Growth Hub Phase 2 Business Plan 2016 –2021

Executive Summary

The Growth Hub is anticipated to generate £135 million GVA and over 14,800 jobs by 2021. In doing so it will make a significant contribution to the Strategic Economic Plan (SEP) for Gloucestershire, which aims to grow the Gloucestershire economy by £493 million between 2015 and 2021. – Strategic Economic Plan for Gloucestershire March 2014.

Phase 1 of the Gloucestershire Growth Hub opened in October 2014 as a partnership between GFirst LEP and the University of Gloucestershire. Phase 2 describes the full realisation of the SEP vision; it integrates the successful delivery of the HEFCE Catalyst activities until July 2017 and the Growth Hub Expansion and Network projects funded by the single local growth fund.

The Growth Hub - PHASE 1

The initial set up and early stages operation of the Growth Hub have attracted significant interest and the services being provided are leading towards the achievement of the initial success criteria and objectives for the University of Gloucestershire and GFirst LEP. The summary table below evidences the very positive levels of performance which the Growth Hub has demonstrated during the first years of operation, with outputs achieved and often exceeded.

Fig 1. Headline Outputs – a summary of the Growth Hub's performance during Year 1 and Year 2:

Key activity area (inc SEP & HEFCE measurements)	Year 1+2 combined Delivery Target	Year 1+2 combined Delivery Achieved
Unique Visitors to The Growth Hub	5000	5526
Number of Business Support Interventions	2250	5900
High Growth Clients engaged with a Growth Plan	450	510
New business support services developed and launched	10	17
New teaching programmes designed and delivered	20	24
New employer Networks operating	10	10
University Graduates placed in Gloucestershire jobs	962	1258
Customer satisfaction	90%	90%

The Growth Hub - PHASE 2

In order to deliver the growth projections for Gloucestershire, as outlined in the Strategic Economic Plan (SEP), the Growth Hub will now expand both the breadth and depth of its service offer. Phase 2 of The Growth Hub will deliver a coherent framework for business support provision to give businesses in Gloucestershire comprehensive, coordinated and simplified access to the business support most appropriate to their needs no matter where, how or by whom it is provided.

GFirst LEP and the University of Gloucestershire are signing a formal collaboration agreement setting out the commitment of both parties to deliver the outputs and outcomes associated with the £10 million of capital investment from the Single Local Growth Fund.

- £5 million has been allocated towards the Expansion of the Growth Hub at Oxstalls and will be delivered by the University of Gloucestershire
- £5 million has been allocated to the development of Network Centres across the county and will be delivered by GFirst LEP.

The Expansion at Oxstalls will see the creation of a new unique and vibrant space that co-locates the core Growth Hub, University Business School and the LEP at Oxstalls. The expansion will create further links with the business community through an enhanced range of services and is crucial to the University's ambitious plans to grow their Business School student numbers.

The Growth Hub Network will be delivered in partnership with a number of organisations. It is not prescribed who the partners will be, and they may include educational institutions, business representative/support organisations, priority sector bodies, individual or groups of businesses, or others.   Specific arrangements with each partner will be established during competitive procurement calls managed by the LEP starting in June 2016.

Phase 2 will be revenue funded through HEFCE catalyst funding, ESIF funding and Growth Hub revenue funding from the Department for Business, Energy and Industrial Strategy (BEIS). It will address some well-established market failures and general obstacles which prevent many companies, and particularly SMEs, from achieving their growth potential.

1. not being clear how to access those services
2. not having developed relationships with the providers of business support services
3. not being aware of the benefits those services may bring.

There are <u>four key components</u> to the development of Phase 2 Growth Hub:

- The Core Growth Hub - *the impartial business diagnostic and brokerage services that will support the whole Growth Hub Network*.
    - o The Core Growth Hub will have responsibility for ensuring that Growth Hub engagement targets are delivered. The Navigator and Guide services will provide diagnostic and brokerage support free of charge for businesses in the county, a central marketing function to promote Growth Hub activity – core services, events, workshops etc - and deliver the digital infrastructure.
- The Growth Hub Digital Infrastructure - *a new website, CRM, diagnostic and knowledge bank run from the core to support employer engagement, marketing and activity reporting.*
    - o The digital infrastructure will be procured and implemented by GFirst LEP and will enable Growth Hub activity to be measured and quality managed.
- The Growth Hub Network - the *physical expansion of the Growth Hub at sites across Gloucestershire.*
    - o The Growth Hub network will be delivered with a range of partners in strategic locations across the county. In return for capital investment partners will deliver a Growth Hub service to businesses in their locations and or specialist services for the Network.   All network partners will work closely with the core Growth Hub to deliver a 'no wrong door' approach to business engagement across the county.
- The Expansion at Oxstalls - *the creation of a physical space that integrates the Growth Hub and the Business School*
    - o The University has outline planning permission for developments of their Oxstalls campus. Part of the development, using £5 million of single local growth funding, is the expansion of the Growth Hub at Oxstalls which will move to a new part of the site and be collocated with the Business School and the University's Tier 1 development.

Strategic Aims

Phase 2 of the Growth Hub will need to deliver -

1. **The outputs and outcomes related to the £10 million capital investment.**

2. **The government's principles for funding Growth Hubs – *Appendix 1.***

   Principle 1 - Local Strategic Partnerships: providing strategic co-ordination, inclusive partnerships with local stakeholders, the private sector and government.

   Principle 2 - Governance: maintaining robust governance arrangements to oversee growth hub activity and ensure ongoing alignment with LEPs Strategic Economic Plan.

   Principle 3 – Local Growth Planning / Scale-Ups: Developing a strategic approach to local business growth to enable ambitious businesses to maximise their growth potential and scale-up.

   Principle 4 - Deliverability: offer a triage, diagnostic and signposting service that joins up national and local business support (public and private), simplifying the support on offer to businesses.

   Principle 5 – Sustainability: ensuring plans for Growth Hubs are deliverable and sustainable beyond March 2018 when Government funding ends and that core services remain free to business at first point of contact.

   Principle 6 – Reporting and simplification: Applying the common metrics and evaluation framework to produce high-level impact data in bi-annual and end of year reporting and provide BEIS unrestricted access to firm level date for the purpose of research and analysis. – *Appendix 2*

3. **The EU funded programmes for business support and skills.**

   The UoG has recently been awarded £1.7m of ERDF funding to deliver the Core Growth Hub Project. Alongside this the university has also been awarded 3 additional business support projects which will contribute to the outputs of the Growth Hub expansion, the governance of which will be delivered through the UoG ESIF Project Board:
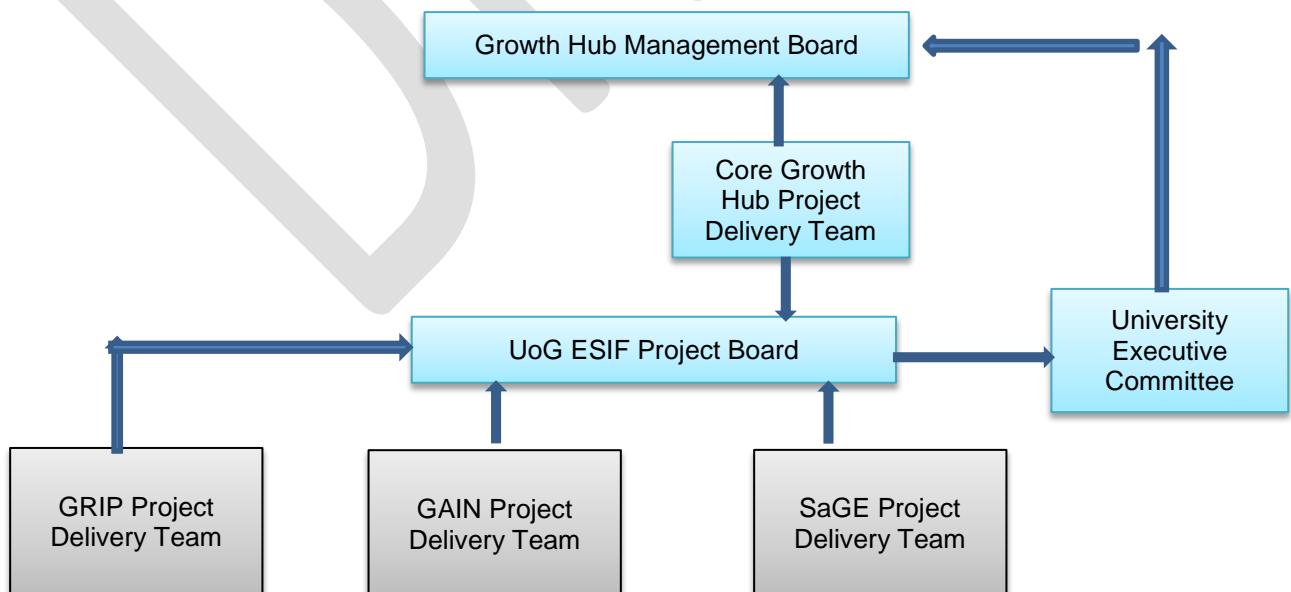
I. **GRIP -** The Gloucestershire Research and Innovation Programme (GRIP), focuses on driving an innovation culture and improving innovation capacity among Gloucestershire's SMEs. This will be achieved by clustering and partnering of SME's with relevant, sector specific prime businesses to drive the co-creation, application and commercial exploitation of collaborative research and development towards greater productivity in the county

II. **SAGE -** Start and Grow Enterprise (SaGE) is designed to stimulate successful enterprise in Gloucestershire, particularly among priority demographic and geographical groups, building on the already high start-up survival rate and address SME growth failure points.

III. **GAIN -** Gloucestershire Accelerated Impact Network (GAIN) will build upon the national service previously offered by the Business Growth Service, offering a Gloucestershire specific programme of support for ERDF eligible Small and Medium Sized Enterprises (SMEs) from high growth sectors.

4. **Evaluation of Growth Hub Performance –Phase one report available on request**

It will be important to evaluate the performance of the Growth Hub throughout the ERDF project period, the expansion funding period and linked to the associated SEP outcomes. In mid-2015 BiGGAR Economics was appointed to assist with this task. The evaluation will be undertaken in three phases:

• Phase one involved developing a baseline against which future performance can be assessed;
• Phase two, which will be undertaken during 2017, will involve assessing the interim performance of the Growth Hub to date and identifying any issues or improvements that could be made to project delivery; and
• Phase three, which will be undertaken in 2021, will provide a final assessment of the quantitative and qualitative benefits generated by the Growth Hub.

The main focus of this phase of the study will be on assessing the extent to which the Growth Hub has contributed to the targets set out in the Strategic Economic Plan.

Governance – Diagram 1

In the first phase of its development, high level governance has been provided by a Growth Hub Management Board. The formation of project boards was a requirement for the three flagship projects within the Gloucestershire Strategic Economic Plan. In October 2015 the Growth Hub Management Board was established.

The Growth Hub Management Board includes membership from the business community, the University of Gloucestershire, GFirst LEP and Growth Hub Network (tier 1 partners). The Board oversees the financial, delivery, and output/outcome performance of the Growth Hub investment area and will ensure that progress is being made in a timely and efficient manner – and, crucially, in line with expectations in the Strategic Economic Plan and the Growth Hub Business Plan. The GFirst LEP Executive team will ensure that each investment area maximizes the opportunity for further development and that areas of common interest are shared across management boards and projects. The Board is responsible for:

- Overseeing the financial, delivery and output/outcome performance of the Growth Hub Investment area, in line with the aims of the LEP's Strategic Economic Plans the Growth Hub Business Plan
- Reviewing the business plan and making recommendations to the LEP and the University with regard to any proposed amendments, alterations or updating
- Providing regular monitoring and evaluation reports to the LEP Board as required

- Monitoring network partnership operational agreements
- Monitoring the impartiality and independence of the Growth Hub Service making recommendations to address any identified or perceived bias in service standards and protocols across the Core Growth Hub Service and Network

Governance is also supported by a **Collaborative Agreement** which is in place between the University of Gloucestershire and GFirst LEP. The agreement sets out the parties commitments to jointly deliver the £10 million of capital investment for the Growth Hub project and all the associated outputs and outcomes as described in the Strategic Economic Plan.

UoG ESIF Project Board - the Core Growth Hub Manager will sit on the UoG ESIF Project Board. The UoG ESIF Project Board will be made up of the Director of Enterprise, ESIF Project Leads, Core Growth Hub Manager, and one Growth Hub Business Guide. The UoG ESIF Project Board will be responsible for:

- Oversight of the project
- Ensuring connectivity between the Core and other ESIF projects
- Monitoring and review of project progress towards outputs
- Reviewing project plans
- Reviewing eligibility and compliance
- Managing and mitigating risks in line with agreed tolerances

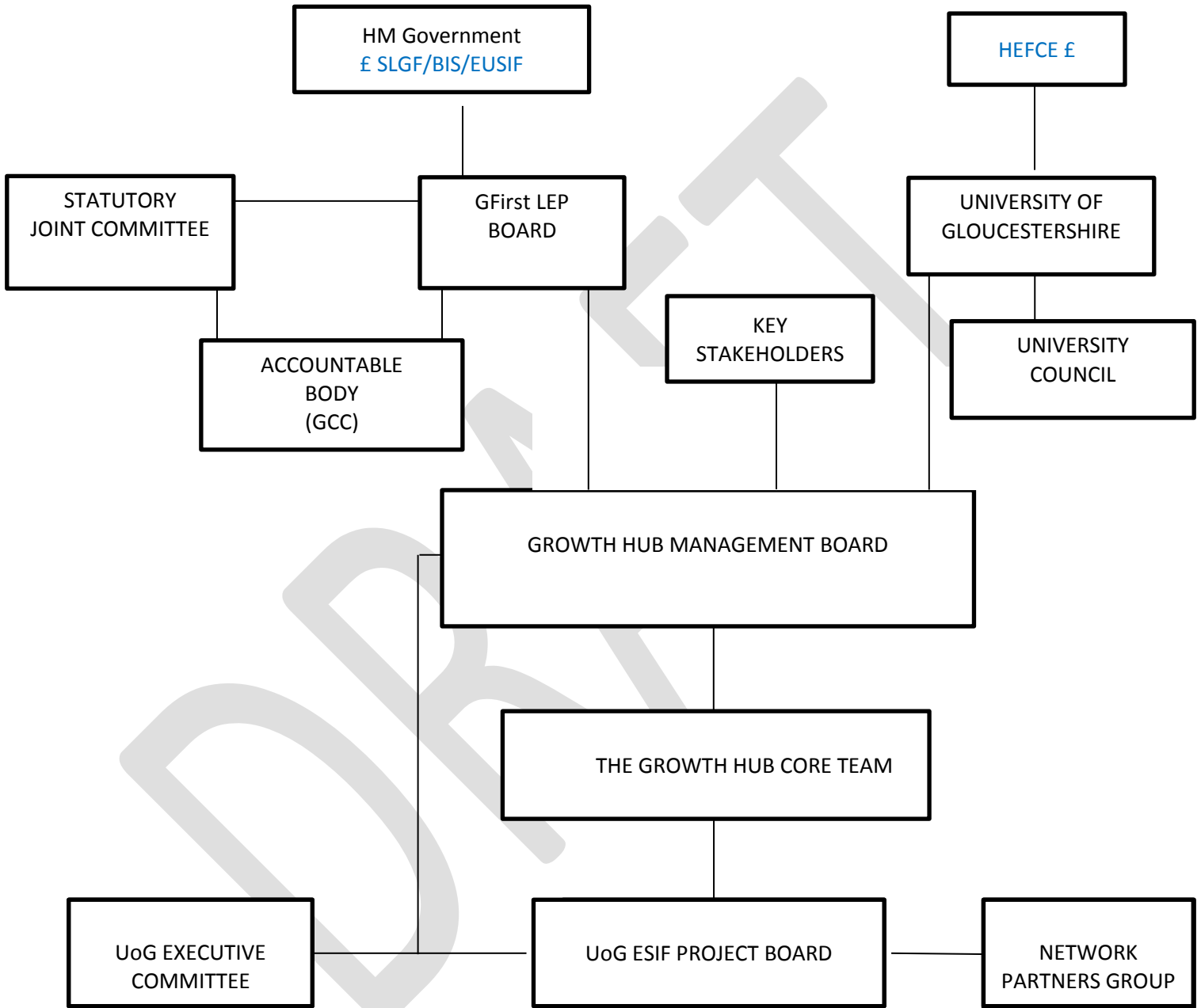**The Growth Hub Core Team –**set out in Diagram 3 is responsible for:
- The delivery of the outputs associated with the ERDF core funded contract
- Provide support to the Growth Hub Expansion and Network
- The delivery of outputs set out by the national Growth Hub programme Appendix 2
- Working with the LEP to deliver and produce bi annual reports on the on the BEIS principles for funding Growth Hubs – Appendix 1
- Supporting the Growth Hub Expansion and Network projects through its core service offer, a central marketing function, training and digital infrastructure provision
- Support the promotion of other countywide ERDF projects

NB The core team will support the delivery of but are not responsible for direct delivery of the outputs associated with the Growth Hub Network and Expansion projects.

The Network Partners Group - will include representatives from all Tier 1 & 2 centres, Growth Hub Manager, Marketing Manager and a representative from GFirst LEP. It is responsible for:
- Operational delivery of the business plan across the network
- Sustainability of the network model
- Implementation of systems and processes to provide a consistent and quality service
- Delivery of approved Growth Hub products and services
- Data management and data sharing
- Delivery of the marketing and communications plan and sustainability of the brand across the net

Diagram 1 - GROWTH HUB EXPANSION & NETWORK CAPITAL FUNDING GOVERNANCE MODEL

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┌─────────────────────┐                              ┌──────────────┐
│   HM Government      │                              │   HEFCE £    │
│ £ SLGF/BIS/EUSIF     │                              │              │
└─────────────────────┘                              └──────────────┘
           │                                                │
┌───────────────┐   ┌─────────────┐          ┌──────────────────────┐
│  STATUTORY    │───│ GFirst LEP  │          │  UNIVERSITY OF       │
│ JOINT         │   │   BOARD     │          │  GLOUCESTERSHIRE     │
│ COMMITTEE     │   │             │          │                      │
└───────────────┘   └─────────────┘          └──────────────────────┘
        │                  │                            │
    ┌─────────────┐   ┌──────────────┐        ┌──────────────┐
    │ ACCOUNTABLE │   │     KEY      │        │ UNIVERSITY   │
    │   BODY      │   │ STAKEHOLDERS │        │  COUNCIL     │
    │   (GCC)     │   │              │        │              │
    └─────────────┘   └──────────────┘        └──────────────┘

        ┌────────────────────────────────────────────┐
        │      GROWTH HUB MANAGEMENT BOARD            │
        └────────────────────────────────────────────┘

             ┌────────────────────────────────┐
             │   THE GROWTH HUB CORE TEAM      │
             └────────────────────────────────┘

┌──────────────┐   ┌──────────────────────┐   ┌──────────────┐
│ UoG EXECUTIVE│   │ UoG ESIF PROJECT     │   │  NETWORK     │
│ COMMITTEE    │   │ BOARD                │   │ PARTNERS     │
│              │   │                      │   │ GROUP        │
└──────────────┘   └──────────────────────┘   └──────────────┘
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The Growth Hub - PHASE 2

In order to deliver the growth projections for Gloucestershire, as outlined in the Strategic Economic Plan (SEP), the Growth Hub will now expand both the breadth and depth of its service offer. Phase 2 of The Growth Hub will deliver a coherent framework for business support provision to give businesses in Gloucestershire comprehensive, coordinated and simplified access to the business support most appropriate to their needs no matter where, how or by whom it is provided.

The delivery of Phase 2 brings significant scope to reach more businesses and business support and skills providers:

- Geographically - through the provision of a network of hubs across the county.
- By need - through clearer understanding of the role and purpose of the Growth Hub and its capacity to serve a broad range of businesses
- Virtually by enabling business to 'self – serve' solutions if this is their preference.

There are four key components to the development of Phase 2 Growth Hub

- The Core Growth Hub
- The Growth Hub Digital Infrastructure
- The Growth Hub Network
- The Expansion at Oxstalls

The Core Growth Hub

The current Growth Hub at Oxstalls will provide the core impartial diagnostic service, linked to the development of a number of Growth Hub Network centres across the county. The purpose of the independent and impartial Core Growth Hub Service will be to operate as an anchor to this wider Growth Hub Network, driving economic growth and increased access to business support services across Gloucestershire. With the concurrent developments to create a number of Growth Hub Network centres, the Core Growth Hub Service will perform a crucial support role not only in the continuity of the established Growth Hub service, but also in shared learning of successful business support models to these new network centres within the wider Network. Continuity will be delivered by utilising knowledge and expertise gathered during Phase 1, along with developing mutually beneficial systems and processes with new network centre providers and partners. Additionally, the Core Growth Hub Service will support the creation of the new network centres and their Growth Hub products and services.

The Core Growth Hub and Network - the single access point to business support in Gloucestershire
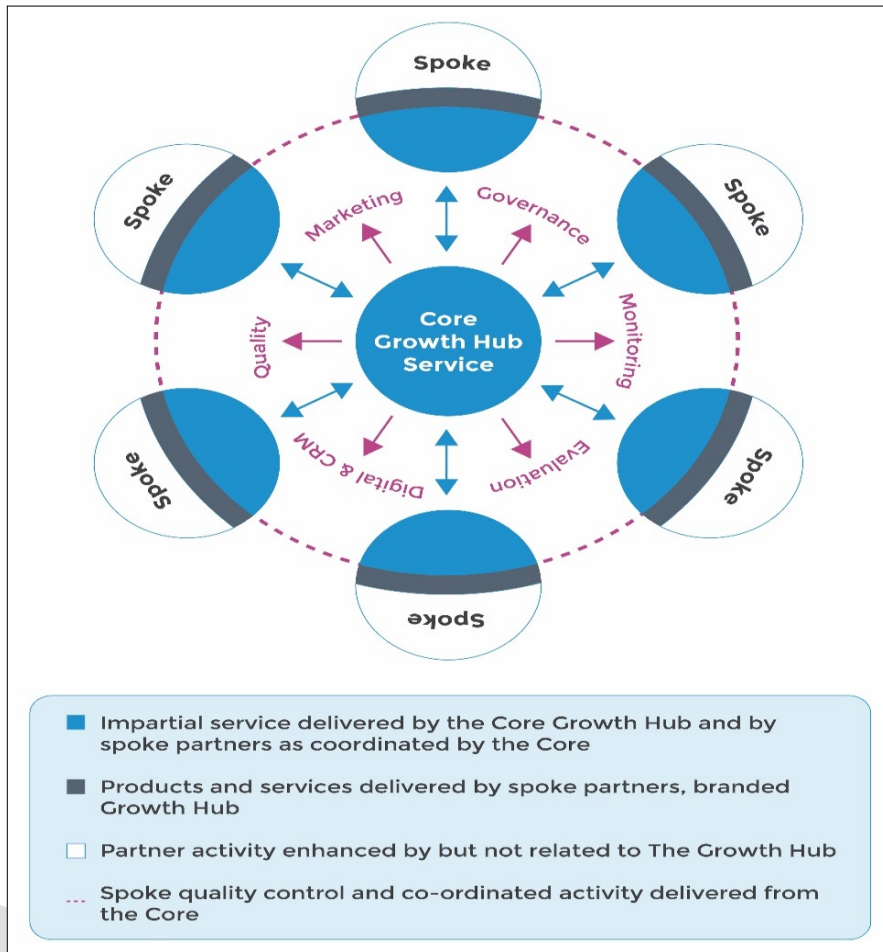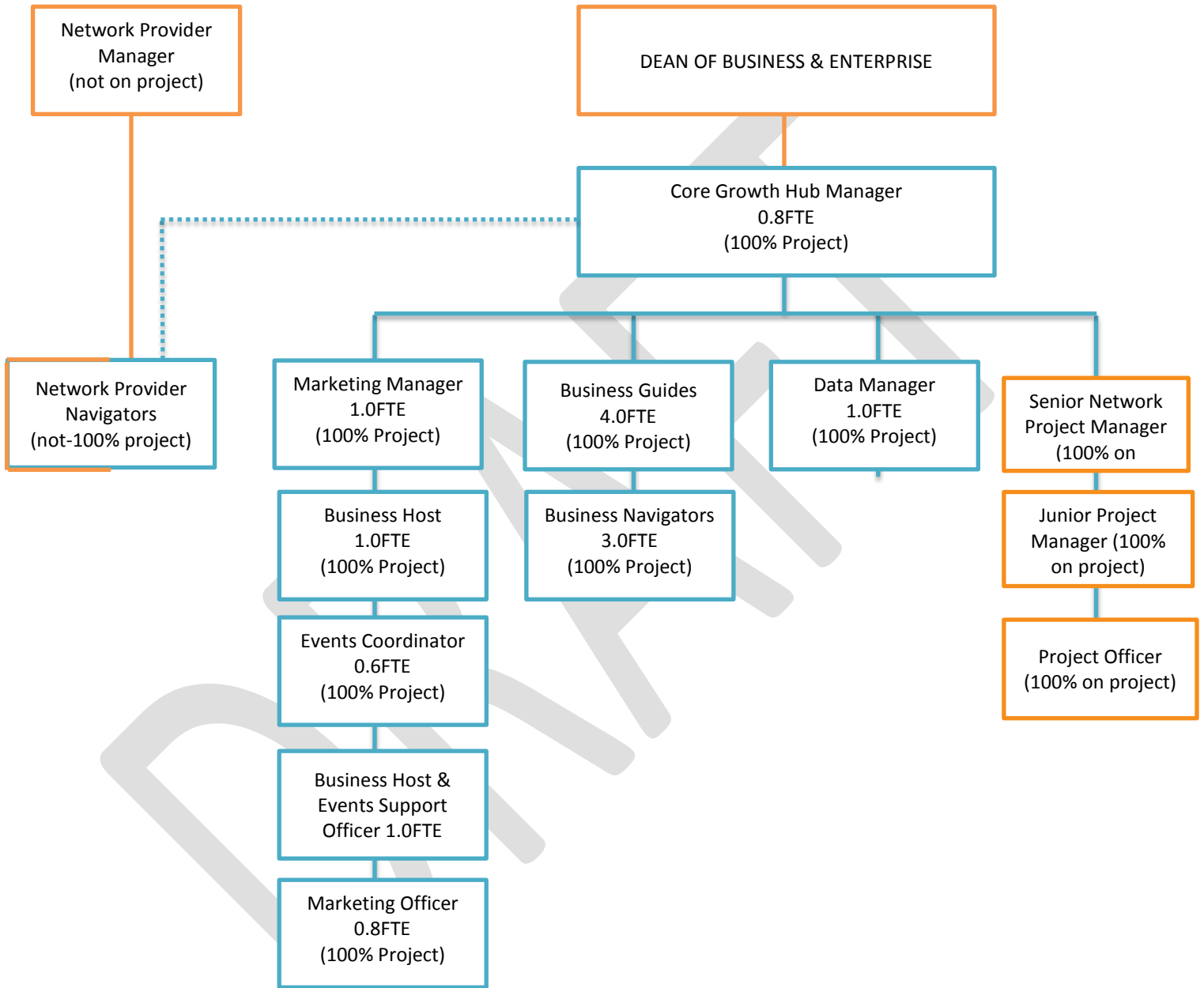

Legend:
- Impartial service delivered by the Core Growth Hub and by spoke partners as coordinated by the Core
- Products and services delivered by spoke partners, branded Growth Hub
- Partner activity enhanced by but not related to The Growth Hub
- Spoke quality control and co-ordinated activity delivered from the Core

Diagram 3 - **Core Growth Hub Service Team Structure (EU funded)**

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Network Provider                    DEAN OF BUSINESS & ENTERPRISE
Manager
(not on project)
                                    Core Growth Hub Manager
                                    0.8FTE
                                    (100% Project)

Network Provider    Marketing Manager    Business Guides    Data Manager    Senior Network
Navigators          1.0FTE               4.0FTE             1.0FTE          Project Manager
(not-100% project)  (100% Project)       (100% Project)     (100% Project)  (100% on

                    Business Host        Business Navigators                Junior Project
                    1.0FTE               3.0FTE                             Manager (100%
                    (100% Project)       (100% Project)                     on project)

                    Events Coordinator                                      Project Officer
                    0.6FTE                                                  (100% on project)
                    (100% Project)

                    Business Host &
                    Events Support
                    Officer 1.0FTE

                    Marketing Officer
                    0.8FTE
                    (100% Project)
```

The Core Growth Hub will:

- Deliver the ERDF funded independent and impartial Navigator and Guide services
- Develop and implement Growth Hub marketing, communications and branding strategy
- Effectively oversee and engage partner relationships - data sharing, quality management, performance indicators, reporting, training, the development of Growth Hub products and services
- Ensure management and maintenance of the digital infrastructure (web based portal, CRM, diagnostic tool, app and Knowledge Bank)
- Coordinate the Growth Hub Network, ensuring consistency and quality of the independent and impartial Core Growth Hub Service
- Train and support resource centre staff on delivery of the independent and impartial Core Growth Hub Service
- Increase take up from businesses not yet engaged in support programmes through the Growth Hub Network that will have wider geographical and sector reach
- Be responsible for monitoring activity and reporting to the Growth Hub Management Board
- Be responsible for reporting activity to government in line with the Monitoring and Evaluation Framework.
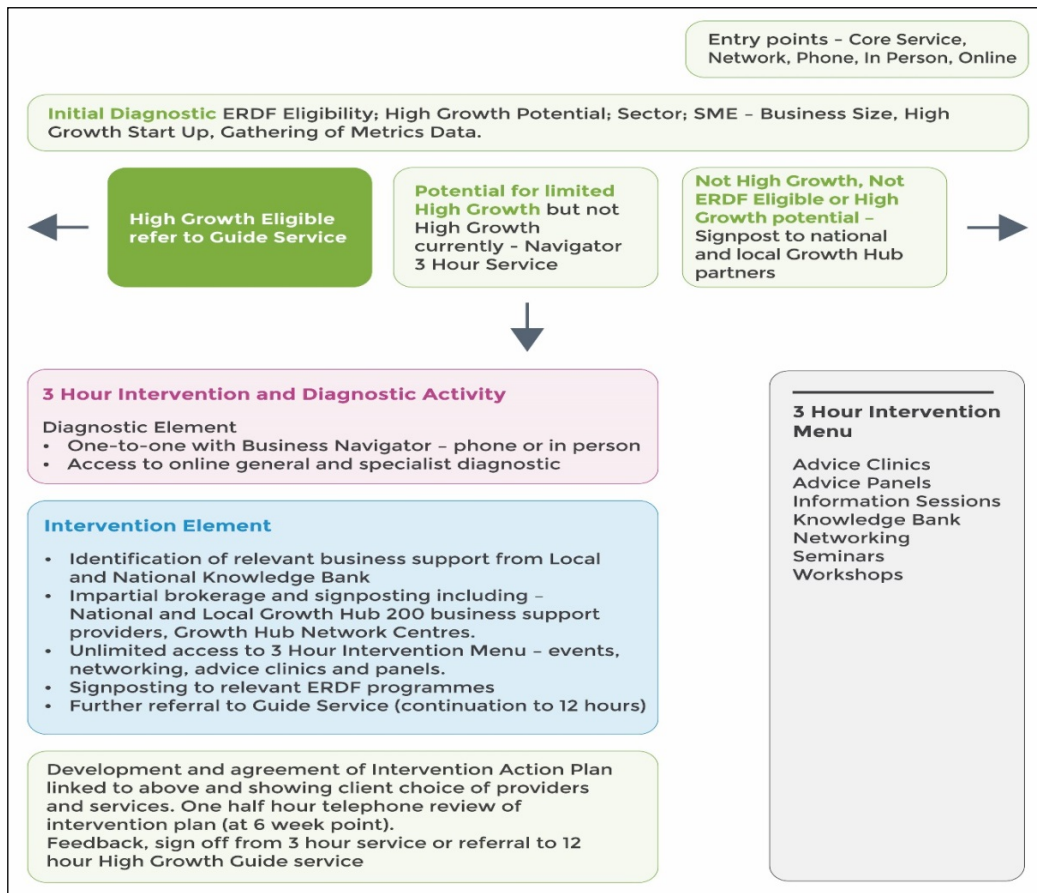
The Core Growth Hub Service

The Service starts with a short diagnostic to quickly identify growth aspiration and potential including an initial ERDF eligibility check. This initial diagnostic will result in:
- Eligible high growth businesses being referred to the Core Guide Service;
- Businesses that are not currently high growth or who are not currently ERDF eligible being referred to other local or national provision;
- Businesses who have growth potential but not currently high growth will be engaged in the Navigator '3-hour service'.

a. The Navigator Service

Following the initial diagnosis and sign posting, eligible businesses will enter the bespoke Navigator Service and receive a minimum of 3 hours of independent and impartial business support. The Navigator will work with the business; either in person, over the telephone or online to establish the current position of the business and identify key priorities for business improvement, growth and to address key business challenges. If appropriate, at this stage, the business will be given access to more specialist diagnostic tools. Once the key priorities for support have been fully established, the Navigator Service then moves to the intervention element of the Service where the Navigator will utilise their specialist knowledge of local and national business support to impartially broker and signpost relevant support activities. This element will inform the development and agreement of an Intervention Action Plan, which will be used by the business and Navigator to record the agreed signposting and engagement of the business in a number of business support programmes and activities and to track the impact of these support interventions. Once the Plan has been delivered, the 3-hour intervention will close. Businesses which are assessed as high growth may then be referred to the Guide Service for a further 9 hours of support.

The Navigator Service – Customer Journey

b. The Guide Service

In line with ERDF requirements, the independent and impartial Core Guide Service will deliver a minimum of 12 hours of support. The Growth Hub Guide Service is split into two distinct service areas that combine to accelerate immediate business growth potential and secure future growth potential by embedding the knowledge and skills within a business to support future growth opportunity, as follows:

- the identification of growth potential and the development of strategies to accelerate that growth through a dedicated plan;
- the provision of leadership level implementation support to embed the Growth Hub offer within the growth business.

The Guide Service will proactively target high growth ERDF eligible SMEs in the county; as defined in the ERDF Operational Guidance. To find high these growth SMEs, Guides will target knowledge, innovation, and export intensive sectors because experience shows that organisations in these sectors have the greatest potential for growth. However, the Guide service will be available to any eligible high growth SME regardless of sector or geographic location within the county.

As part of a face to face Growth Assessment Meeting, a detailed growth diagnostic will be undertaken against the following seven key business functions as detailed in the Guide Service Customer Journey below. The Business Guide

will advise and consult within the business to identify a number of key business support solutions within each of the priority areas, culminating in the creation of a bespoke 'growth plan' for the business. The Guide led advice and consultancy will then draw on a 12-hour specialist intervention menu, the Growth Hub Knowledge Bank, the full range of Growth Hub products and services offered through the Growth Hub Network Centres, and the established 200 Growth Hub Business Support Providers. Impartiality is delivered at this operational stage of the process through absolute client choice.

The Guide Service – Customer Journey
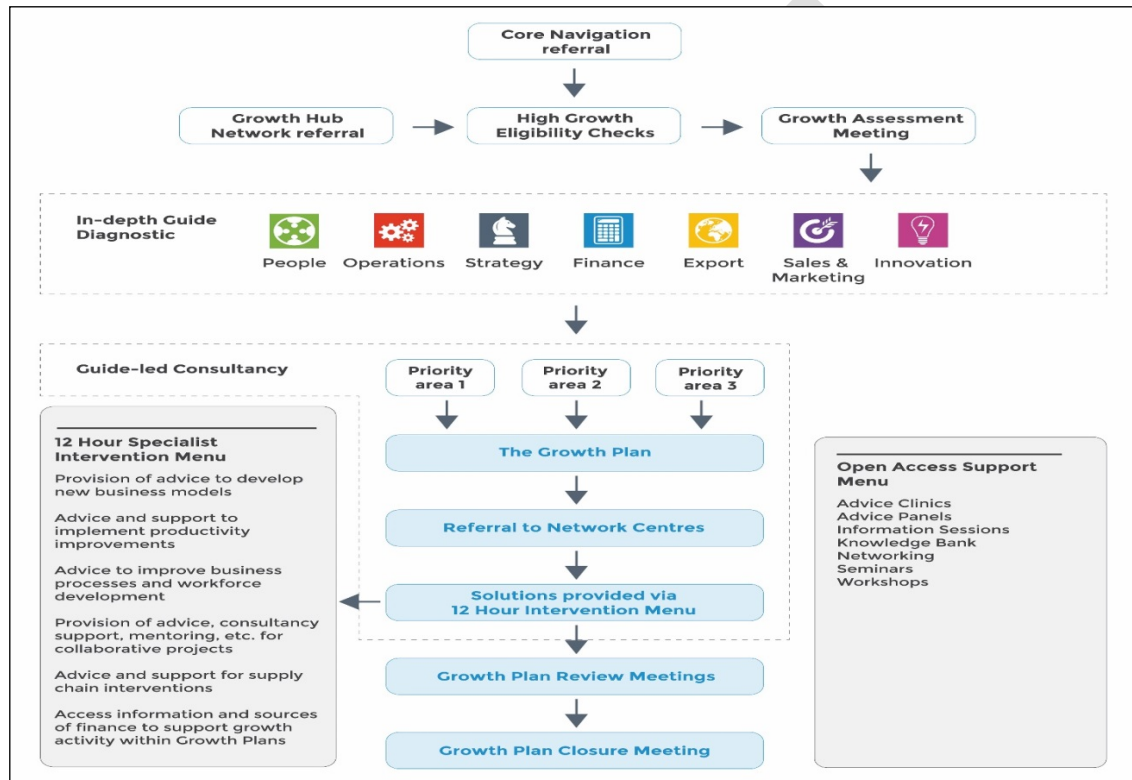
Added value services for Growth Hub customers

Throughout delivery of the Navigation and Guide Service and for up to 12 months after, the business can access a range of added value services offered to all businesses and individuals engaging with the Growth Hub. These include advice clinics, advice panels, access to the Knowledge Bank, networking, workshops, etc. Added value services include:

- **Advice clinics and panels**
  - Advice clinics will be one-to-one experiences where a client accesses focused time with an expert on the topic they need support with. Generally, clinics will be delivered by providers and partners and will take place on a regular basis. Topics will include 'Overcoming the Challenges of Organisational Growth', 'Business Accounting' and 'Innovating your Business'.
  - Advice panels will be one-to-a-panel experiences where a client accesses focused time with a range of experts on the topic they need support with. For example, the Finance Advice Panel will be run by members of the LEP Banking and Finance Business Group and will deliver expertise in crowd-funding, angel investment, banking and more.

- **Seminars and Information Briefing Sessions**
  - These events provide opportunities for clients to access the latest information/ updates on topics relevant to business growth. Seminars deliver short, focused learning on key growth themes or specialist sector updates, providing delegates with an actionable set of improvements that they can make in their business straight away, improving productivity and competitiveness.

- **Networking events**
  - These events provide excellent opportunities for businesses to network and collaborate on joint initiatives which lead to business growth. Networking events will have a specific focus to ensure maximum appeal across the ERDF eligible group. Where appropriate, events will be recorded and made available online, to ensure greater reach to clients that are not near Growth Hub locations, further widening accessibility.

Marketing and Promotion

The attraction and engagement of ERDF eligible businesses across Gloucestershire is vital to the success of the Core Growth Hub Service and the wider Growth Hub Network. In addition, the intention is to continue to offer business support to non-eligible businesses and, therefore, a marketing and promotional strategy must enable differentiation across both of these client groups. The Growth Hub has a strong brand presence within established marketing channels. This will be further leveraged into a differentiated message and the marketing strategy will deliver:

- A Core and Network wide marketing strategy with a primary focus of attracting ERDF eligible businesses, and a secondary objective of attracting non-eligible ERDF businesses. Across both groups, strategy will focus on business in rural areas; those who operate in high growth sectors; those businesses best able to accelerate their growth through GH intervention and support;
- Assurance of marketing collateral to improve accessibility and achieve wide impact;
- Implementation and coordination of engagement activity marketing and business events, to include one-to-one advice clinics and advice panels, seminars and workshops independently and in coalition with the established Growth Hub provider network;
- The monitoring, reviewing and constant improvement of Growth Hub customer experience and service through robust feedback and continuous improvement methodologies.

Data Management

The 'back of house' functionality for the Network will be overseen by the data manager. The data manager will also be responsible for:

- Providing data to inform future marketing activity.
- Providing data to Inform new product development.
- Reporting and monitoring activity for a range of stakeholders.
- Monitoring quality and providing training and support to Network partners and providers.

Providers

The Growth Hub currently works with over 200 providers of business and skills support. Through the expansion and the introduction of the new digital infrastructure, set out below, it is hoped that many more providers will be encouraged to engage with the Growth Hub and offer provision to clients. The Growth Hub recently participated in a national Simplification Review which included mapping the business support provision in the county against business need. The

report makes a number of recommendations which will support improvements to provider engagement and the 'portfolio' of providers which will be taken forward in the Phase 2 developments.

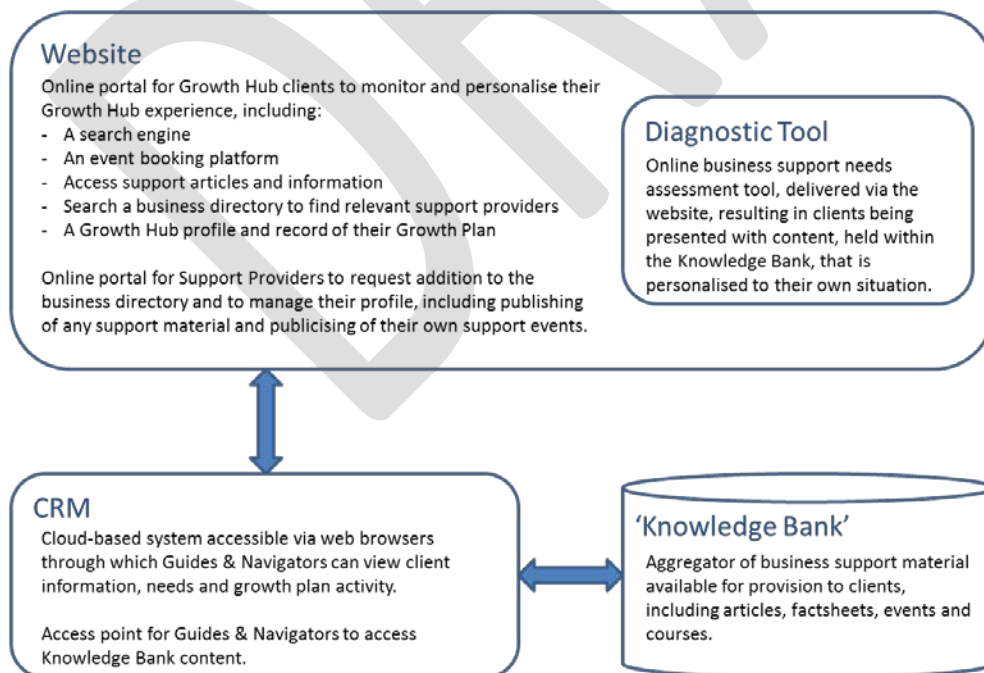**Growth Hub Digital Infrastructure –** Diagram 5

The digital infrastructure will deliver a new CRM system, diagnostic tool, web site and provide access to knowledge bank of information and provider services. The LEP will procure and oversee the implementation and management of the systems which will be used by the LEP, the core Growth Hub staffand partners for the delivery of the Growth Hub project. Development of the digital infrastructure started in December 2016. Minimum viable product launches of the CRM and website will take place in March 2017.   Further development activity will continue until September 2017:

- A critical requirement of the new CRM system is that it supports the monitoring and evaluation activity agreed with government and the easy flow of data between the partners in the Growth Hub Network to ensure usage, accuracy and sustainability.
- A critical requirement of the knowledge bank is that it enables providers to update their details and offers a 'self-service' system to meet simple business enquiries. The knowledge bank will also provide the knowledge bank used by Navigators and Guides to support business interventions.
- A critical requirement of the Diagnostic is that it captures data from businesses that will enable appropriate sign posting across the Network and inform the development of future products and services against key trends.

To help define the future 'virtual Growth Hub' an internal working group has undertaken activities to capture the needs, requirements and functionality of the new system.   The specification work indicates that the LEP, utilizing capital investment from the Network project, will need to procure a bespoke system in order to meet the multi - functional aspects that will be required.   The aim will be to create systems that offer a sustainable and efficient operating model for the proposed core function and partners and make use of automated processes where possible.

Diagram 5 – Digital Infrastructure

Digital Infrastructure

Website
Online portal for Growth Hub clients to monitor and personalise their Growth Hub experience, including:
- A search engine
- An event booking platform
- Access support articles and information
- Search a business directory to find relevant support providers
- A Growth Hub profile and record of their Growth Plan

Online portal for Support Providers to request addition to the business directory and to manage their profile, including publishing of any support material and publicising of their own support events.

Diagnostic Tool
Online business support needs assessment tool, delivered via the website, resulting in clients being presented with content, held within the Knowledge Bank, that is personalised to their own situation.

CRM
Cloud-based system accessible via web browsers through which Guides & Navigators can view client information, needs and growth plan activity.

Access point for Guides & Navigators to access Knowledge Bank content.

'Knowledge Bank'
Aggregator of business support material available for provision to clients, including articles, factsheets, events and courses.

The Growth Hub website

The Growth Hub website has the potential to increase the level of sustainable engagement with businesses and with the implementation of a diagnostic tool enable businesses to 'self-serve' business support. With the roll out of the network centres the website will also clearly define how and where businesses can access the most appropriate support by geography or specialism.

The Growth Hub Diagnostic

Diagnostic tools are being developed to help businesses identify the challenges they are facing and the potential solutions and services available that might help them. Using their Growth Hub account, users will be able to customise their support experience based upon the information captured against their profile, which will also go on to support all future interactions.

Business needs and challenges are currently measured against seven key areas, internally known as the Super 7, the diagnostic tool will be designed around these headings.

- People and Skills – Recruitment, Employment Law and Policy, Leadership and Management, Knowledge, Skills and Training
- Operations – Quality, Supply Chain, Legislation, Processes and Productivity, Environmental sustainability, ICT
- Strategy – Strategic Planning, Strategic Implementation, KPIs
- Finance – Sources of Finance, Financial Management and Accounting
- Export
- Sales and Marketing – Sales, Strategic Marketing, Digital Marketing, Advertising, Communications and PR, Market Research

The Super 7 will also support the engagement of the business and skills provider network for the provision of services against these topic areas.

The need for a more in depth diagnostic for high growth business needs is being reviewed. It is likely that access to this would be facilitated by the Guides working directly with a business so that a full assessment and action plan can be developed from the resulting information.

Knowledge Bank

The number of support providers working with the Growth Hub will be extended and using the knowledge bank businesses will have direct access to the range of support and services provided. Businesses and skills providers will be able to create and update their own profiles and service listings. The Growth Hub will moderate any new listings before they go live. Minimum requirements such as public indemnity insurance/quality standards/professional membership will need to be defined to support the moderation process.

The Growth Hub Network

The Growth Hub Resource Centres: Scoping Study, was commissioned by the LEP to establish the best way forward to develop the network of interlinked business support providers. The key principles outlined in the scoping study will be used to define and develop the best possible network of interlinked business support providers for Gloucestershire. The project will create an inclusive network of business support activities and providers under one common brand, and supported by a central organisation and CRM system.

The study recommends the following tiered model-

Tier 1: - Specialist Resource Centres that provide support to targeted high growth potential businesses, including technical, sector-specific, R&D, innovation support and high growth business incubation

Tier 2: - Generic or General Resource Centres which will provide access to the Growth Hub Network and a wide range of business support services and business incubation support for new start and growing small businesses.

Tier 3:-Points of access into the Growth Hub Network, with limited direct business support functionality. They may not directly provide any support or services, but simply provide access points to the virtual Growth Hub and refer businesses to information or other providers within the Growth Hub Network

The diagram on page 9 is representative of the business model for Phase 2. It demonstrates the relationship between the core Growth Hub structure and the 'Tiered partners' in the Growth Hub Network. It outlines how the core will support, and be interdependent with, every partner in the Growth Hub Network. The free services delivered by proposed core, with contributions from the partners to varying degrees, will provide businesses with impartial information, advice, diagnostic and brokerage. The core will drive the whole Growth Hub project, and will support the 'Tier partners' with referrals, intelligence, marketing and digital support.

In return for capital investment from the Single Local Growth Fund partners will support the delivery of the proposed core function – dark blue. The areas in white show partner activity which is enhanced by working as part of the Network but not directly related to Growth Hub.

To ensure that services and activities are delivered to agreed standards across the Network all partners will sign a Code of Conduct, agreed by the LEP and UoG, prior to the award of any partner grant funding agreements. The Code of Conduct will set out the obligations by all parties involved in Growth Hub activity to ensure the delivery of the impartial diagnostic and brokerage service, monitoring and reporting, marketing and use of branding, quality assurance, contract compliance and data sharing

The Growth Hub Network project will be managed by GFirst LEP and will be delivered in partnership with a number of organisations. It is not prescribed who the partners will be, and they may include educational institutions, business representative/support organisations, priority sector bodies, individual or groups of businesses, or others. Specific arrangements with each partner will be established during competitive procurement calls starting in June 2016. Partners will receive capital investment to create attractive and vibrant facilities, marketing support, access to central business support functions and the digital infrastructure which will deliver the 'virtual' Growth Hub.

Tier 1 & 2 centres will differ reflecting provider/partner and local circumstances. They may look to share space and facilities through co-location with other services and it is likely that they will be built around existing forms of business support and staff. It is recognised that there may be cross over of Tier 1, 2 and 3 delivery within centres.

The primary customers of the Growth Hub are businesses so Network centres in return for capital investment will need to demonstrate how they will:

- Provide physical access to Growth Hub services
- Provide face to face **free of charge** support and **impartial diagnosis** of business need, preferably on a one-to–one basis
- Display clear corporate branding
- Provide networking opportunities
- Provide opportunities to meet support providers/professionals
- Offer signposting to specialist advice provided elsewhere
- Support and build the network of business support and skills providers that are working with the Growth Hub.

Additional facilities that centres may provide include:

- Flexible workspace
- Training facilities
- Event venues
- Sector specific services
- Services to particular business types eg Rural, start-up
- Incubation space for start-up and growing businesses

Growth Hub Network Project update

On July 5[th] GFirst LEP announced the first call for EOIs for Network Centres. 15 proposals from across the county with a total value of £7,612,124m were returned. A sub group of the LEP Board and Growth Hub Management Board shortlisted five proposals to develop full business cases.

The five full businesses cases were returned 9[th] September, 2016 and all were scored against a set of criteria following which all proposals were invited to a' Dragon's Den' panel session' 20[th] September 2016.

Based on the scoring and feedback from the panel the LEP Board approved funding for activity with three partners on 4[th] October, 2016.

Gloucestershire County Libraries

The County Libraries services will start a roll out of Tier 3 Growth Hubs at all 31 library sites across the county from June 2017. The service will enhance and strengthen the libraries role and complement their current business offer as well offering an excellent spread of entry points to Growth Hub services. Two innovation laboratories will also be established to provide facilities for businesses to access such as 3D printing.

Tewkesbury Borough Council

Tewkesbury Borough Council will open a Tier 2 centre to service the North of the county from Spring 2018. The Growth Hub will be located within the Public Services Centre providing the perfect place to reach and support growing businesses in the area. The team has established relationships within the business community and there a natural footfall from businesses to other services, within the building, such as business rates and planning.

Royal Agricultural University

The Royal Agricultural University will open Tier 1 centre at their site in Cirencester in the autumn of 2018. The centre will specialize in support for Agritech and rural businesses but will also act as a Tier 2 centre for the Cotswolds.

Current Forecast Funding Profile

	2016/17	2017/18	2018/19	2019/20	2020/21	
Tier 1		£2.424				
Tier2		£0.385				
Tier 3		£0.220				
Digital	£0.825					
Other	£0.045					
Forecast			£0.725	£0.381		
	£0.865	£3.029	£0.725	£0.381		£5.00

Known leverage	2016/17	2017/18	2018/19	2019/20	2020/21	Total
Capital		50,000				50,000
Revenue		585,000	415,000	415,000	300,000	1,715,000

Growth Hub Network procurement process

GFirst LEP will ensure that a robust and fair procurement process is carried out before it awards any capital grants. Potential Network Partners will be invited to complete an "Expression of Interest" which will be evaluated by a sub group of the Growth Hub Management Board and the LEP's board of directors to determine whether they meet a set of basic requirements. Successful applicants will then be invited to submit full business cases.

Full business cases will be scored by the Growth Hub Management Board and the Promoter's board of directors against set criteria following which recommendations in principle for funding will then be made to the LEP Board. Once approved in principle business cases will undertake a full Due Diligence assessment.

Due Diligence reports will then be reviewed by members of the Growth Hub Management Board who will, if appropriate, make recommendations to the LEP Board of Directors for conditions to be attached to any funding agreement that may be entered into between the LEP and prospective Network Partners. The LEP's board of directors will then determine whether to grant a funding award.

The LEP will then work with all Network Partners, throughout the Project Delivery Period, to ensure that they will be able to deliver a sustainable and operational Growth Hub Network for the period of the programme and beyond.

Procurement timeline 2017

May 2017- Expressions of interest for Network Centres
June 2017 – LEP/GH Mgt Board sub group review EOIs and shortlist for full business cases
July 2017 – Full business cases reviewed
August 2017 – Recommendations for funding reviewed by LEP Board
September 2017 - New partners announced

Growth Hub Expansion

Childs and Sulzmann Architects were commissioned in October 2015 to develop a scoping document to inform the brief for the expansion of the Growth Hub at Oxstalls. The brief made a number of recommendations based on the needs of stakeholders, clients and staff users about the type of space that should be developed. The expanded Growth Hub by housing the Core Growth Hub activity will operate as an anchor within the wider network.

The Growth Hub Expansion will be delivered by the University of Gloucestershire and will create a new unique and vibrant space that co-locates the Growth Hub, University Business School and the LEP at Oxstalls.   It will support the delivery of Gloucestershire's Strategic Economic Plan and is crucial to the University's ambitious plans to grow their Business School student numbers. The expansion will create further links with the business community through an enhanced range of services and deliver the following benefits:

- Enhanced student employability through the delivery curricula that is relevant and current to business needs.
- Additional work experience opportunities facilitated through Growth Hub activities.
- Greater access for businesses to the expertise available within the Business School, creating opportunities for commercial activity and consultancy projects by the students and staff.
- Enrichment of teaching and research activities through contact with a broad range of and large numbers of businesses.
- The creation of a strong flow of talent and enterprise into the Gloucestershire economy by providing businesses with easier access to Higher Education students.
- A Business School with a national and international reputation for high quality teaching and research.
- A 50% increase in Business School student numbers by academic year 2021/22.

The project proposes the construction of a new building of some 5,250m^2 on the University's Oxstalls Campus to accommodate an expanded Business School as part of the overall Master Plan for the expansion of facilities at the Oxstalls Campus. The space provided will predominantly be teaching space and office space, plus some catered space, some specialist IT space, a moot court and a trading room (an additional 800m^2 is envisaged within existing buildings for central facilities such as library and catering).

The new building will incorporate the relocation of the existing facility at the Park Campus Cheltenham, and also an expanded Growth Hub of 1450m^2, currently located in the existing Oxstalls Campus.

At present the Business School occupies some 2,600m^2 at the Park Campus providing accommodation for 45 academic FTE and 11 admin FTE in addition to teaching and ancillary facilities, subsequently confirmed as expanding to 72 FTE.

The current Growth Hub occupies some 610m^2 of floorspace and provides accommodation for 48 members of staff (business advisors and administration support) including the accommodation for the LEP administration team of 19 people.

The expansion at Oxstalls will host and provide the infrastructure (IT/HR/Admin/Finance) for the core service and activities as well as the Tier 1 Growth Hub products and services.

The latest estimates for the Business School and Growth Hub are shown below.

	Business School		Growth Hub			Total
	Business Case	Latest Cost Plan	Business Case	Latest Cost Plan	Business Case	Latest Cost Plan
Size (m^2)	4,500	4,006	1,450	1,477	5,950	5,483
Building Cost	7,686,000	9,981,986	2,544,750	3,086,970	10,230,750	13,068,956
Preliminaries	1,215,000	1,013,878	406,000	308,697	1,621,000	1,322,575
Project risks	945,000	156,797	304,500	91,000	1,249,500	247,797
Inflation	900,000	0	290,000	0	1,190,000	0
Professional Fees	855,000	885,442	290,000	380,000	1,145,000	1,265,442
Other Development Costs	1,016,055	1,521,014	341,500	300,000	1,357,555	1,821,014
VAT	2,523,411	2,711,824	835,350	833,333	3,358,761	3,545,157
Total GH/Business School	**15,140,466**	**16,270,941**	**5,012,100**	**5,000,000**	**20,152,566**	**21,270,941**

Financial Plans

Core Growth Hub Salary Costs and Expenditure - ***Appendix 3***

Outputs for the whole Growth Hub project *- Appendix 4*

Light Touch	7420
Medium Intensity	3430
High Intensity	1048
Start-ups including High Growth	2499
Jobs	8433

Value for money

For an investment of £10 million from the Single Local Growth Fund it is estimated that over £20 million of funding will be leverage, this is made up of £6,180,000 of revenue and £14,160,000 of capital match funding.

8433 Jobs will be created as a result of the £10million investment giving a **cost per job of £1185**

Outcomes

The following outcomes will be measured annually -

1. Business engagement activity - increased geographical spread. To be measured by postcode on an annual basis.

2. Growth in providers of Growth Hub services – increase in staff and/or turnover within provider/partner organisations. To be measured at initial sign up and revisited annually by survey to ascertain growth through participation in Growth Hub activities.

3. Graduates into work with further learning in Gloucestershire – measured from destination data.

4. Development of new services based on real time business intelligence gathered.

Performance Monitoring

Performance monitoring arrangements are in place to meet specific funders' requirements (e.g. ERDF); with KPI tables and dashboards produced for Growth Hub Management Board meetings. These will seek to focus on output and impact measurement where they add value to the delivery of the Growth Hub and support the process of continuous improvement.

Risks and contingency

Full risk registers for the Core Growth Hub and the Growth Hub Network are available in *Appendix 5*

Key Risks associated with the delivery of Phase 2 Growth Hub over the next two years are listed below.

- Delay to implementation of digital infrastructure
- Creating a sustainable Growth Hub
- State Aid Compliance
- Protection of capital investments
- Lack of suitable Network locations/partners
- Displacement of activity

APPENDIX 1 – Growth Hub Metrics Matrix

Growth Hub (consolidated) Metrics Matrix

Ref	Primary Metric Title	Operational definition	Secondary metrics	Operational definition	Examples	BEIS Growth Hub 'Core'	BEIS LOGASNET (SLGF)	ERDF	Growth Deal Funding Agreement	HEFCE Catalyst	LEP Strategic
						Derivation/funders requirement					
	Light Touch Interventions	(Non-trivial) Interactions which do not consume significant dedicated resource.(all mediums, not unique enterprises)			Interaction at conferences & workshops (one to many), interactive website contacts, telephone/face to face signposting	✓	✓	X	✓	✓	X
			Light Touch interventions (total number, not unique businesses/individuals)	Any (non trivial) interaction which does not consume significant dedicated resource	Interaction at conferences & workshops, interactive website contacts, telephone/face to face signposting	✓	✓	X	✓	X	X
			Light touch interventions (via telephone) (L4.1)	All light touch interventions delivered via telephone only	Sign-posting to a Govt scheme or 3rd party provider after basic needs assessment. Recommending a workshop & booking onto a workshop. Booking in for an advice cinic	✓	✓	X	X	X	X
			Light touch interventions (via face to face) (L4.2)	All light touch interventions delivered via face to face meeting with Navigator or Guide or via an event	as above, plus tour of Growth Hub and explanation of products & services available, informal diagnsotic, registering an account on CRM. "One to many" events	✓	✓	X	X	X	X
			Light Touch interventions (via website) (L4.4)	Light touch interventions delivered via "self-service" via Website (requiring registration/attribution)	On-line registration of account. Download of resources, on-line (self-serve) diagnostic, fact sheets	✓	✓	X	X	X	X
			Attendance at Growth Hub events	Total attendance at Growth Hub organised events, workshops, conferences etc,	Growth Hub one to many events, taster sessions, business breakfasts etc	✓	✓	X	X	X	X
			Number of businesses Signposted (to Growth Hub provided/facilitated solutions)	number of businesses signposted to appropriate solution	Business signposted	X	X	X	✓	X	X
	Outbound Referrals Made	total number of outbound referrals made to solution providers			Referrals to solution providers e.g. UKTI, third parties, research bodies, etc	✓	✓	X	✓	X	X
			Outbound referrals made to 'approved' govt schemes	Breakdown of the total number of outbound referrals made, by scheme (from approved list)	UKTI, Innovate UK, MAS, etc or to approved 3rd party provider	✓	✓	X	✓	X	X
			Outbound referrals made to Core	Referrals made to Core Growth Hub via network to support High Intensity Intervention	High Growth potential business referred to Core from Tier 1 or tier 2 hub	X	X	X	✓	X	X
			Take up Rate by Scheme	% Take up rate by approved scheme	eg. UKTI - 45%	✓	✓	X	X	X	X
			Referrals to National Helpline	number of businesses signposted directly to the National Helpline	non high growth business/pre-start signposted initially to NHL	✓	X	X	✓	X	X
	Additionality	Rating , on a 5 point scale 1- 5, (Very unlikely to Very Likely) on how likely it was the client would have undertaken the recommend activity without growth hub support			eg numbers reporting: 1- Very unlikely 2 - Somewhat unlikely 3 - Neither likely nor unlikely 4 - Somewhat likely 5 - Very likely	✓	X	X	X	X	X

Metric	Description	Sub-item	Definition	Examples	1	2	3	4	5	6
Percentage of businesses acting on advice	Percentage of businesses that have received either light or medium touch support that have acted on the information provided				✓	X	X	X	X	✓
Medium Intensity Interventions	total number of Interactions which use moderate growth hub resource, **broadly** aligned to the EU 3 hr metric for "information, diagnostic, & brokerage support only" (not unique enterprises)			business diagnostic with growth hub navigator or guide, referral to Govt business support schemes, referral to defined external provider, development of a growth plan , "1 to few" events.	✓	X	X	✓	X	X
		Interactive Business diagnostic (via telephone OR face to face) (L4.3)	Delivery of the defined Business diagnostic activity with a Navigator or Guide	Delivery of a formal *diagnostic.*	✓	✓	X	X	X	X
		Number of Enterprises receiving information,diagnostic and brokerage support (min 3 hours)	ERDF definition P13	ERDF eligible activities, mainly 1-2-1, 1-few	X	X	✓	X	X	X
		Number of enterprises receiving non-financial support (L2.1)	Total number of unique enterprises receiving at least 1 medium intensity intervention		✓	✓	X	✓	X	X
		Number of 'new' enterprises supported (L2.2)	Total number of unique 'New' (0-3 yrs) enterprises receiving at least 1 medium intensity intervention (a subset of L2.1)		✓	✓	X	X	X	X
		Number of potential entrepreneurs assisted to be enterprise ready (L2.3)	Total number of 'pre-starts' assisted (supported) to be enterprise ready prior to trading.		✓	✓	X	✓	X	X
		number of priority sector businesses supported	total number of businesses supported that are in a designated priority sector	Advanced manufacturing, Medical Devices, Digital Security, etc	X	X	✓	✓	X	✓
High Intensity Interventions	Interactions representing sustained support and using significant growth hub resource, **broadly** aligned to the EU 12hr metric for "Enterprise Support" (not unique enterprises)			Contact time and support actions time from Guide , small tailored master classes (FOC) incl expert guidance, & peer-to-peer learning	✓	✓	X	✓	X	X
		High Intensity Interventions	Any single or cummulative set of interventions that is catorgorised as H.I. Broadly aligned to ERDF C1 (12 hr), but not exclusively		✓	✓	X	✓	X	X
		Number of (eligible) Enterprises Receiving 'support' (C1)	ERDF Definition C1		X	X	✓	X	X	X
		Number of (eligible) Enterprises Receiving non-financial 'support' (C4)	ERDF Definition C4		X	X	✓	X	X	X
		Number of New Enterprises Supported	ERDF Definition C5		X	X	✓	X	X	X
		Number of potential entrepreneurs assisted to be enterprise ready	ERDF Definition P11		X	X	✓	X	X	X
Customer Satisfaction (overall)	Satisfaction rating on 1-5 scale of "Very dis-satisfied" to "Very satisfied"				✓	✓	X	X	X	X

Measure	Definition	Sub-measure	Description	Notes	1	2	3	4	5	6
		Customer Satisfaction 1-5 for Light Touch Interventions	Sample rating (10%) for satisfaction from all LT interventions	numbers related to: 1 - very dissatisfied 2 - somewhat dissatisfied 3 - neither satisfied nor dissatisfied 4 - Somewhat satisfied 5 - very satisfied	✓	✓	X	X	X	X
		Customer Satisfaction 1-5 for Medium Intensity Interventions	Satisfaction rating on 1-5 scale of "Very dis-satisfied" to "Very satisfied" for all medium interventions	numbers related to: 1 - very dissatisfied 2 - somewhat dissatisfied 3 - neither satisfied nor dissatisfied 4 - Somewhat satisfied 5 - very satisfied	✓	✓	X	X	X	X
		Customer Satisfaction 1-5 for High Intensity Interventions	Satisfaction rating on 1-5 scale of "Very dis-satisfied" to "Very satisfied" for all high interventions	numbers related to: 1 - very dissatisfied 2 - somewhat dissatisfied 3 - neither satisfied nor dissatisfied 4 - Somewhat satisfied 5 - very satisfied	✓	✓	X	X	X	X
Number of entrepreneurial readiness assists progressing to full trading (L3.1) (new start-ups)	Potential entrepreneurs (pre-starts) who had previously received support who are now trading			individuals who received pre-start support who now start trading	✓	✓	X	X	X	X
Number of high Growth start ups supported	New businesses categorised as 'High Growth' that have received support (BEIS designated)		High Growth definitions assumed as: 1) 10+ employees: average 20% pa growth over 3 years, 2) under 10 employees: 7+ employee growth or growt T/O by £750K 3) New business capable of exceeding £750K / 7 employees in 3 yrs.		X	X	X	✓	X	✓
Enterprises assisted to work with research instututions (L3.2)	Number of enterprises referred/facilitated to work with research institutions			Market Research project via UoG, Food project via Camden BRI, Strategic Coaching via UoG	✓	✓	X	✓	✓	✓
		Number of SMEs assisted to cooperate with research institutions	number of enterprises specifically categorised as SMEs that have received assitance to work with research institutions		✓	X	X	✓	✓	✓
Jobs Created/Protected	The total number of FTE jobs created or protected				✓	✓	X	✓	X	✓
		Jobs created/protected by unique businesses	Total jobs created or protected in all businesses that have received medium or high intensity interventions		✓	✓	X	✓	X	✓
		Employment increase in 'supported' enterprises (C8)	ERDF Definition C8		✓	X	✓	X	X	X
LEP/SEP Strategic Objectives										
Grow the County GVA by 55.4% in the target sectors (Knowledge and/or Export intensive)	to be agreed				X	X	X	X	X	✓
		GVA Growth, supported businesses only	GVA growth for businesses that have received a high intensity intervention		X	X	X	X	X	✓

Metric	Definition			Description						
Fully Establish an effective Accelerated Business Growth Service within Gloucester	The level of awareness of the Growth Hub as a "single point of contact" for business support across whole of Gloucs.				X	X	X	X	X	✓
Create an economic growth 'eco-system' combining Business Support Services and knowledge transfer via HE/FE institutions for Gloucs	The measure to which the Growth Hub, the Provider network and HE/FE institutions are working as a single community to support growth, underpinned by a robust digital infrastructure				X	X	X	X	X	✓
Fully establish an effective Business Expansion Service within Gloucs	The level of awareness of the service across Gloucs "top 100 businesses" and identified strategic companies. (Top100+)				X	X	X	X	X	✓
Establish Gloucestershire as a 'preferred location' to set up or grow a business	Gloucestershire's rating in the "best Places to do business in UK" -				X	X	X	X	X	✓
ERDF Requirements (included in core BIS metrics but not reported by Gloucestershire)										
Innovation										
3.3 Number of enterprises supported to introduce new to the market products (C28)	ERDF Definition C28				X	✓	✓	X	X	X
3.4 Number of enterprises supported to introduce new to the firm products (C29)	ERDF Definition C29				X	✓	✓	X	X	X
HEFCE Metrics not included above										
Unique Visitors to Growth hub	Number of unique individuals that have visited the growth hub and been registered on CRM.			Attendees at Growth Hub events, individuals using the facilites for business, businesses/individuals seeking business support.	✓	X	X	✓	✓	X
New Business Support Services Developed	New defined services developed by the Growth Hub/UoG				X	X	X	X	✓	X
Student/Graduate participation in Employability Initiative				n/a	X	X	X	✓	✓	✓
UoG Graduates placed in Gloucs jobs (increase)					X	X	X	✓	✓	✓
New Teaching Programmes					X	X	X	✓	✓	X
New Employer HEI networks created					X	X	X	✓	✓	X
Participants in learning programmes					X	X	X	X	✓	X
Income from knowledge exchange programme					X	X	X	X	✓	X
Growth in Growth Hub providers					X	X	X	X	X	✓

					X	X	X	X	✓	✓
	Increased Student Enrolment to Bus School					X	X	X	X	✓	✓
	Business Interventions in the classroom					X	X	X	X	✓	X
LOGASNET /BEIS Growth Deal Standard metrics (Not collected via CRM)										
	Project Outturn (1)					X	✓	X	✓	X	X
	Revenue Leverage HEFCE (public sector)	see LOGASNET definitions				X	✓	X	✓	X	X
	Revenue Leverage (BIS core Growth Hub)	see LOGASNET definitions				X	✓	X	✓	X	X
	Revenue Leverage (ESIF)	see LOGASNET definitions				X	✓	X	✓	X	X
	Capital Leverage (Other Public Sector) (2)	see LOGASNET definitions				X	✓	X	✓	X	X
	Capital Leverage (Private Sector) (2)	see LOGASNET definitions				X	✓	X	✓	X	X
	Capital Leverage (Third Sector) (2)	see LOGASNET definitions				X	✓	X	✓	X	X
	Total Project Expenditure by Promoter (3)	see LOGASNET definitions				X	✓	X	✓	X	X
	Work on site start date (4)	see LOGASNET definitions				X	✓	X	✓	X	X
	Work on site completed (5)	see LOGASNET definitions				X	✓	X	✓	X	X
	Number of Apprenticeship starts	see LOGASNET definitions				X	✓	X	X	X	✓
	Number of Apprenticeship completions	see LOGASNET definitions				X	✓	X	X	X	✓
	Commerical floorspace created	see LOGASNET definitions				X	✓	X	✓	X	X
	Commercial floorspace occupied	see LOGASNET definitions				X	✓	X	✓	X	X
	Follow on investment (Public Sector) (19)	see LOGASNET definitions				X	✓	X	X	X	X
	Follow on investment (Private Sector) (19)	see LOGASNET definitions				X	✓	X	X	X	X
	Follow on investment (Public Sector) Revenue	see LOGASNET definitions				X	✓	X	X	X	X
	Follow on investment (Private Sector) Revenue	see LOGASNET definitions				X	✓	X	X	X	X

APPENDIX 2 Principles for funding Growth Hubs GFirst LEP 2017-18

Gloucestershire County Council

Schedule 3

STRATEGIC CONTEXT

The UK Government is determined to promote strong, sustainable and balanced growth across the whole country. Growth Hubs contribute to this by coordinating and simplifying the local business support landscape, which is why they remain an integral part of the Government's ambition to rebalance the economy, harness agglomeration effects, and drive local growth and productivity. Government has identified a central role for Growth Hubs, established by Local Enterprise Partnerships (LEPs), to simplify and coordinate access to business support in local areas, and ensure that all national and local offers of support are effectively joined up for business.

Growth Hubs will continue to provide in each LEP area a single access point for impartial and trusted support, bringing together national and local schemes into a single offer so businesses get everything they need in one place. This will include both public and private sector support, for example that offered by Local Authorities, Universities, Chambers of Commerce, Enterprise Agencies, and the wider private and public sectors.

The Secretary of State for Business, Energy and Industrial Strategy (BEIS) will therefore make grant funding available to GFirst LEP to deliver the following schedule of work in 2017-18, which reflects the Government's belief that the people who know best how to assist businesses, are business people themselves, and that they embrace the ambitions set down in the **Industrial Strategy Green Paper** to identify and support those businesses with the potential to grow and scale-up.

The refreshed principles of funding set out in this schedule provide a framework which will enable LEPs to further build capability and capacity in their Growth Hubs to achieve best value, whilst giving LEPs the flexibility they need to meet local economic priorities as set out in Strategic Economic Plans. The LEP will be monitored by BEIS for delivery against the schedule of work on a bi-annual basis and end of year basis.

SCHEDULE OF WORK

As part of the wider offer for Growth Deals, Government is providing revenue funding to LEPs in 2017-18. This schedule of work will enable LEPs to meet the Governments principles attached to funding for their Growth Hubs, which are as follows:

Local Strategic Partnerships

Principle 1 - Providing strategic co-ordination and building inclusive partnerships with local stakeholders, the private sector and government.

LEPs should sustain and further develop their Growth Hubs through the establishment of strong strategic partnerships and working links between all of the institutions involved in providing support and advice to help businesses start, scale-up and grow in their area.

This will include ensuring that all key local bodies involved in business support (which will typically include the LEP, local authorities, business bodies such as local Chambers of Commerce and the Federation of Small Business (FSB),

universities, business schools, enterprise agencies, the Productivity Council, private sector and government) are engaged in discussions and involved as partners in the ongoing development and/or delivery of the Growth Hub and include delivery of local economic priorities as set out in Strategic Economic Plans.

1. What approach will the LEP through its Growth Hub take locally to continue to develop strong, inclusive strategic partnerships across the LEP area and what plans are/will be put in place to ensure that any local conflicts (where they exist) are overcome?

[no more than 300 words]

- GFirst LEP has been delivering the Growth Hub through a formal partnership with the University of Gloucestershire (UoG) since October 2014. Following an evaluation of the current activity and extensive consultation with key stakeholders and businesses the partnership is now moving into the delivery of Phase 2 for the Growth Hub.

- Phase 2 is supported by capital funding secured through the single local growth fund and will see 1) The Expansion of the current Growth Hub facility to incorporate the University's Business School by September 2018 and 2) the roll out of Growth Hub sites across the county in partnership with a range of stakeholders – education providers, local authorities, private and membership organisations. To date the following additional partners have been confirmed – Gloucestershire County Libraries, Tewkesbury Borough Council, the Royal Agricultural University. Where sites have not yet been identified the LEP is undertaking stakeholder engagement with the support of the local authorities, business bodies, businesses, and business support and training providers.

- The LEP maintains strong relationships with local authority partners at many levels, strategically the LEP Chair and CEO meet regularly with the Leaders and Chief Executives and operationally economic development officers are engaged in business support activity through the Growth Hub. Local authorities and other public sector bodies are also represented on the LEP Board which has responsibility for the delivery of the Growth Hub project as part of the SEP.

- SWMAS, DIT, Innovate UK and EU funded programme contractors participate in an operational group at the Growth Hub which has an advisory role to the executive. Collaboration with these partners has been extremely valuable and shaped the delivery activity.

- The Growth Hub has, over the last six months, been working with all of the local authorities to develop a Better Business for All programme for the county.

2. What opportunities will be explored by the LEP to support cross boundary working with other LEPs, Growth Hubs and strategic partners to ensure value for money (e.g. cluster working; joint projects and sharing resources)? Where possible, stating how these will support Industrial Strategy key sectors.

[no more than 300 words]

- GFirst LEP is working in partnership with Swindon & Wiltshire, Marches, and

Worcestershire LEPs to explore the potential for collaboration around cyber security, defence & security and advanced manufacturing. The intention is to evaluate the value of the cluster of these sectors across this geography and develop an approach to promote and enhance support for these sectors.

- GFirst LEP also works with the other five South West region LEPs to share good practice and knowledge in developing its growth hub and wider offers and will continue to do so.

- The LEP values the ongoing engagement with the National Growth Hub Network, including participation in the communication steering group, and sees this as a vital way of keeping in touch with any opportunities for sharing good practice.
- The LEP is also participating South West and Wales Science and Innovation Audit Steering Group.
- Last year as part of the Future High Streets Forum activities headed up by BIS, DCLG, national retailers and technology businesses such as IBM, the LEP started a high street digital pilot from the Growth Hub. This has resulted in a roll out of the programme to a number of other LEP areas.

Governance

Principle 2 - Maintaining robust governance arrangements to oversee Growth Hub activity and ensure ongoing alignment with the LEPs Strategic Economic Plan.

The LEP must continue to have clear and inclusive Growth Hub governance arrangements in place under the oversight of the LEP with appropriate representation from across the public and private sector, and ensure ongoing alignment with the LEPs Strategic Economic Plan and the refreshed LEP Assurance Framework.

3. Please provide details of the reporting lines and organisations involved in the governance of the Growth Hub as set down in the newly refreshed LEP Assurance Framework (November 2016), including the link to the nominated small business member representative on the LEP Board.

[no more than 300 words]

- The GFirst LEP Assurance Framework (February 2017) http://www.gfirstlep.com/Home/Assurance-Framework/ outlines the Governance arrangements for Gloucestershire's Growth Deal, including the roles and responsibilities of the LEP Board, and of other Boards/decision making forums with regard to the management of funds governed by it. GFirst LEP's Board of Directors is responsible for the strategic decision making of the LEP, including the capital and revenue funding for our Growth Hub. The majority of the Directors are drawn from the private sector. At least one Director is appointed by Gloucestershire County Council, whilst the Chief Executive Officer of GFirst LEP is an ex officio Director. The Board member with special responsibility for SME representation is Roman Cooper. http://www.gfirstlep.com/gfirst-LEP/About-Us/The-Board/

- A programme management group (LEP and accountable body) manages the delivery of the funding for Growth Deal. The project assessment and fund management processes associated with the SLGF are appended as Annex D. All

formal reporting lines flow back to the LEP Board which makes the final decisions. As part of this process, the Board draws upon support from associated advisory forums, including the LEP Investment Panel and the Gloucestershire Economic Growth Joint Committee. Details of the current advisory forums and their areas of responsibility are set out in Annex C.

- As appropriate Management boards have been set up to oversee financial, delivery, and output/outcome performance of particular investment areas and will ensure that progress is being made in a timely and efficient manner. For Growth Hub there is a Project Management Board. It is chaired by the LEP chair (Diane Savory) and Roman Cooper is a member of the Board.

- All funded projects report to the LEP on monthly, quarterly and annual basis. This reporting includes expenditure, risk management and outputs. Data is submitted to BEIS via LOGASNET

4. What systems have/will be put in place to ensure that those organisations involved in the governance of the Growth Hub are free from any 'conflict of interests?

[no more than 300 words]

The Directors and employees of the GFirst LEP are governed by the requirements set out in the Articles of Association in declaring conflicts of interest. At each Board meeting members register their interests and any conflicts that need to be noted. The two organisations in receipt of SLGF funding (GFirst LEP and University of Gloucestershire) are bound by the conditions in their funding agreements and in a bi-lateral partnership agreement, to deliver a Growth Hub that is impartial. The due diligence process, including state aid, interrogates the way that these projects will be delivered to ensure that the project delivery organisations, and the people working for and representing them, act in a way that is impartial and in the best interest of the individual Business beneficiaries.

Local Growth Planning / Scale-Ups

Principle 3 – Developing a strategic approach to local business growth to enable ambitious businesses to maximise their growth potential and scale-up.

Growth Hubs have a role to play in identifying and targeting those businesses, with the potential to scale up with support (inspiring, motivating and encouraging), those already scaling up, linking them the right services to make that scale-up process successful and provide sustained impact; and those, who have experienced a scale up phase and are looking to consolidate, or enter a new growth period in the broadest possible context.

The LEP through its Growth Hub should therefore develop proposals (linked to the LEP Strategic Economic Plan) setting out how it will identify and target businesses with growth potential and the ability to scale up, in line with the definitions set down in the 'common metrics and evaluation framework' which states:

Total number of businesses that have received 'Medium' and 'High' Intensity support that, have the potential grow, or can be classified as a 'Scale-Up Business' using the definition

provided below:

- Minimum of **10 employees** at the start of the engagement.
- Achieved minimum **£500k turnover in last year** (operating for at least 3 years).
- Potential/aspiration to grow turnover and/or profit by a minimum of **20% (per annum)** over a 3 year period

And/or (depending on local economic priorities):

Total number of businesses that have received 'Medium' and 'High' intensity support, that have the potential to grow, or can be classified as 'Scale-Up Business' using the definition provided below:

- Minimum of **5 employees** at the start of the engagement
- Achieved minimum **£250k turnover** in last year
- Potential/aspiration to grow turnover and/or profit by a minimum of **50% over a 3 year period**

Growth Hubs are asked to share their proposals (e.g. Scale-Up Plans) with the Scale-Up Taskforce (via BEIS) by the **31st July 2017.**

In addition, where appropriate, the Growth Hub should seek a co-ordinated approach to identifying, targeting and supporting scale-up businesses which should be linked to its wider business support offer, which may include through local as well as pan LEP collaboration e.g. Midlands Engine and Northern Powerhouse.

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5. How will the LEP through its Growth Hub approach the scale-up challenge and what plans will be put in place to (i) identify and target scale-up businesses; and (ii) identify and target those businesses who will significantly achieve greater current levels of growth and productivity?

[no more than 300 words]

- The Growth Hub has worked with 595 high growth potential businesses since opening in October 2014, and is on target to achieve 750 high growth interventions by 31st July 2017. A small number of these interventions have included pre start up individuals who have demonstrated the capability to deliver high growth start-up businesses.

- Under the ERDF funded programme the Growth Hub will continue to offer medium and high intensity support to any business from any sector that can demonstrate the ambition, capacity and capability to grow.

- The new digital infrastructure will include a CRM and diagnostic tool which will enable the Growth Hub to identify and specifically target Scale-Up businesses under the two definitions above.

- From April 2017 the Growth Hub will also offer its first programme of Scale-Up activity. This will include six sessions delivered over a six month period by local providers/consultants who have expertise in supporting Scale-Up businesses. The sessions will be facilitated by a Growth Hub guide who will provide support via high intensity interventions in between sessions ensuring businesses have access to the widest possible range of support available. Peer to peer networking will be encouraged between sessions through use of Growth Hub physical and online resources.

6. Does the LEP through its Growth Hub have any plans to target priority sectors? If yes, please specify what these sectors will be and how these fit with the Strategic Economic Plan and/or Government's Industrial Strategy?

[no more than 300 words]

- The LEP's Strategic Economic Plan identified knowledge intensive manufacturing and service sectors as priority areas for economic growth. The Growth Hub is targeted to demonstrate 50% engagement with businesses within these sectors.

- The LEP has already secured capital investment for projects covering STEM provision, Nuclear and Engineering skills, Agritech and Cyber. The Growth Hub will ensure that activity with businesses through these capital projects can be complemented by business support services through the Growth Hub to maximise the potential for growth.

- Through the LGF the LEP has already invested £7m in STEM skills provision as part of the county's 6 year STEM strategy including the Gloucestershire Renewable Energy Engineering Nuclear [GREEN] project on the decommissioned Nuclear Power station at Berkeley.

- Agritech is rapidly becoming one of the world's fastest growing markets, driven by a rising population and shortages of land, water and energy. The Royal Agricultural University in the county is well positioned to play a leading role in this global challenge of the "sustainable intensification" of agriculture via its Rural Innovation Centre and its Centre for Research Translation (CRT). The CRT has been partially funded by circa £3m from the LGF and will support the growing demand for agri-technology solutions with a particular focus on innovation and effective application. The LEP has also agreed £1.25m of funding to create a Growth Hub at the Royal Agricultural University.

- In 2015 the Government announced the creation of a Cyber Centre based in Cheltenham. The GCHQ Director of Cyber Security has stated that their vision for the centre is that it could act as a catalyst for commercial cyber development activities for business start-ups, technology incubators and more mature businesses. With the announcement of a £22m investment in GD3 we have a genuine opportunity to become a world leader in cyber security and provide an extensive high tech supply chain.

Delivery

Principle 4 - Offer a triage, diagnostic and signposting service that joins up national and local business support (public and private), simplifying the support on offer for businesses.

The Growth Hub must actively identify business needs and simplify access to appropriate business support services available in their area, including provided by the Growth Hub delivering triage, diagnostic and signposting for all businesses design to enable them to start up and grow.

Through ongoing business support mapping, the Growth Hub should seek to identify those schemes and programmes that are specifically targeting scale-up businesses. This will help businesses to understand what support would help them most and connect them to that support quickly and seamlessly.

This service is likely to be provided through a range of different channels, for example a website; telephone helpline (local and/or national); face-to-face advisers (specialists and/or sector focussed); account management and the delivery of business to business network and events – and must always provide a consistent level of information to business.

To ensure 'value for money' and avoid 'duplication' Growth Hubs should make best use of existing national assets, such as content and tools from GOV.UK (Business Support); GREAT.GOV (Export Support); and the Business Support Helpline (access available at no cost upon request from BEIS).

7. What typology/delivery model of Growth Hub will be used by the LEP to deliver triage and diagnostic services whilst ensuring that any 'intensive support' is targeted at those businesses with the greatest potential to grow and scale-up?

[no more than 300 words]

- Phase 1 of Growth Hub has seen 6,493 unique visitors, and delivered Information, Diagnostic and Brokerage activity to over 1,500 businesses, resulting in 7,221 support interventions and the identification of 595 high growth potential businesses. (October 2014 to January 2017).

  Signposting and referrals from April 2016 to January 2017 include:

  > UKTI – 118
  > MAS – 220
  > Innovate UK –101
  > BEIS Helpline – 409

- Phase 2 of the Growth Hub will be supported by a comprehensive digital infrastructure; minimum viable product launch of the CRM and website takes place on 31st March. Businesses will be able to create an account and have access to a wide range of online services which will include a 'provider directory', cobweb fact sheets and other local and national information.

- The digital infrastructure will ultimately aid the delivery of a seamless customer experience across digital and physical delivery of Growth Hub services ensuring that support is personalised to each business' unique needs.

- Additionally, it will provide the capability to nurture the development of an online business community that makes it easier for businesses to find the services and support they need.

- A diagnostic tool will be developed which will help businesses to 'self-serve solutions' and will also support the identification of moderate, high growth and Scale-Up businesses.

- The Growth Hub will also continue to facilitate business engagement by phone, email or face to face via its Navigator and Guide service. Using ERDF funding this team of eight will focus on delivering activity to ERDF eligible moderate and high growth potential businesses.

- The Navigators will work with businesses to complete a short diagnostic and will

offer a minimum of three hours of support to businesses that identify as having moderate growth potential. Where the Navigators believe a business has high growth potential they will refer them to the Guide Service and a Guide will undertake an in depth diagnostic that results in the development of a Growth Action Plan with that business.

Sustainability

Principle 5 - Ensuring plans for Growth Hubs are deliverable and sustainable beyond March 2018 when the current round of Government funding ends, ensuring that core services continue to remain free to business at first point of contact.

The LEP must develop robust plans that will ensure that the Growth Hub continues to build capability and capacity in order that it becomes sustainable beyond March 2018 when the current round of Government funding comes to an end.

The LEP will also ensure that the Growth Hub core services remain impartial and free to business (at first point of contact) whilst not restricting innovation and revenue generation (adding value but not duplicating existing local or national services or competing with or crowding out the private sector).

8. What are the LEPs plans for ensuring the Growth Hub is financially self-sustainable after March 2018 when the current round of Government funding end? Ensuring that the Growth Hubs core service remains free to business (at first point of contact) whilst not restricting innovation and revenue generation (adding value but not duplicating existing local or national services or crowding out the private sector?

[no more than 300 words]

- The ERDF funding contract to sustain core Growth Hub services is in the final stages of signing. This contract will support the impartial diagnostic and brokerage services, marketing and data management functions of the core team until December 2019.

- There will be a further ERDF call in this period and this will be looked at with the aim to continue supporting core delivery until 2021.

- The LEP is using LGF to set up a network of Growth Hub facilities across the county. In return for capital investment partners are committing to the delivery of free and impartial diagnostic and brokerage activity. This will broaden both the reach and the capacity of the core Growth Hub service.

- The LEP is working with these partners including the University of Gloucestershire to explore revenue generating activity such as incubation space, membership models and room rentals. Any of the revenue models being discussed must take into account State Aid regulations.

- A priority for the LEP is to also work closely with the National Growth Hub Network to explore sustainable business models.

| 9. | If the LEP is unable to ensure that the Growth Hub becomes financially self-sustainable beyond March 2018, what plans are in place to exit business support in the absence of further core funding from Government? Please confirm, how much of the 2017-18 funding allocations would be spent on delivering an exit strategy and at what point would this activity need to commence? |

[no more than 300 words]

Reporting and Simplification

Principle 6 – Applying the common metrics and evaluation framework to produce high-level impact data in bi-annual and end of year reporting and provide BEIS unrestricted access to firm level data for the purpose of research and analysis.

The LEP must commit its Growth Hub to using common metrics and evaluation approaches as set out in the refreshed framework to measure levels of business engagement, performance, customer satisfaction and impact and in order to present high-level data as part of the bi-annual reporting process.

This will include each LEP commissioning an end of year **evaluation** of the impact of the Growth Hub and publication of the results in an **Annual Review** of Growth Hub performance which will be shared with BEIS by the **25th May 2018**.

Note: In terms of **business support simplification**, LEPs are no longer required to publish a separate simplification report but retain the need to continue to build on simplification work previously undertaken, and provide progress updates within Bi-Annual and Annual Reports.

| 10. | What plans will be put in place by the LEP to ensure that a formal evaluation of the impact of the Growth Hub is conducted at end of 2017-18? What form will the evaluation take, and does it involve working with any of the primary research organisations e.g. What Works Centre or Behavioural Insights Team? |

[no more than 300 words]

- The LEP and University of Gloucestershire have already commissioned a three phase evaluation of the Gloucestershire Growth Hub from BiGGAR Economics. The baseline report was completed in November 2015, and has been sent to BEIS. Phase two will be undertaken in 2017, and the final report completed in 2021 which will provide a final assessment of the quantitative and qualitative benefits generated by the Growth Hub. The main focus of this phase will be on assessing the extent to which the Growth Hub has contributed to the targets set out in the Strategic Economic Plan.

- The Growth Hub works closely with 220 support providers running national and local programmes. All of these organisations have met face to face with Navigators and Guides to present their products and services. An online provider directory is in development where business support providers will be able to manage their own content. Referrals to providers will be via the online system, this will support feedback and impact, the reporting of which has been challenging with the current CRM. The objective will be to significantly grow the numbers of providers working

with Growth Hub with the launch of this new directory which will also support the Hub's simplification agenda.

11. What data capture and data sharing systems will the LEP ensure is in place to allow the Growth Hub to share firm level business data with BEIS for research and evaluation purposes? Please confirm the arrangements that are/will be put in place.

[no more than 300 words]

- The LEP has data capture and data sharing systems in place for those businesses that receive intensive support from the Growth Hub. The LEP will now develop the data capture to include 'light touch', 'medium intensity', and 'high intensity interactions'. The new system will be active from April 2017 and will ensure that the LEP is recording the core metrics against the Monitoring and Evaluation Framework for Growth Hubs – 2017 -2018.

- The LEP will ensure that any data sharing agreements with businesses will allow the relevant information to be shared with BEIS.

- The LEP are in the process of putting in place a new system that will support the capture and collection of robust and verifiable data, populated by Navigators, businesses themselves or from official registries such as Companies House.

- This data will be available to digest and aggregate in typical formats, such as CSV files, but the system could also support direct integration, via API, to BEIS' own systems, such as LOGASNET, should such a method be compatible.

12. Does the LEP propose to set the Growth Hub any locally agreed performance targets (e.g. business assists, jobs created)? If the answer is yes, please provide details.

April 2017 – March 2018 the core Growth Hub Navigator and Guide services are targeted to deliver:-

Number of businesses (or pre start individuals) engaged	750
Number of light touch support interventions	360
Number of medium intensity support interventions 3 hours	190
Number of high intensity interventions support interventions 12 hours	200
Number of jobs	796
Number of apprentices	60

Consistent with all other Local Growth Fund funded projects in Gloucestershire we have developed a comprehensive set of output and outcome metrics for the Growth Hub project. These metrics are captured and reported in a log referred to as the Project Achievements Register. This includes the core metrics that are reported back to government as part of the bi-annual return (e.g. businesses supported, jobs etc) but also a number of broader local targets. For example Graduate retention within Gloucestershire, new business starts, creation of a 'Growth Eco-system' in Gloucestershire. Progress against these targets is tracked quarterly and through an annual review process.

Note: If you have any additional material that you think would further illustrate the typology and impact of your Growth Hub please attach these listing what you are sending with your covering email. This could include info-graphics, diagrams and flow charts or case studies. Other information could include quotes from businesses you have assisted, any innovative activity or collaborative activity with intermediaries.

A selection of case studies are available -
http://www.thegrowthhub.biz/category/case-studies/

APPENDIX 3 Core Growth Hub Budget

CORE Project Budget

Cost Type	Description	Rationale	Jan-Dec 2017				Jan-Dec 2018				Jan-Dec 2019				Total
			Jan-Mar	Apr-Jun	Jul-Sep(*)	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	
Total - salaries			143,703	145,878	170,017	183,591	193,339	185,091	188,010	189,417	189,417	189,706	192,611	194,037	2,164,815
Total - overheads	Contribution towards overhead costs	ERDF rate of 15% applied to salary costs	21,555	21,882	25,503	27,539	29,001	27,764	28,201	28,412	28,412	28,456	28,892	29,106	324,722
Total - marketing			18,850	2,050	2,050	2,050	18,850	2,050	2,050	2,050	18,850	2,050	2,050	2,050	75,000
Total - office costs			15,961	9,673	8,006	7,173	7,173	7,173	7,173	7,173	7,173	7,173	7,194	7,178	98,223
Total - professional fees (senior PM)			19,500	19,500	13,000	-	-	-	-	-	-	-	-	-	52,000
Total - other capital			317,250	190,350	126,900	-	-	-	-	-	-	-	-	-	634,500
		Total	536,820	389,333	345,476	220,352	248,362	222,077	225,434	227,052	243,852	227,384	230,747	232,370	3,349,261
Key:	Blue is Match Funded Costs		504,509	380,110	234,527	58,539	69,551	60,064	60,601	60,812	60,812	60,906	61,871	62,329	1,674,630
	Black is ERDF Funded Costs		32,311	9,223	110,949	161,814	178,812	162,014	164,833	166,240	183,040	166,479	168,876	170,042	1,674,630

(*) salary costs and overheads are split between HEFCE/ERDF funding

APPENDIX 4 Growth Hub Outputs

Growth Hub Network and Expansion Business Plan Outputs/Outcomes/Impact		1.4.15 - 31.3.16	1.4.16 - 31.3.17	1.4.17 - 31.3.18	1.4.18 - 31.3.19	1.4.19 - 31.3.20	1.4.20 - 31.3.21	
ERDF FUNDED CORE SERVICE								Total 5 Years
Outputs		**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	
Business Engagement	**NOTES**	15/16	16/17	17/18	18/19	19/20	20/21	
Number of visitors								0
Number of businesses (or pre start individuals) engaged	LIGHT + MED + HIGH		470	750	750	750	750	3470
Number of businesses engaged -light touch support interventions			240	360	360	360	360	1680
Number of medium intensity - support interventions 3 hours			130	190	190	190	190	890
Number of businesses acting on advice - High Interventions			85%	85%	85%	85%	85%	
Number of businesses acting on advice - light touch and medium Support Interventions			65%	65%	65%	65%	65%	
Number of high intensity interventions- 100% of total (breakdown below)			100	200	200	200	200	900
Number of non SME -High intensity interventions - 4% of total	4% of total		4	8	8	8	8	36
Number of SMEs high intensity interventions - 80% of total	80% of total		80	160	160	160	160	720
Number of new enterprises supported (0-3Yrs) - 16% of total	16% of total		16	32	32	32	32	144
Number of pre start ups supported	25% of light touch		60	80	80	80	80	380
Number of new start ups	25% of other businesses		60	80	80	80	80	380
Number of SMES assisted to cooperate with re entities/institutions search	Based on 10% of High and Medium		23	39	39	39	39	179
Number of priority sector businesses supported			50%	50%	50%	50%	50%	
Number of high growth start ups supported	10% High/Med		23	39	39	39	39	179
Website visitors			20000	20000	20000	20000	20000	100000
Click through rates to GREAT/GOV.UK etc			60	60	60	60	60	300
Average time of website	Minutes		3	3	3	3	3	
Number of calls to helpline	5%		12	18	18	18	18	84
Jobs - New (Direct, Gross) - from growth plans (x3 jobs per GP) plus high growth start up a	3 per High, 20% medium plus start up and		432	796	796	796	796	3616
Job - New (Direct, Gross) - Apprenticeships	Assume 10% of high		30	60	60	60	60	270
Jobs Core		3616						
Start ups including High Growth		559						

HEFCE FUNDED CORE OUTPUTS	**Unit descriptor**	**AY 15/16**	**AY 16/17**	**TOTAL**
Number of visitors	Unique Visitors	1750	1750	3500
Business Support Interventions	Support Intervention	1300	1500	2800
High Growth Clients engaged with a Growth Plan	Accelerated Interventions	270	300	570
Student/Graduate Participation in Employability Initiative	students (HEFCE)	4414	5057	9471
Student/Graduate Participation in Employability Initiative	Jobs (SEP)	240	240	480
UOG Graduates placed in Gloucestershire jobs (increase in)	Jobs (SEP)	46	50	96
Increased student recruitment (*in the business school*)	students (AY) TBC	1222	1358	2580
New teaching programmes	programmes (HEFCE)	5	5	10
New Business Support Services	services (HEFCE)	5	5	10

Growth Hub Network and Expansion Business Plan Outputs/Outcomes/Impact				1.4.15 - 31.3.16	1.4.16 - 31.3.17	1.4.17 - 31.3.18	1.4.18 - 31.3.19	1.4.19 - 31.3.20	1.4.20 - 31.3.21	
Expansion activity in addition to core activity										
										Total 5 Years
Outputs				**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	
Business Engagement	**NOTES**			15/16	16/17	17/18	18/19	19/20	20/21	
Number of visitors						1500	1500	1500	1500	6000
Number of businesses (or pre start individuals) engaged						375	375	375	375	1500
Number of businesses engaged -support interventions	10/NAV/MONTH ASSUMES					60	120	120	120	420
Number of medium intensity - support interventions 3 hours	60/NAV/ANNUM					60	120	120	120	420
Number of businesses acting on advice - Support Interventions						65%	65%	65%	65%	
Number of businesses signposted (to Growth Hub provided/facilitated solutions)	Average 50%					280	280	280	280	1120
Number of high interventions - (100% of total breakdown below)						37	37	37	37	148
Number of non SME -high interventions - 4% of total (*)						2	2	2	2	8
Number of SMEs high interventions - 80% of total (*)						29	29	29	29	116
Number of new enterprises supported (0-3Yrs) - 16% of total						6	6	6	6	24
Number of SMES assisted to cooperate with re entities/institutions search						50	75	100	100	325
Number of priority sector businesses supported						50%	50%	50%	50%	
Number of high growth start ups supported						25	25	25	25	100
Number of calls to helpline	Average 5%					3	4	5	5	17
Jobs - New (Direct, Gross)Emp by project										
Jobs - New (Direct, Gross)Emp by project	Count 2 per new starts and 20% medium to avoid doub					173	185	185	185	728
HEFCE Outputs					**2018 + SUBJECT TO ONGOING REVENUE RESOURCING**					
Student/Graduate Participation in Employability Initiative	students (HEFCE)					4000	4000	4000	4000	16000
Student/Graduate Participation in Employability Initiative	Jobs (SEP)					240	240	240	240	960
UOG Graduates placed in Gloucestershire jobs (increase in)	Jobs (SEP)					55	60	66	72	253
Increased student recruitment (*in the business school*)	students (AY) TBC					1451	1595	1796	1983	6825
New teaching programmes	programmes (HEFCE)					5	5	5	5	20
New Business Support Services	services (HEFCE)					5	5	5	5	20
Jobs for Expansion				1941						
Start ups including high growth				100						

Growth Hub Network and Expansion Business Plan Outputs/Outcomes/Impact

NETWORK FIGURES ONLY

Outputs		2016	2017	2018	2019	2020	2021	Total 6 Years
Business Engagement	**NOTES**	1x T2 1xT3	1 x T1 2 x T2 1 x 4 xT3	1 x T1 3 x T2 1 x 5 xT3	2 x T1 4 x T2 1 x 7 xT3	2 x T1 5 x T2 1 x 7 xT3	2 x T1 5 x T2 1 x 7 xT3	
Number of visitors		250	2500	3000	4500	5000	5000	20250
Number of businesses (or pre start individuals) engaged		60	800	1000	1500	1750	1750	6860
Number of businesses engaged -light touch support interventions	10/NAV/Month	40	480	600	960	1080	1080	4240
Number of businesses engaged - medium touch support interventions	60/NAV/ANNUM	20	240	300	480	540	540	2120
Number of businesses acting on advice - light touch and medium support interventions		65%	65%	65%	65%	65%	65%	
Number of businesses signposted (to Growth Hub provided/facilitated solutions)	Average 50%	30	400	500	750	875	875	3430
Total number of High intensity interventions - REFERRED TO CORE (100% of total break	Average 10%	6	80	100	150	175	175	680
Number of pre start ups supported		20	200	250	400	450	450	1770
Number of new start ups		20	200	250	400	450	450	1770
Number of SMES assisted to cooperate with re entities/institutions search	Based on 10% of medium and high accelerated	3	32	40	63	72	72	282
Number of priority sector businesses supported		50%	50%	50%	50%	50%	50%	3
Call to helpline	5%	3	40	50	75	87	87	342
Number of high growth start ups supported			10	10	10	20	20	70
Jobs - New (Direct, Gross)Emp by project		1	4	8	8	9	10	40
Jobs - New (Direct, Gross) - Count new starts, 2 per HG starts and 20% medium		24	268	330	506	578	578	2260

NOTES

Assumes each Tier 1 will employ minimum 2 x Navigators

Assumes each Tier 2 will employ minimum 1 x Navigators

Figures based on roll out of network - forecast capital spend

	2016/17	2017/18	2018/19	2019/20	2020/21
Tier 1	£1.60			£0.40	
Tier2	£0.70		£0.65	£0.22	£0.50
Tier 3	£0.15	£0.09	£0.05	£0.15	

Jobs Network	2300
Start Up including High Growth	1840

Core Growth Hub Risk Register

No.	Owner	Risk	Probability L,M,H	Impact L,M,H	Effect on Project	Mitigating Actions	If it happens: Triggers & Actions
1	UoG ESIF Project Board	Loss to project of key staff.	Low	High	Unable to complete key activities.	Emphasise importance of project within and outside the University.	**Triggers** Reports of absence, or diversion of staff to other work, letters of resignation. **Actions** Identify alternative resources in case of unexpected absence. Investigate whether extra resources could either be involved or shadow any work dependent on a single member of staff. Ensure complete records of work are available at any point. Openly recruit for new staff.
2	Core Growth Hub Manager	Significant changes in SME requirements.	Low	High	Unable to deliver expected level of outputs.	Ensure that SME requirements are monitored throughout project implementation.	**Triggers** Dwindling take up of services and interventions by SMEs. Poor SME feedback. **Actions** Realign project activities within allowable ESIF limits.
3	UoG ESIF Project Board	Major changes to Growth Hub structure/procedures.	Low	Medium	Changes to process and procedures, reporting mechanisms, support systems	None.	**Triggers** Information from senior staff/LEP. **Actions** Delay activities most affected by structural change. Check before delivery to ensure it meets with new structure.

No.	Owner	Risk	Probability L,M,H	Impact L,M,H	Effect on Project	Mitigating Actions	If it happens: Triggers & Actions
4	Core Growth Hub Manager	Lack of engagement by SMEs	Low	High	Unable to deliver expected level of outputs.	Ensure widespread and targeted marketing and publicity activity.	**Triggers** Dwindling take up of services and interventions by SMEs. Poor SME feedback. **Actions** Request/review SME feedback to understand changing requirement or shortfalls in service provision.
5	Core Growth Hub Manager	Lack of engagement from local and national business support providers.	Low	High	Failure to deliver services and achieve business benefits. Ineffective work practices. More fragmented processes. Poor Communication.	Maintain positive relationship between Core Growth Hub team and providers. Properly brief providers to manage expectations. Communications and planning focus.	**Triggers** Feedback from providers. **Actions** Liaise with key staff to encourage more engagement in project. Increase communications to business support providers.
6	UoG ESIF Project Board	Inadequate training with regards ESIF requirements.	Low	Medium	Non-compliance and issues of ineligibility delaying project	Ensure project delivery team are fully briefed at outset of implementation. Provide refreshers.	**Triggers** Internal audit/governance report concerns **Actions** Review training materials, enhance and deliver.
7	Core Growth Hub Manager	Costs rising significantly during the course of the project.	Low	High	University may be unable to deliver the project within the allocated budget.	Effective project cost profiling at application stage. Ensure tight control of costs.	**Triggers** Cost reports show higher than profiled costs. **Actions** Make savings in latter stages of project. Seek alternative sources of funding.
8	UoG ESIF Project Board	Poor intra-project communications.	Low	Medium	Disjointed work, lack of cohesion. Unclear pathways for SME participants.	Monitor project activities. ESIF Board oversight across all ESIF projects.	**Triggers** Evidence at Board meetings that staff are 'out of the loop'. Complaints from SME participants. **Actions** Make project staff aware that they must notify other ESIF project staff of events/activities that will impact across projects.

No.	Owner	Risk	Probability L,M,H	Impact L,M,H	Effect on Project	Mitigating Actions	If it happens: Triggers & Actions
9	Core Growth Hub Manager	Lack of referrals from Network partners	Medium	Medium	Impact on relationship between Core and Network.	Maintain positive relationship between Core Growth Hub team and Network centres. Properly brief centres to manage expectations. Communications and planning focus.	**Triggers** Feedback from resource centres. **Actions** Liaise with key staff to encourage more engagement in project. Increase communications to resource centres.
10	UoG ESIF Project Board	Failure of network centres to employ adequate numbers of navigators to demonstrate sufficient match	Low	High	Shortfall in match	Maintain positive relationship between Core Growth Hub team and Network centres. Properly brief centres to manage expectations. Communications and planning focus.	**Triggers** Notification from resource centres. **Actions** Identify alternative resources. Investigate whether extra resources could either be involved or shadow any work dependent on a single member of staff. Ensure complete records of work are available at any point. Support recruitment process for new staff.
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APPENDIX 5 Growth Hub Network Risk Register

Growth Hub Network

Risks and contingency

Risks associated with the Growth Hub primary objectives are detailed below, along with the associated mitigating action and the consequent reduction at a net risk level.

		1=low 4=high	1=unlikely 4=likely	Impact x Probability 1-3 = Low 4-7 = Medium 8+ = High			Net level following action
Risk area + owner(s)	**Risks Identified**	**Impact Score**	**Probability Score**	**Gross Risk Score/Level**	**Mitigating Action**	**Net Score**	**Net Risk Level**
Core function (UoG)	ESIF contract start delayed until April 2017 (earliest).	4	4	16 HIGH	Planning for delivery of contract and upskilling of staff is in progress. Recruitment of staff to full core team is being planned and can start as soon as ESIF contract is signed by UoG.	12	HIGH
Digital Infrastructure (PM Network)	Implementation delayed	4	2	8 HIGH	Implementation of the digital infrastructure has a started, minimal viable product for CRM and website will launch end of March 2017. Developments of diagnostic tools and provider directory will take place April - June 2017. Full functionality of the system will not be available until September 2018.\n\nMinimum viaible product is sufficient for the	4	Medium

					opening of the Libraries network sites.		
Outputs and Outcomes (PM , Growth Hub Board & Network Partners)	Failure to deliver outputs and outcomes	4	4	16 LOW	**CORE** - 3 hour outputs for the core Growth Hub contract are very high, one- to-many activity and student enterprise engagement are being explored as routes to achieving the numbers. Coordination of ESIF project to maximise core engagement with businesses is also being explored. Failure to deliver outputs could impact on core revenue resulting in loss of staff and impact Most likely it will be necessary to realign project activities within allowable ESIF limits. It is difficult to be absolutely clear about the outputs from the network so the output numbers provided have been based on the current activity of the Growth Hub at Oxstalls. **Network** Outputs are based on the current activity of	12	HIGH

					the Growth Hub at Oxstalls and are considered achievable but will need to be monitored as Network partners come on line.		
Roll out of Network (PM)	Lack of suitable Network locations and partners	4	2	8 HIGH	There is a risk that a countywide physical presence will not be achievable. The access to capital only funding may not appeal to partners who are unable to resource centres on a day to day basis. A number of potential partners are already engaged and second phase of procurement will start in May 2017.	3	LOW

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