies to appropriate help and advice whether that’s local regional or national programmes – public sector funded or private sector. Fred also follows up with clients to determine the take up of signposting and the level of client satisfaction. Fred has successfully completed in excess of 70 navigations thus far.

LinkedIn, Facebook and Twitter profiles are all now actively being used to raise awareness of the Growth Hub to the business community and support events that are available. Partner events are now live under the event section of websites. 6500 businesses have been reached so far via Facebook advertising.

BES are also actively promoting the Growth Hub at the BEST4Biz on the 16th October, held in association with East Sussex County Council and the Alliance of Chambers in East Sussex.

BEST:

The BEST Growth hub combines the use of the website, telephone line (both national and local) and face-to-face advisors through the business navigation team. The Business Navigation team carry out diagnostics with businesses and then act as a signposting service to all business support services that are applicable.

The BEST website, which was developed from the previous Business Southend website, promotes all forms of business support available in Essex. Using the mapping and simplification survey results, we have populated the BEST website with information on business support providers across the County as well as the national programmes such as BGS, Innovate UK and UKTI. BEST also has information and links through to the national resources such as, Business is Great, the business support helpline and content from the GOV.UK website.

The contact details for the business support helpline appear on each page of the website and we have a good relationship with the BE group. We currently receive detailed referrals from the helpline on a regular basis.

Twitter and Facebook profiles are now actively promoting the Growth Hub’s service and the Twitter profile has accumulated 900 followers to date.

In addition, the BEST team are hosting an official launch event on the 21st October for the Growth Hub at Chelmsford Racecourse to raise awareness of the service in the local area and to increase linkages between business support providers. Those invited include business support providers, business coaches, Local Authority members, banks and local MPs. A “speed networking” arrangement has been devised to allow various support providers to interact with each other, discuss their offerings and to encourage cross referrals.

Kent and Medway:

The Kent and Medway Growth Hub will provide a core central signposting service, There will be 3 points of contact for the users;

The Business Support Helpline

o This is a low cost telephone number that is supported by more than forty trained diagnostic Agents

who are familiar with the current range of National Services.

- o The helpline is open between 09.00 to 18.00, Monday to Friday
- o Agents have access to a local knowledge centre that is updated by the Kent & Medway Growth Hub Team to ensure accuracy of local content
- o Agents can electronically transfer User enquiries to the local Team for follow up
- o Agents can also refer direct to National Providers

Web Chat

- o Live chat with SFEDI qualified Business Advisers located at the Business Support Helpline
- o Web chat is available 09.00 to 18.00, Monday to Friday
- o Business Advisers can offer diagnostics and signposting against an agreed criteria imposed by the local Team
- o Business Advisers have access to the local knowledge centre and can electronically transfer User enquiries to the local Team for follow up
- o Business Advisers can also refer direct to National Providers

Navigator Field Service

- o 10 Qualified Navigators engaged part time under a contract for services and allocated to a local District
- o Navigators will attend a least 1 networking event a week in their allocated area and provide face to face diagnostic and signposting. We forecast engagement with 15K businesses per annum using this methodology
- o Navigators will receive monthly training and updates on all national and local provision as well as becoming the recognised local contact
- o The Navigator Field service is supported by a team of employed Navigator Support Officers, who will process any referrals in/out and follow up enquiries.

Specific Business Advice will be provided through the existing local and national provision i.e. Enterprise First in Shepway, Growth Accelerator.

Principle 4 - Local/national integration

How the growth hub is supporting the integration of national and local business support so that they work seamlessly together. In practice, this means:

- *Co-locations national (e.g. Business Growth Service) and local business support advisers to ensure ease of access for customers and greater collaboration between providers, unless there is an overriding reason not to do so (e.g. conditions on leases).*
- *Aligning the local growth hub brand with the Business is GREAT brand so that two appear together.*
- *Entering into a formal agreement with the Business Growth Service which sets out how the two will work together, and where possible quantify these and other conditions.*

At SELEP level, following recent affirmation of the future of the LEP from the Secretary of State, we will be securing data sharing agreements as appropriate and making direct links with the appropriate BGS contact – Mark Addy in our case.

BEST:

The BEST Growth hub Team already had a close relationship with national providers as part of the Business Southend offer. This partnership has been built upon and the national providers as well as the Chamber of Commerce and BGS have been offered hot desking facilities at The Hive in Southend to improve the collaboration between the Growth hub and the business support providers.

As previously mentioned, BEST are facilitating a business support referral network. BEST are in regular contact with the Business Growth Service, who are regularly based from The Hive. BEST have been receiving referrals as well as making referrals to one another.

BES:

Meetings have been held with Grant Thornton (Growth Accelerator) and UKTI and BES are co-hosting an Export Event with UKTI in November.

The relationships with partners will further develop from the Business Support Providers Network planned for November.

Kent and Medway:

The site will adopt elements of the GREAT branding and KICC have been in touch with the Cabinet Office and obtained guidance on the style branding regulations. It has been noted the restrictions are numerous and could cause significant delay to publication, therefore it is proposed to adopt a common theme using the guidelines for GREAT that will convey continuity to the User whilst allowing for flexibility of local content, including the South East Business Hub logo. The home page will offer a clear and easily navigable set of options, the National Helpline Number and a web chat facility. We have also had meetings about joint working with with national BGS providers Grant Thornton (for MAS service), Oxford Innovation (Growth Accelerator) and LDA (UKTI Trade services), and on the local level with the Federation of Small Businesses, Kent Foundation, Enterprise Foundation, Prince's Trust and Royal British Legion Industries.

Principle 5 - Rationalisation and simplification

How the growth hub is/is intending to create a more coherent and simpler local landscape for business, by mapping business support in its area, gathering data, and, working with its partners, reviewing and rationalising schemes. Although there is no "target" for % reductions in local schemes, there should be a focus on removing duplication, closing under-performing schemes and promoting schemes which are proven to be most effective at helpline businesses to grow (see 'Simplification Guide and Toolkit').

EBS Consulting have produced a Business Support Simplification Review for the East Sussex and BEST areas of SELEP. This work has been utilised to populate the BEST Growth hub website and will be used in the Business Support workshop contract to ensure that we are not duplicating support already available, but rather, filling the gaps to simplify the business support landscape for businesses.

The workshop contract will include a needs analysis to be undertaken by the successful bidder, to again ensure that new provision is filling the gaps in the current market.

Here are a few selected recommendations from the review:

- There is a need to try to increase collaboration and eliminate duplication of marketing effort of publicly funded business support organisations to make more efficient use of existing resources.
- There is a need to continue to review and assess the SELEP area business support offer to minimise proliferation, capitalise on opportunities and simplify the changing business support landscape to business. Commitment should be made to undertaking an annual review of business needs alongside the provision of business support.
- Growth Hubs should help connect, coordinate and increase collaboration amongst business support providers and present a single support offering that makes sense to businesses.
- The main issue to address is the lack of knowledge amongst local business support providers about the products and services offered by other support organisations. Greater exchange of information amongst business support organisations in the SELEP area and being kept up to date with latest developments in business support products and services is a priority – it is not only businesses that are confused by the changing business support landscape.

Work is currently underway, led by Thurrock Council, to translate the recommendations from the report into new ways of working for the Growth Hub, to ensure that all lessons are taken on board as the Growth Hub develops.

Progress for BEST, BES and Kent are detailed below:

BEST

BEST are meeting with business support providers and reviewing and updating their individual offers to ensure that it is the most relevant for businesses in Essex. For example, on the 21st September, the BEST Business Navigators met with the University of Essex's Enterprise Team to help gain an understanding of how the University can support businesses through specific areas of expertise and outlining funded schemes that are available. Furthermore, throughout the launch of the site, BEST have consulted all available business support providers, allowing them to provide input regarding what appropriate information should be listed on the website.

To improve knowledge amongst local business support providers about the products and services offered by other support organisations, BEST have decided to create a "speed networking" style arrangement during the official launch event of the Growth Hub. This will provide the opportunity for local business support providers to interact with each other and compare their business support offerings. The goal is to help foster greater collaboration between providers and potentially increase the number of cross referrals.

BES:

The research completed by Regeneris is being reviewed and will be discussed by the Strategy Oversight Group. The findings will be further 'sense checked' at the Business Support Providers meeting before a formal action plan is developed by the end of February 2016.

Kent and Medway:

An aspect of the Navigator Support Officers role will be to collate business support information and update the Growth Hub website and communicating updates to Navigators, BIS Helpline and external partners. They will be compiling and publishing updates through social media platforms as well as handling and processing inbound and outbound referrals between Navigators and Partners to Stakeholders and local Providers to ensure free flow of information.

Principle 6 - Performance and evaluation

Evidence that the Growth Hub has committed to the common 'Monitoring and Evaluation Framework for Growth Hubs', to measure performance, customer satisfaction and impact. This includes publication of an annual review of Growth Hub performance by end March 2016 (see common Metrics and Evaluation Framework for Growth Hubs). Please insert any high level impact metrics where you believe they would be of interest to BIS/Ministers.

The SELEP Growth Hub have provided performance metrics data in line with requirements of the common 'monitoring and evaluation framework for growth hubs' for period 1 April - September 2015 via the existing Growth Deal reporting process. Core metrics were broken down based upon the different levels of support offered to different types of business. Thus, we differentiated between "less" and "more" intensive support as well by type. In alignment with SELEP's federal model, information was aggregated from all of the local Growth Hubs and uploaded to LOGASnet accordingly.

Representatives from each of the local Growth Hubs have had ongoing conference call discussions with Alcium Software – our CRM software provider - to develop a pan-SELEP Evolutive CRM system that allows for data to be synchronised across partner systems. We are currently in the process of developing consistent fields for the diagnostic form that can be standardised across each of the local Growth Hubs which can facilitate the aggregation of data. We are using BEST's diagnostic form as the standard. With regards to the metrics spreadsheet for each local Growth hub, all information can be recorded in Evolutive and can be defined / specified for each individual programme separately.

Progress for BEST, BES and Kent is listed below:

BEST:

BEST are using the 'Monitoring and Evaluation Framework for Growth hubs' to monitor performance of the Growth Hub, as well as best practice from Business Southend. This will allow the Growth Hub to develop a business enquiry tracker that captures all information needed for reporting. BEST are also using the CRM

system, Evolutive, to ensure that the data is captured and stored and easily available for monitoring and evaluation.

The BEST Growth Hub will also be using the survey module of the CRM system to measure customer satisfaction.

BES:

BES are using the 'Monitoring and Evaluation Framework for Growth hubs' to monitor performance of the Growth Hub, as well as using best practice from the Let's do Business Group adaptation of the Evolutive CRM system.

Kent and Medway:

At the initial stages an existing software package will be used to provide the information required as per the Monitoring and Evaluation Framework for the Growth Hubs as this will comply with data protection regulations and will facilitate the ease of data sharing/integration between the Business Support Helpline and the Growth Hub. The Navigator Support Team will be responsible for data entry. Within three months of the launch of the Kent and Medway Hub the SELEP-wide Evolutive CRM will be adopted.

Quarter	Forward view of deliverables (Schedule 3 of Grant Offer Letter)	Status (on track or delayed)
Q2 (01 Jul to 30 Sep)	<p>SELEP:</p> <ul style="list-style-type: none"> - Report to September strategic board - ERDF application submitted - Mapping and Simplification report completed <p>BES:</p> <ul style="list-style-type: none"> - Soft launch of BES at Lets Do Business Eastbourne on 2 July 2015 <p>BEST:</p> <ul style="list-style-type: none"> - Launch of the Website <p>Kent and Medway:</p> <ul style="list-style-type: none"> - Awarding of Provider contract 	<ul style="list-style-type: none"> - Delivered - Delivered - Delivered - Delivered - Delivered - Delivered
Q3 (01 Oct to 31Dec)	<p>SELEP</p> <ul style="list-style-type: none"> - Formal launch event - Marketing and Communications protocol released to follow up on branding guidelines - Data Sharing agreements in place <p>BES:</p> <ul style="list-style-type: none"> - Second launch at the Best 4 Biz annual business conference on 16 October at the East Sussex National. - Meeting of steering group - Meeting of Business Support Providers - Meeting with central telephone contact centre 	<ul style="list-style-type: none"> - Moved from Q2 - Moved from Q2 - Moved from Q2 - On track - On track - On track - On track

	BEST: <ul style="list-style-type: none"> - Formal launch of BEST Growth Hub – incorporating the launch of the business support referral network - BEST marketing plan produced in line with SELEP marketing plan - BEST business support workshop contract Kent & Medway: <ul style="list-style-type: none"> - Delivery arrangements put in place - KMEP – Presentation by Provider - Formal Launch early November 	<ul style="list-style-type: none"> - On track - On track - On track - Delivered - On track - On track
Q4 (01 Jan to 31 Mar)	SELEP <ul style="list-style-type: none"> - Sustainability Plan produced - Growth Hub performance review published 	<ul style="list-style-type: none"> - On track - On track

Growth hub forward look & decisions or actions required from BIS.

(Note - any significant delivery milestones likely to be achieved in the next quarter. These may be of interest for communications and marketing purposes e.g. ministerial visit opportunities, launch events not covered above, events that may be of interest to Government officials etc. Any significant issue or high/critical risks that require a specific response from BIS e.g. financial spend indicators need review, procurement issues etc.

BEST:

The table above covers the significant delivery milestones for Quarter 3. We will also be looking to facilitate some sector specific events, where we will invite the local and national business support providers to showcase their offer to businesses.

As well as the launch of our business support referral network, we will be looking to host regular meetings with business support providers to further simplify the local and national offer by ensuring more cross-referrals among support providers to find the best support for businesses.

We are currently underspent on our original budget due to a number of reasons. Firstly, Business Southend was funded until 30th June and therefore the business navigation team were funded under Business Southend rather than BEST in the first quarter. We then re-profiled our budget to allow for these amendments. Unfortunately there have been some delays in large contracts which has meant that spend will be split across quarters 3 and 4. We have just appointed a successful bidder for the business support call-down contracts who are due to begin their contract on the 12th October. The value of the contract is still the same (£30,000) but it will be split across two quarters rather than three. We are also in the process of developing our business support workshop contracts which combined total £74,000. Again the overall value of the workshops hasn't changed but it will be spread across the two remaining quarters rather than quarters 2, 3 and 4. We are confident that both of these contracts will be fulfilled within the timeframe of the grant. Furthermore, we have some large expenditure due at the start of Quarter 3, namely, the BEST launch, subscriptions to business support tools, marketing materials and training for staff. We have also recruited our final business navigator, which is again part of the reason why we are underspent in quarter 2, as Sarah only joined us halfway through September. We are confident that we will be on budget for Quarter

Issues

Please record any live critical issues with the growth hub that require resolution. You should ensure that these are discussed with your BIS Local representative and BIS Growth Hub Policy team. These should include specific issues that affect expenditure and the delivery of key growth hub deliverables

Summary report of significant issues

Description of Issue (include date raised)	Severity of issue (H, M or L)	Actions being taken and progress being made.
BEST: Underspend on allocated budget for quarter 2. Delays in recruiting our final business navigator, along with slight delays to the business support workshop contract have meant that our spend is currently under profile.	M	We have now recruited a business navigator who is already in place The delay in the workshop contract is due to ensuring the development of the specification meets our requirements. This specification will be going out on contract finder shortly and we will appoint a successful bidder imminently. We anticipate that spend will be in line with our original delivery budget by the end of quarter 3.
BEST: Forward funding under ERDF and sustainability of the Growth Hub. Uncertainty around future funding is an issue for the SELEP side and for the local areas; particularly important to resolve as staff are employed to deliver the Growth Hub and funding come to an end in March 2016.	H	An ERDF bid has been scoped out with all SELEP Growth Hub partners and has been submitted to DCLG.
BES: We are somewhat below what was anticipated on spend, but that is because it took longer to get the full service in place than originally anticipated.	L	Higher-than-anticipated salary and office cost levels mean we will use up the full budget allocation
Kent and Medway: An allocation of £140,000 to the districts has been confirmed and defrayment of £130,000 has been achieved. Contract in place and staff already recruited for the delivery of services	M	A one year contract offered for the delivery of the hub due to the lack of certainty on future funding. Discussions on seeking private sponsorship will begin immediately to support specific activities or events to ensure full range of services.