

Appendix B

Draft Schedule 3 for 2022/23 Growth Hub Core Grant Funding

STRATEGIC CONTEXT

The Government recognises that local economies are reliant on strong businesses to provide sustainable private sector-led growth and job creation. Growth Hubs (led and governed by LEPs) will be funded by Government in the 2022-2023 Financial Year to continue to support this goal.

We are enhancing LEPs ability to work with greater flexibility in how they provide Growth Hub services, whilst maintaining a consistent offer within the core conditions. We continue to enable areas to tailor the breadth and depth of the services provided according to a) the amount of core funding provided by BEIS, and b) ability to secure additional and alternative funding sources.

We are continuing to invest in the Growth Hub Cluster model. Hence one of the conditions of funding includes the requirement for cluster leads, cluster members and the national coordinator to work together to drive coordination and consistency and leverage economies of scale. This is alongside encouraging collaborative working across LEP boundaries and further afield.

There are twelve core overarching conditions of funding that set out the requirements for a basic minimum level of activity.

Core Conditions of funding:

1. The LEP and Accountable Body will maintain the necessary management and governance of the Growth Hub in line with the required Assurance Frameworks, and financial reporting requirements. Continuing coordination with key local partners.
2. Seek additional and alternative sources of funding to support both this core offer and any locally agreed Growth Hub provision or activity.
3. As part of the Growth Hub network, to provide all businesses across England - no matter their size or sector - with access to advice and support via a free, impartial, 'single point of contact'.
4. Offer a triage, diagnostic and signposting service to make sure that all businesses approaching the Growth Hub can know what is available and can access the right support at the right time.
5. Ensure the Growth Hub's continuing ability to deliver separately funded non-core programmes e.g. residual ERDF programmes and Made Smarter (where applicable).

6. Link to and promote national and local advice and support provision, from the public, private and third sector.
7. Support and promote Government policy and programmes (including Help to Grow) with a basic minimum of communications amplification and where relevant incorporate in advice/guidance provided by the Growth Hub. Any value-added activity would be at the discretion of the individual LEP.
8. Encourage simplification and coordination of the local business support ecosystem, to provide clarity for local businesses and partners.
9. Actively participate in the relevant Growth Hub Cluster (as member, lead or national coordinator where relevant), working together either within the cluster or further afield where practicable and beneficial to do so, and to support coordination and drive economies of scale across the network.
10. Bring together organisations involved in the provision of business support from across the public, private and third sectors, working to shape provision according to local business needs, and maintaining wider communication channels with local businesses.
11. Compliance with the revised Growth Hub 'Monitoring and Evaluation Framework.' Using robust monitoring and evaluation systems to seek continuous service improvement, ensure quality of delivery and enable analysis of impacts and outcomes.
12. Provide CLGU Area Teams with ad hoc intelligence on new and emerging economic opportunities and shocks, and on general business and economic conditions.

Grant agreements for previous years detailed a range of other expected services and activities beyond the above core functions, for example specialist programmes (e.g. high-growth/innovative businesses etc.). For this financial year, LEPs are encouraged to provide what further services they can beyond core provision, but it would be for individual LEPs to consider the extent to which this is possible, based on local business and economic needs and on the LEP/Growth Hub's capability and capacity.

Answers provided in the Schedule of Provision below should therefore specify activities the LEP will seek to deliver via its Growth Hub in this financial year, funded by the BEIS core grant and where relevant any additional/alternative sources of funding. This can include activities formerly undertaken as part of core provision in previous years.

LEPs should set out how they intend to utilise the flexibility of funding to deliver a consistent core Growth Hub provision within the conditions of this grant offer, to maintain the best possible service, and to achieve economies of scale. This should include working with other LEPs/Hubs - either within the cluster or further afield - to undertake joint working, develop joint ventures, share services/costs/procurement, implement multi-region centres of excellence etc.

We would expect LEPs and Growth Hubs to continue to work closely with the

National Business Support Helpline and to agree effective ways of working, including potential Data Sharing Agreements.

Management, Governance and Coordination

Conditions of Funding 1 and 2

- 1. The LEP and Accountable Body will maintain the necessary management and governance of the Growth Hub in line with the required Assurance Frameworks, and financial reporting requirements. Continuing coordination with key local partners.***
- 2. Seek additional and alternative sources of funding to support both this core offer and any locally agreed Growth Hub provision or activity.***

The Growth Hub (including any sub-hubs) remains under the direct leadership and governance of the LEP and under oversight of the LEP Accountable Body (AB). All appropriate LEP governance, transparency and accountability arrangements are in place and aligned and compliant with the national LEP Local Growth Assurance Framework and will adapt to any changes to that Framework that may occur during the Financial Year. All Growth Hub branding should meet the minimum requirements set down in the Growth Hub Network Branding/Communications Guidelines and Media Toolkit.

1. What approach will the LEP and Accountable Body take to governance in 2022-2023 to ensure that the Growth Hub remains under the direct leadership and governance of the LEP and under oversight of the Accountable Body? To include confirmation that all appropriate LEP governance, transparency and accountability arrangements are in place and compliant with the national LEP Assurance Framework (and any changes made to this during the year).
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All operations of the South East LEP (SELEP) are covered by the SELEP Assurance Framework, which reflects the National Assurance Framework, and the SELEP Strategic Board provides overall leadership of the SELEP's Growth Hub service – the South East Business Hub (SEBH)*.

SELEP's 2022/23 Delivery Plan includes the evolution and delivery of the Growth hub service, which is overseen and reported against to the Strategic Board. The Board will be kept up to date on progress, issues and service adaptations required to operate within the reduced 2022/23 funding envelope. The Board will also be drawn upon to make any significant strategic decisions pertaining to the Growth Hub. Where necessary, such decisions will also be raised at the four SELEP Federated Area Boards for consideration and endorsement.

SELEP's Growth Hub delivery model is designed to provide services tailored to local geographical requirements. Federated Area Boards will receive updates as necessary on service delivery from their area sub-hub, and each sub-hub will continue to operate its own local steering group with defined terms of reference.

The SEBH Steering Group will continue with its oversight role of the Growth Hub project, providing strategic and operational input and advice, as set out in the Group's Terms of Reference. The agendas and minutes of the steering group will be published on the SELEP website.

Growth Hub core funding will be managed by Essex County Council as the Accountable Body for

SELEP, and all core funding commitments will be overseen by the SELEP Accountability Board, a formally constituted joint committee. The Accountability Board will receive reports on spend and will monitor progress.

* South East Business Hub (SEBH) comprises three area sub hubs: Business Essex, Southend and Thurrock (BEST), Business East Sussex (BES), and Kent & Medway Growth Hub (KMGH).

2. Which local stakeholders, partners and businesses will be involved in the governance of the Growth Hub in 2022-2023 and how will any potential conflicts of interest will be managed? Please attach a diagram illustrating the structure where available.

This year the strategic direction of the SEBH will continue to be driven by the SELEP Strategic Board, which steers and champions SELEP's core functions and priorities. Alignment between the Strategic Board, Federated Area Boards, and Growth Hub Steering Groups is shown in the graphic below.

Membership of the SELEP Strategic Board is made up of 25 members selected by their local private/public sector partnerships or their representative bodies and at least 50% of the members are required to be from the private sector. A current list of members can be found [here](#), and information on Federated Area Board membership can be found [here](#).

Potential conflicts of interest are managed in accordance with the SELEP Assurance Framework, which requires individuals who have, or may have, a conflict to disclose that conflict publicly. Strategic and Federated Area Board members with conflicts of interest are obliged to abstain from voting on any matters where an actual or potential conflict of interest exists. Additionally, a register of pecuniary interests is held by the SELEP Secretariat and Federated Board Lead Authorities.

The SEBH Steering Group and Area Growth Hub Steering Groups are non-decision-making. The SEBH Steering Group membership is in accordance with the [Group's Terms of Reference](#) and member representation will be reviewed in 2022/23 to ensure that the group continues to provide optimal strategic and operational support and advice. Members of all steering groups are given the opportunity to declare any potential conflicts of interests.

Each sub-hub will continue convening their Steering Group and/or Provider Group, whose membership is defined by their terms of reference and typically comprises of representatives from Local Authorities, Chambers of Commerce, Federation of Small Businesses (FSB), higher and further education, business representatives and SELEP Secretariat. These groups provide healthy challenge, identify local needs and priorities for business support, and ensure a collaborative approach to business support to maximise support provision to their local business base.

<pre> graph TD SELEP[SELEP STRATEGIC BOARD] --> SEBSG[South East Business Hub Steering Group] SEBSG --> BESTSG[Business Essex, Southend & Thurrock Steering Group] SEBSG --> BESSTSG[Business East Sussex Steering Group] SEBSG --> KMSG[Kent & Medway Steering Group] BESTSG --> ESEFB[Essex & South Essex Federated Boards (Success Essex and Opportunity South Essex)] BESSTSG --> ESFB[East Sussex Federated Board (Team East Sussex)] KMSG --> KMFEB[Kent & Medway Fed Board (Kent & Medway Economic Partnership)] </pre>	<p>3. What approach will the LEP and Accountable Body take to ensure the necessary compliance with funding requirements (e.g. levels of scrutiny of spend; quarterly claims submitted to BEIS in a timely fashion alongside associated evidence of defrayal; timely notification to BEIS of potential underspend and provision of end of year audit report?)</p> <p>To ensure compliance with funding requirements for amounts allocated for area delivery, a Service Level Agreement (SLA) in the form of a Grant Agreement will be put in place between SELEP Ltd., Essex County Council as the Accountable Body for SELEP, and each Lead Authority responsible for delivery of the Growth Hub project. The SLA will provide for robust reporting on spend and appropriate reporting to BEIS.</p> <p>The SLA will also require the Section 151 Officer of each Lead Authority to undertake their normal stewardship role in terms of monitoring and accounting for use of the grant received, including assurance that it has been used in accordance with the grant terms and conditions.</p> <p>The Accountable Body will require each Lead Authority to provide evidence of defrayal by the sub hubs, alongside spend reports on a quarterly basis and all supporting documentation necessary to inform the year end audit. There is a standing agreement with the Accountable Body's Internal Audit function to carry out a year-end audit and issue a final audit letter of assurance to confirm that spend has been defrayed in line with the grant determination letter.</p> <p>Overall reporting and scrutiny of Growth Hub core spend will be monitored by the SELEP Growth Hub lead, who will meet with the Accountable Body regularly to review actual spend against schedule 1 budget and discuss any issues, including underspend. Defrayal will also be managed through regular meetings with the Area Leads for each area hub, where any performance and/or financial issues will be discussed and resolved.</p> <p>4. What approach will the LEP take to ensure management and key delivery roles are appropriately resourced to ensure that the Growth Hub has the capacity and capability to deliver its contracted objectives, business outputs and intended impacts?</p>
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The delivery of the Growth Hub project will be monitored by the SELEP Growth Hub lead and overseen by the SELEP Business Development Manager. The Growth Hub service will continue to be delivered by Lead Authorities with responsibility for individual sub-hubs, with resource allocated for core service delivery and management as follows:

- East Sussex County Council (ESCC), the Lead Authority for Business East Sussex Growth Hub, will continue to provide officer resource to oversee and manage the service in this area.
- Kent County Council (KCC) the Lead Authority for Kent and Medway Growth Hub manage an externally procured contract with Kent Invicta Chamber of Commerce for service delivery in this area, which will continue to be monitored and managed by the lead KCC officer on a monthly basis.
- Southend-on-Sea City Council the Lead Authority for the Business Essex, Southend and Thurrock Growth Hub and will continue to oversee and manage the service in this area.

5. Growth Hubs are currently embedded within the LEP's Delivery Plans. Please confirm how the Growth Hub will continue to form part of the LEP's suite of activities in this financial year, including how the LEP will address any changes to governance, structure or provision necessitated by LEP Integration with Local Authorities. Also, how the LEP intends to ensure that the Growth Hub works effectively with the relevant Local Authorities/Combined Authorities.

The current SELEP [Economic Recovery and Renewal Strategy](#) outlines the opportunities and needs of the SELEP area, and the actions required to drive the South East into new economic growth following EU transition and the COVID-19 pandemic. The strategy contains four Strategic Priorities: Business Resilience and Growth; UK's Global Gateway; Communities for the Future; and Coastal Catalyst.

Business resilience and growth has robust and tailored business support at its heart and the Growth Hub and associated stakeholder network is a core mechanism through which this will be achieved. SELEP's 2022/23 Delivery Plan contains actions to evolve the Growth Hub delivery model and help shape the wider business support landscape through the development of a SELEP Strategic Network.

Currently there are no devolution deals on the horizon across or with the SELEP geography and its constituent Local Authorities. In line with the Levelling UP White Paper and subsequent letter from BEIS and the Department for Levelling Up, Housing and Communities, SELEP will continue to undertake its core functions to: be the voice of business, undertake strategic economic planning, provide a robust data and Intelligence platform, and exercise its broad convening power.

These core functions align with the principles of the Economic Recovery and Renewal Strategy and this year's Delivery Plan, in which the Growth Hub is embedded and delivered in partnership with relevant Local Authorities.

6. Please specify what plans will be put in place to enable the LEP and/or any external Growth Hub providers and partners to work proactively together to leverage additional sources of public and private sector funding and other resources to add value and further enhance the Growth Hub offer and resilience of the Growth Hub's provision.

The SELEP Strategic Board, Federated Area Boards, the SEBH and area Hub Steering Groups, and local Business Support Provider Groups, collectively provide existing forums through which partners and stakeholders can proactively work together to identify opportunities for leveraging in other funding and resources to build resilience and add value to the Growth Hub core offer, and wider business support landscape.

Additionally, SELEP is developing a Strategic Network to support its priorities and objectives,

through which enhancements to the Growth Hub core offer can be explored. Partnership working at cluster-level, and pan-LEP through Catalyst South will also contribute.
7. Please confirm that the Growth Hub will meet the minimum requirements as laid out in the current Growth Hub Network Branding/Communications Guidelines and Media Toolkit, and will take into account any revisions of the framework?
<p>The current Growth Hub Network Branding/Communications Guidelines and Media Toolkit have been embedded in the SELEP Communications Strategy.</p> <p>The guidelines are being followed consistently across the Growth Hub websites and SEBH and area hub social media channels. Any future revisions to the guidelines will be implemented as appropriate.</p>
8. Please confirm how the Growth Hub's delivery model will have the flexibility to evolve and to adjust to any new and emerging priorities or additional funded projects during FY 2022-23.
<p>The Growth Hub's delivery model is being modified in 2022/23 to ensure continued provision of the core service within the reduced funding envelope. The digital offer to businesses, providing general and basic information, early triage and signposting will be significantly enhanced, and navigator and advisor resource reduced accordingly to focus on medium and high intensity support. The SEBH hub-and-spoke model will be retained, with communications and marketing, and generation and curation of digital content undertaken once by SELEP Growth Hub resource on behalf of the area hubs.</p> <p>This semi-digital and semi-centralised model will provide the flexibility needed to adapt the service offer to new and emerging priorities. The delivery model has an established network of partners and stakeholders, which to an extent facilitates procurement of service providers for additional funded projects, on the assumption that the additional capacity required to administer and manage newly funded projects in-year is recognised in the funding for those projects.</p>

The Customer Journey

Conditions of Funding 3, 4 and 5

- 3. *As part of the Growth Hub Network to provide all businesses across England - no matter their size or sector - with access to advice and support via a free, impartial, 'single point of contact'.***
- 4. *Offer a triage, diagnostic and signposting service to make sure that all businesses approaching the Growth Hub can know what is available and can access the right support at the right time.***
- 5. *Ensure the Growth Hub's continuing ability to deliver separately funded non-core programmes e.g. residual ERDF programmes and Made Smarter (where applicable).***

Seek to engage and support all businesses (particularly SMEs) to take up external advice including that provided by the private sector. Providing access to a free (at point of access) and impartial joined up local 'single point of contact', taking into

consideration the Public Sector Equality Duty.

For non-core programmes funded separately by Government, we would expect the Growth Hub's core management, governance and resources to continue to support these programmes where required.

If any changes to provision detailed in questions 9-15 are as a direct impact of the reduced level of core funding for 2022-23, please provide details. Please also specify what is being provided within core provision, **and what activity is funded from other sources**.

9. What steps will the LEP take to ensure that the Growth Hub continues to provide access for all businesses, irrespective of size or sector, via a free and impartial local 'single point of contact'?

The Growth Hub will continue to provide navigators and advisors in each area hub to act as the local point of contact for all businesses. The Growth Hub websites will also be improved and maintained, to ensure that businesses can always access information and support digitally, and in parallel with navigator and advisor availability.

10. What type of Growth Hub delivery model will be used by the LEP in 2022-2023 to deliver a local triage and diagnostic service to all businesses in the LEP area? Are any changes planned to the current Growth Hub delivery model?

The Growth Hub delivery model will be modified in 2022/23 to operate within the reduced funding envelope, whilst still ensuring provision of the core service that is compliant with the conditions of funding.

The number of navigators and advisors will be reduced from 2021/22 provision and will adopt a consistent process across the Growth Hub to provide a local triage and diagnostic service. Area hub providers are operating at risk during Q1 and Q2 2022/23 to retain experienced navigator and advisor staff to continue to provide this aspect of the service.

This human resource will be complemented by a one-time investment of 2022/23 core funding to rapidly modify and optimise the Growth Hub websites and digital offer. The preparatory work for these digital improvements was undertaken in 2021/22 through the Growth Hub Website Optimisation Project (provided with the 2021/22 Annual Report), the findings and recommendations of which have been agreed locally and can be implemented at pace following receipt of the Grant Offer Letter. These improvements will also extend the digital offer of the service to support a greater number of businesses to self-serve, increasing the number of digital light touch support through improved signposting and simple triage, and freeing up navigator and advisor time to focus on medium and high intensity support to businesses.

A single, central resource to undertake communications, marketing and promotion will be created to undertake this work once for all three area hubs, replacing individual resources for this task at the area level. Simultaneously the SELEP Growth Hub lead will invest more time into the creation, curation and maintenance of the Growth Hub websites once improved, and this role will be managed by the SELEP Business Development Manager. The Growth Hub will also continue to engage at the cluster level to share and implement information, good practice, and economies of scale where possible.

The centralisation of resource to undertake do-it-once tasks will improve the efficiency and strategic ability of the SELEP Growth Hub service, as recommended by the 2021/22 SELEP Growth Hub Delivery Model report, also included with the 2021/22 Annual Report. The approach will provide

consistency of offer to businesses whilst enabling locally tailored content and support, and improve the strategic oversight and operations of the service on behalf of SELEP and its Federated Areas.

These modifications to the delivery model and reallocation of core funding to achieve them, will provide a service model that can be scaled up or scaled down further, subject to future funding arrangements. It will also provide longevity of a digital offer that can act a legacy for the Growth Hub should the need arise.

11. What steps will the LEP take to ensure that the Growth Hub focuses on those delivery models demonstrated to be most effective for SMEs, prioritising according to local business demographics and business needs e.g. face-to-face support, local business networks (including mentoring), specialist support?

The 2022/23 Growth Hub delivery model has a strong governance framework (as described in 2 above), which will continue to ensure that delivery is shaped to be most effective for SMEs whilst operating within this year's funding constraints. Modifications to the model this year will provide for face-to-face support as well as digital on-demand support for which there is an increased appetite following the societal shift to digital communications and the ability to access support on demand, during the COVID-19 pandemic, with an apparent decreasing demand for live learning events and webinars.

Learning will be drawn from emerging evaluations in 2022/23 of SELEP's Covid-19 Fund Business Support schemes, as well as analysis and interrogation of ongoing data and intelligence gathered by the Growth Hub service. This insight will ensure that the delivery of Growth Hub support is in line with local business demographics and needs.

12. How will the LEP ensure that the Growth Hub makes best use of free national assets (e.g. GOV.UK and Export Support Service) and the national Business Support Helpline, and shared assets across the Growth Hub Network?

The Growth Hub will continue to draw on the expertise and experience of its own staff and others within the established Growth Hub network, including:

- Utilising free tools through the Growth Hub website
- Using the Business Support Helpline (BSH) Knowledge Bank
- Making pre-start referrals to the Business Support Helpline
- Ensuring assets produced by the Growth Hub Network are shared and implemented or tested locally where appropriate
- Making appropriate referrals to the Export Support Service and other sector and topic-specific business support schemes in the landscape
- Drawing on best practice for digital support used by other Growth Hubs

13. How will the LEP ensure the Growth Hub supports and promotes Government policy and programmes with basic minimum of communications amplification, and where relevant incorporation into advice/guidance provided by the Growth Hub. Any value-added activity would be at the discretion of the individual LEP.

Please also specify how the LEP will ensure that the Growth Hub will effectively promote advice and support provided by other partners in the public and private sector? For example, relevant programmes would seek to:

- a) support businesses seeking new market opportunities and to trade internationally;

<ul style="list-style-type: none"> b) stimulate investment in science, research & development and innovation, and encourage the adoption of innovative technologies and management best practice; c) enable businesses to source the right people, access apprenticeships and develop workforce skills; d) ensure business awareness of public procurement opportunities and major infrastructure projects; including as a minimum a link on the Growth Hub website to the Government's free portal, Contracts Finder; and e) make businesses aware of the opportunities created by national strategies and support programmes e.g. Net Zero, Help to Grow and Made Smarter.
<p>The modified delivery model includes a central resource for communications, marketing, and promotion of the service and the wider business support landscape. In addition, and to complement this, generation and curation of up-to-date website content will be a priority workstream for the SELEP Growth Hub Lead. These activities will ensure that Government and other programmes, including those provided by other partners, are supported and promoted by the Growth Hub, and used in signposting, guidance, navigation and advice where relevant.</p> <p>Cluster meeting and area hub Steering Group meeting and/or provider meetings will provide helpful mechanisms through which new schemes and programmes are identified, specific communications or campaigns discussed, and updates to exiting programmes and Government policy shared.</p>
<p>14. Where relevant, what steps will the LEP take to ensure that the Growth Hub's core management, governance and resources are in place to continue to support delivery of separately funded non-core programmes e.g. residual ERDF projects, Made Smarter (where relevant)?</p>
<p>SELEP will maintain communications across its current network of providers of separately funded non-core programmes, principally ERDF programmes, through existing sectoral and thematic Working Groups and emerging Strategy Network. This will continue to position SELEP well, to ensure that such programmes are supported through open lines of communication and careful resource management.</p>
<p>15. If relevant, what steps will the Growth Hub take to work in partnership with the British Business Bank, the Financial Sector, accountants and others to raise awareness of sources of business finance or provide signposting to appropriate sources of advice and guidance?</p>
<p>Where relevant and where capacity within the modified delivery model allows, the Growth Hub will maintain its partnership working with the British Business Bank (BBB) Senior Managers UK Network for the South East and East of England, take part in round table discussions organised by the BBB, and promote the Finance Hub and Start-up Loans information on the Growth Hub website. The Growth Hub will also seek to develop local business finance provider networks or similar, and continue to include the ICAEW Business Advice Service (BAS) as part of the business referral network.</p>

Strategic partnerships and business support simplification

Conditions of Funding 6, 7, 8, 9 & 10

6. Link to and promote national and local provision, from the public, private and third sector.

7. ***Support and promote Government policy and programmes (including Help to Grow) with a basic minimum of communications amplification and where relevant incorporate in advice/guidance provided by the Growth Hub. Any value-added activity would be at the discretion of the individual LEP.***
8. ***Encourage simplification and coordination of the local business support ecosystem, to provide clarity for local businesses and partners.***
9. ***Actively participate in the relevant Growth Hub Cluster (as member, lead or national coordinator), working together either within the cluster or further afield where practicable and beneficial to do so, and to support coordination and drive economies of scale across the network.***
10. ***Bring together organisations involved in the provision of business support from across the public, private and third sectors, working to shape provision according to local business needs, and maintaining wider communication channels with local businesses.***

Building and strengthening relationships with the key local players across the Public, Private and Third Sectors, Academia, and National providers such as Innovate UK (IUK), Department for International Trade (DIT), the British Business Bank, investors, Universities, and others to exploit opportunities for collaboration and to further join up and simplify the local business support ecosystem.

If any changes to provision detailed in questions 16-18 are as a direct impact of the reduced level of core funding for 2022-23, **please provide details**. Please also specify what is being provided within core provision, **and what activity is funded from other sources**.

16. What approach will the LEP take, via the Growth Hub, to continue to develop strong, inclusive partnerships with all of the local and national players (public, private and third sector etc.) involved in the ongoing development and delivery of the Growth Hub? Including, improving visibility and coherence to businesses, by aligning services (including wider government regional offers) under a common model and working to shape provision according to local business needs.

Business resilience and growth is one of four Strategic Priorities in the current Economic Recovery and Renewal Strategy and, as such, the development and delivery of the Growth Hub service and associated business support is integrated into SELEP's Delivery Plan for 2022/23. SELEP will develop its Strategy Network to convene relevant stakeholders on business support issues. The Growth Hub Steering Groups and Provider Groups will also act as primary mechanisms to inform and steer the ongoing development and delivery of the Growth Hub.

SELEP core functions, following the Levelling Up White Paper, are to be the voice of business, undertake strategic economic planning and intelligence provision, and exercise convening power.

These ways of working will enable SELEP, including and via the Growth Hub, to develop strong inclusive partnerships, progress conversations, share information and assimilate and analyse the needs of businesses against existing and new business support, all to help shape future provision according to local economic and business needs.

16 b). Please provide a brief summary where appropriate/relevant of how you work

with and have relationships with key partners both locally and nationally from the examples listed below:

- Innovate UK (IUK) and UK Edge (formerly Enterprise Europe Network):
- Knowledge Transfer Network (KTN):
- Department for International Trade (DIT)
- British Business Bank (BBB):
- Intellectual Property Office (IPO):
- Be the Business (Productivity Leadership Group):
- Banks:
- ICAEW / Accountants:
- PBS sector (including local specialist advisors and support via a pool of Legal and Professional sector partners):
- Angel Networks:
- Universities/Business Schools:
- Business Intermediaries (e.g. Chambers, FSB etc.):
- Enterprise Zones:
- Local/Combined Authorities:
- Catapults/Incubators and Accelerators:
- Better Business for All (BBfA)/Regulators:
- Libraries/Business & IP Centres:
- Enterprise Agencies:
- Government Departments e.g. DCMS, DWP, HMRC and Cabinet Office (SME procurement):
- National Cyber Security Centre:
- Others (public, private, third sector etc.)

Members of the SELEP Secretariat and area hubs collectively have relationships with each of the organisations listed, and maintain these relationships largely through existing network structures including board and steering group meetings, and bespoke workstreams. The provision of a central resource in 2022/23 to undertake communications and marketing, as well as resource to maintain the Growth Hub's digital offer, provides scope for some coordination and/or streamlining of these relationships with these key partners, to make sure that they aid the simplification of the business support landscape and add value to the Growth Hub service.

17. What approach is the LEP/Growth Hub taking to explore opportunities for sharing office space, hot desking and other resources not only with local partners such as DIT, Innovate UK, the BBB and IPO, but cluster members or other LEPs where it makes sense to do so and will deliver a greater level of value for money and/or deliver greater outputs and impact for the Growth Hub? Please confirm where this is already happening.

SELEP has a shared service model with Essex County Council, which provides access to premises and systems. Essex County Council has also transitioned to hybrid working enabling SELEP and associated Growth Hub activities to do so as well. Hybrid working arrangements have also been established within the Growth Hub Lead Authorities during the COVID 19 pandemic, resulting in streamlined use of office space, and increasing use of digital tools for virtual working. In East Sussex and Greater Essex, where service delivery has been brought in-house by the Lead Authorities, provision of physical Growth Hub space has been replaced by a shared service model and virtual service, and in Kent and Medway, Growth Hub physical space is shared with Kent Invicta Chambers as the contracted service provider.

SELEP is the largest LEP outside of London, comprising three County Councils and three Unitary Authorities, and employing a Federated Area structure for all partners to operate within. As such, SELEP has always sought to identify opportunities to work more effectively and efficiently with constituent partners. SELEP has also driven collaborative working with six other southern LEPs in the form of Catalyst South. SELEP and the Growth Hub will continue to explore such opportunities to optimise the sharing of resources and deliver greater outputs and impact for the Growth Hub where it makes sense to do so.

18. Given a Condition of Funding is to ensure that Growth Hubs work together to seek economies of scale, leveraging value for money, etc., what steps will be taken to ensure the LEP through the Growth Hub collaborates flexibly with other Cluster members, Cluster Leads, and LEPs/Growth Hubs further afield, and the with National Coordinator?

The SELEP Growth Hub will continue to work closely with the Greater London Authority and Hertfordshire LEP as a cluster, through bi-weekly meetings to identify and discuss ways of working together to achieve economies of scale, better value for money and sharing of good practice. For example, the cluster will deliver Knowledge and Information sessions to all navigators and advisors across the cluster geography, coordinated by the cluster lead.

Also, through the cluster and cluster leads meetings, SELEP receives and acts upon information cascaded through the cluster network, and contributes information, learning and issues to this network. Where capacity allows, the Growth Hub will develop further links with other clusters and cluster leads, to explore new and relevant opportunities.

Data, Monitoring, Reporting, Evaluation and Value For Money

Condition of Funding 11

11. Compliance with the revised Growth Hub ‘Monitoring and Evaluation Framework.’ Using robust monitoring and evaluation systems to seek continuous service improvement, ensure quality of delivery, and enable analysis of impacts and outcomes.

The LEP must commit its Growth Hub (including any external providers) to use common metrics and evaluation approaches as set out in the revised Framework. This will include provision by the LEP to BEIS of **aggregated** Growth Hub performance data on a bi-annual, end of year and ad-hoc basis for all interventions regardless of level of intensity.

The LEP will also be expected to maintain records of **non-aggregated** (firm level) data for all medium and high intensity diagnostics and interventions (including provision of primary unique business identifiers e.g. Companies House Registration Number or VAT/PAYE and postcode) to be made available to BEIS or its agents to undertake evaluation of the performance, outputs and impact of all Growth Hubs. LEPs should also maintain CRM records of businesses engaged via separately funded non-core Government programmes e.g. Made Smarter and ERDF, and be prepared to provide this to BEIS or its designated agents on request, to the extent that it is permissible in compliance with UK GDPR.

In addition, the LEP will be expected to produce a bi-annual and separate end of

year report on the performance and delivery of the Growth Hub, which may also include any independent evaluation carried out. This information may in addition be published in the LEP's own annual report. Scheduling of these reports is detailed in the Grant Offer Letter.

The Growth Hubs Programme is required to take into consideration the requirements of the Public Sector Equality Duty, ensuring that services do not exclude individuals with legally protected characteristics. The revised M&EF for 2022-2023 includes the specific requirements for collecting data relating to protected characteristics of those using Growth Hub services, and qualitative information on any specific programmes or activities targeting these groups.

<p>19. What systems will be put in place to ensure that the Growth Hub (including any externally contracted delivery agents/brokers) fully complies with the data collection and reporting requirements set down in the 2022-2023 'Monitoring & Evaluation Framework' including indicators that relate to levels of business awareness, engagement, transformation, value for money, outputs and impact, and ensuring full compliance with GDPR legislation.</p>
<p>The area hubs (including one external delivery partner in KMGH) will continue to use the SELEP approved CRM system, Evolutive, which is satisfactory for meeting minimum requirements set out in the 2021/22 Monitoring and Evaluation Framework document.</p> <p>It is anticipated that any new/mandatory requirements set down in the 2022/23 Monitoring and Evaluation Framework - yet to be received at time of writing - will be incorporated into the existing CRM by the CRM provider as soon as practically possible. Key Growth Hub officers involved in the data collection and reporting requirements of the Growth Hub will convene to agree and implement any additions or amendments to existing data collection and reporting processes, required to comply with the 2022/23 Framework. This will be subject to resources currently allocated to this work being sufficient to address any new requirements yet to be set out.</p> <p>Appropriate Information Sharing Protocols (ISPs) and Privacy Policy are in place to ensure compliance with Data Protection legislation.</p>
<p>20. What approach will the LEP take to ensure the collection of metrics and data that relates to engagement and the use of services by those with protected characteristics as set out in the M&E Framework, and the limitations of that data and its collection.</p>
<p>New and/or mandatory requirements set down in the 2022/23 Monitoring and Evaluation Framework, which is yet to be received, for the collection of metrics and data relating to protected characteristics will be incorporated into the existing CRM by the CRM provider as soon as practically possible. Key Growth Hub officers involved in data collection and reporting requirements will convene to discuss and amend current processes to incorporate 2022/23 requirements for protected characteristics data and metrics, and will identify and seek to overcome as far as possible any limitations to this data and its collection via both face to face and digital collection routes. This will be subject to resources currently allocated to this work being sufficient to incorporate the new requirements yet to be set out. Training for navigators and advisors will be provided as required, subject to resources being available.</p>
<p>21. What systems are or will be put in place to ensure robust and quality driven data capture and reporting to BEIS of Aggregated data at required intervals.</p>
<p>The Evolutive CRM system will remain in place this year, through the purchase of 2022/23 CRM licences, for the capture of aggregated business data, which will be reported on at the required intervals.</p>

22. What systems are or will be put in place to collect and maintain records of **non-aggregated (firm level)** data for all businesses receiving medium-intensity and high-intensity diagnostics, support and advice e.g. this must include accurate capture of Companies Registration Number or VAT/PAYE and postcode as the primary unique business identifiers.

The Evolutive CRM system will remain in place this year, through the purchase of 2022/23 CRM licences, for the capture of non-aggregated business medium and high intensity support data, which will be reported on at the required intervals.

23. Please confirm any Key Performance Indicators and Quality Performance Standards set by the LEP to ensure that the Growth Hub (whether delivered “in-house” by the LEP/MCA/LA or by an externally contracted provider) delivers a service that is aligned with the ‘Conditions of Funding’ attached to this Grant.

The SELEP Growth Hub Key Performance Indicators (KPIs) are as follows:

Intensity Level	Target
Light touch intensity level	836
Medium intensity level	521
Satisfaction rating	93%

24. Please specify how the LEP ensures that the Growth Hub makes use of freely available national data sets (e.g. HMRC export data), and of third-party business data (e.g. Companies House, Dun & Bradstreet) to supplement local intelligence, shape delivery of core Growth Hub services, and identify, engage and support the business target audience?

Nationally available data sets such as HMRC data and Scale-Up Institute data will be given due regard and employed where capacity allows, to inform the operational and strategic activities of the core service and its business beneficiaries.

Additionally, Business East Sussex Growth Hub will continue to use FAME and their ‘East Sussex in Figures’ report, which provides summaries and analysis of open data sets such as ONS and NOMIS. Similarly, Kent and Medway Growth Hub will continue utilising access to various data sets available to them through the Libraries, Registration and Archives service.

25. What approach will the LEP take to ensure that the performance and impact of the Growth Hub is robustly measured and evaluated? Including areas such as value for money, short, medium and longitudinal impact on business growth, delivery metrics, business needs, reach and impact of support provided to businesses.

SELEP will measure and evaluate the performance and impact of the Growth Hub service through the monitoring of agreed KPIs and the gathering and analysis of data via the Evolutive CRM, scrutiny of KPIs and monitoring data by the Growth Hub Steering Groups, progress reporting to the SELEP Strategic Board, and completion of the bi-annual and annual report.

Business and Economic Intelligence

Condition of Funding 12

12. Provide CLGU Area Teams with ad hoc intelligence on new and emerging economic opportunities and shocks, and on general business and economic conditions.

We expect LEPs and their Growth Hubs to engage closely with the Cities & Local Growth Unit's Area Teams and to share information. The core condition requires LEPs/Growth Hubs to report on any significant new and emerging economic opportunities and shocks, and also to respond to queries from CLGU/Area Teams on specific local business and economic issues.

It is for individual LEPs to determine how they manage this - including whether they choose to provide broader information on a regular basis, and whether continue to work individually to pool intelligence at Cluster level.

26. What approach will the LEP via its Growth Hub take to provide CLGU area teams with ad hoc intelligence and information on new and emerging economic opportunities and shocks and local business conditions?

The SELEP Growth Hub will collect and consolidate data and intelligence through the Evolutive CRM and regular reporting processes. This will provide the basis for the provision of ad hoc intelligence and information on emerging issues and will be complemented by qualitative observations and analysis of the landscape, process for which will be established and implemented by the SELEP Growth Hub Lead.
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