

Enterprise M3 Board

25 January 2018

Enterprise M3 Growth Hub: Future Focus – Item 8

Enterprise M3 Board Members are asked to:

NOTE the initial findings from the Evaluation of the Enterprise M3 Growth Hub Final Report that:

- Highlights the Growth Hubs significant progress in helping to join up national and local business support so it is easy for businesses to find the help they need and the success of the Enterprise M3 model.
- Provides an assessment of the Growth Hub's performance against the Core Principles of Growth Hub funding and how these recommendation will inform our forward planning.
- Sets out models and funding of delivery of business support across several LEPs providing the basis for considering options for funding and delivery of business support.
- Provides an analysis of the wider business support landscape to inform the development of our Local Industrial Strategy.

NOTE the proposed actions to consider our future focus for business support activities.

NOTE the positive performance for the Growth Hub over the last 2 years.

Chris Quintana, Enterprise M3 and Warwick Economics and Development will present the initial findings from the Evaluation of the Enterprise M3 Growth Hub and set out proposed actions for taking the work forward.

1. Background

- 1.1. The Enterprise M3 Growth Hub is a local public/private sector partnership which aims to join up national and local business support. It provides free expert advice and access to resources so it is easy for businesses in the Enterprise M3 area to find the help they need.
- 1.2. The Growth Hub provides two distinct services:
 - The '**Universal Service**' which delivers broad signposting and light touch information, diagnostic and brokerage. It is available via a range of multichannel support options including email, social media, website, webchat, e-newsletter, and via the National Business Support Helpline which is accessed via a dedicated local telephone number for EM3 businesses;
 - The '**Growth Service**' which provides focused and deeper support targeted at and tailored for high growth, high potential businesses. This service is delivered face to face by growth champions and normally consists of up to 2 days advice to identify and deliver the opportunities and impact most valuable to the high growth company to increase revenue and profit.

- 1.3. At the May 2017 meeting the LEP Board agreed to extend the Growth Hub contract to September 2018 to provide surety to the Growth Hub in the absence of a decision by government on future funding.
- 1.4. In August 2017 Enterprise M3 appointed Warwick Economics and Development (WECD) to undertake an independent review and evaluation of the Enterprise M3 Growth Hub since its launch. The objectives for the evaluation are summarised as follows:
 - To satisfy the Government's requirement that an independent evaluation of the Growth Hub be carried out before the end of 2017/18 (as set out in the 'Monitoring and Evaluation Framework for Growth Hubs for 2016-2018'); and,
 - To inform discussions at the Enterprise M3 Board on the future provision of the Growth Hub, drawing upon an assessment of progress towards KPIs set out in the contract and its contribution to the Enterprise M3 Strategic Economic Plan and other key regional strategic documents.
- 1.5. In September 2017 WECD presented their interim report to the LEP Board and at that point the evaluation had completed a review of existing data and documentation alongside current processes and operational arrangements. Interviews had also taken place with a range of key stakeholders and a high level mapping of business support provision in the Enterprise M3 area was underway.
- 1.6. The Board agreed to continue to support the Enterprise M3 Growth Hub while the review was being carried out and to take a decision on the future of the Growth Hub once government funding was clearer. Since then we have heard very little on the extent of funding and expected focus of Growth Hubs, although we have heard informally (18th Jan) that Growth Hubs will be supported for a further two years but are awaiting further details.
- 1.7. The Evaluation has been extensive and will be invaluable in informing our wider approach to supporting business and we wish to discuss the outcomes more widely with our Enterprise and Innovation Action Group, Our Local Industrial Strategy Steering Group and other partners. The Evaluation is not attached at this stage but will be brought formally to the March meeting along with options for future delivery.

2. **Funding**

- 2.1. The 2017 budget and the publication of the Government's Industrial Strategy in November 2017 stated that the government will provide continued funding to enable Growth Hubs to bring public and private sector partners together. However, no further details have yet formally been released about the amount of funding or how it will be made available to Growth Hubs.
- 2.2. However, we have had an informal conversation with BEIS and received an informal email stating that we will receive funding at the same level as previous years (£277k) to fund the Growth Hub for a further two years. We have no details on government's expectations for this funding. There was an expectation that government would provide additional funding for scale up activity and LEPs submitted bids for these funds in August 2017. Confirmation is awaited.
- 2.3. We are meeting with BEIS on 13th February to discuss this in more detail alongside any

changes or amendments to the Core Principles on which the funding would be based. Once this is confirmed we will expect to receive a formal grant offer letter.

3. Performance Update and Progress in Securing Commercial Revenues

- 3.1. With regard to contracted KPIs, as can be seen in the table below the Growth Hub has continued its strong performance with actual results for growth plans and businesses engaged exceeding target at December 2017:

Contract KPIs 2017-2018		2017/2018 Contract up to Dec 2017		
		Target	Actual	%
Growth Service Customers (Growth plans logged)	180	135	152	113%
New Businesses Engaged	300	225	275	122%
Unique Businesses accessing Portal	9,000	6,400	5,485	86%

- 3.2. Further, the Growth Hub have finished Q3 positively with some excellent customer satisfaction results and customer testimonials where some customers have offered to attend and provide 'live' recommendations at Growth Hub events.
- 3.3. Out of 51 customer survey responses received between April 2017 and December 2017, customer satisfaction results for this period are as follows:
- 100% very satisfied – Following their first interaction with the Growth Hub;
 - 91% very satisfied – Following a meeting with a Growth Champion;
 - 97% would recommend this service following their meeting with the Growth Champion.
- 3.4. In terms of securing commercial revenues, as set out in the Growth Hub Strategic Plan submitted to the Board in September 2017, the Growth Hub identified several ways to drive commercial revenues that have the potential to deliver a 25% revenue model by March 2019.
- 3.5. These opportunities include the Growth Hub Local Area Model, Enterprise Zone Business Support, EU Funding from Scale Up Call, Referral Fees, Sponsorship, BQ opportunities, Paid for Coaching, Events, and Training.
- 3.6. Since September the Growth Hub has been pushing ahead with these plans and although at an early stage, the Growth Hub have already entered into contracts with Rangewell (an investment broker) to secure referral fees from investments; are in the process of signing a contract with an apprenticeship and training broker, and are putting together a sponsorship proposal for a leading accountancy firm in the south east around the scale up agenda. Work is also continuing to explore opportunities to provide additional high growth/scale up services to identified Local Authorities as part of their Local Area Model approach.
- 3.7. However, since a key Principle laid down by BEIS is for the Growth Hubs core service to

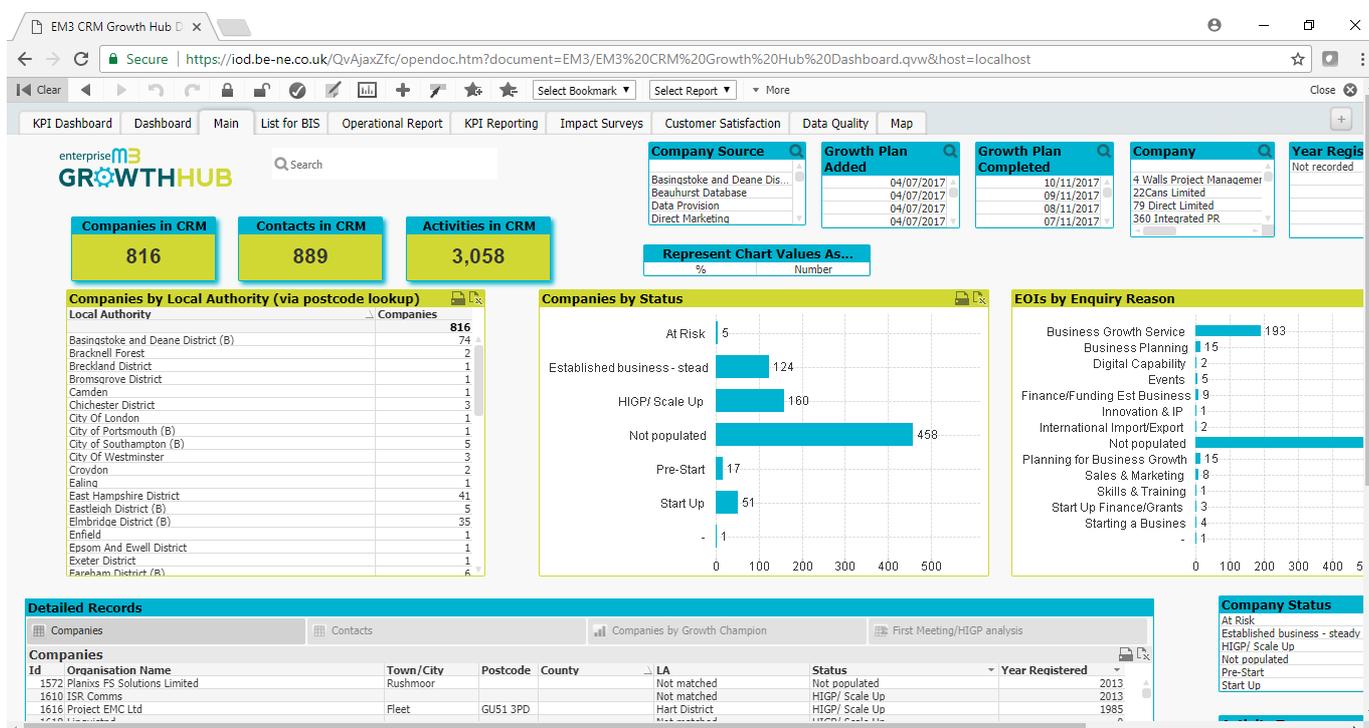
remain impartial and free to business, there will always be a need for a significant amount of public sector intervention to fund the Growth Hub. Board members have recognised impartiality as important in previous board meetings and accepted the need for public investment. .

- 3.8. The Evaluation has flagged up a number of areas where further support is necessary to support business and to support the operational management of the Growth Hub. We are considering further ways of increasing resources for the Growth Hub which will in turn enable the Hub Director to focus on driving those commercial relationships to enable the Hub to develop and deliver on these business development opportunities.

4. **An Independent Evaluation of the Enterprise M3 Growth Hub**

- 4.1. The Enterprise M3 Growth Hub independent evaluation report is still in draft but some early findings are identified below. The report has provided an extensive evaluation that has flagged up a number of areas for further analysis and debate by the LEP and its partners. In particular the issues identified will support the work to develop a Local Industrial Strategy.
- 4.2. As stated at paragraph 1.4 above, one of the objectives for the evaluation is to help inform discussions at the Enterprise M3 Board on the future provision of the Growth Hub, drawing upon an assessment of progress towards KPIs set out in the contract and its contribution to the Enterprise M3 Strategic Economic Plan and other key regional strategic documents.
- 4.3. Key findings from the evaluation demonstrate that the Growth Hub has made significant progress in delivery of Growth Hub services. In particular, in recent months, it is taking a far more outward looking and proactive approach, with many key stakeholders referring to a 'step change in approach'.
- 4.4. In addition, in the last year the lead partner (BE Group) has put in place new processes in order to better meet the LEP/area requirements and priorities. These include a new CRM system; working with new databases and suppliers to better target, engage and support growth businesses; and drawing upon additional BE Group employees who undertake eligibility checks of newly engaged/potential growth service clients, as well as organising initial meetings with Growth Champions and undertaking reviews and customer surveys of the business experience.
- 4.5. The report provides an overview of key policy developments and background and the implications for the role and remit of the Enterprise M3 Growth Hub in terms of the National Policy Context (Industrial Strategy, Brexit, ScaleUp), and in considering the Local Economic Context such as key sectors, local authority areas, the Strategic Economic Plan, and the Innovation South Science and Innovation Audit.
- 4.6. An overview of the Enterprise M3 Growth Hubs operational model and delivery model is presented. It includes a detailed description of the partnership led by BE Group who, for example provide the Central Coordination and Intelligence function including leading governance, project management, employment of staff, appointment and management of associates and Growth Champions, and financial management. The section also highlights the importance of wider governance where the Growth Hub Director attends the Enterprise M3 Enterprise & Innovation Action Group who oversees the work of the Growth Hub.
- 4.7. The report highlights the value of the significant information held on the Growth Hubs CRM

database which can be easily manipulated to identify and monitor trends and produce reports. The Database holds information on businesses assisted and includes a range of important pieces of information including company ID, town / city, county, local authority, sector, employees, revenue, company status, referrals etc. The dashboard below helps to illustrate this:



4.8. An assessment of the Enterprise M3 Growth Hub model and its role is included that draws on feedback from consultations with partners and key stakeholders. The assessment highlights mostly positive feedback suggesting that the basic model is right, although some respondents questioned whether the focus on priority sectors was too restrictive and risked excluding businesses with growth potential.

4.9. Further, the assessment reviewed approaches adopted by 12 other Growth Hubs in England including: Coast to Capital, Cumbria, Gloucestershire, Lincolnshire, North East Growth Hub, Solent, Stoke & Staffordshire, Swindon & Wiltshire, Thames Valley Berkshire, The Marches, Worcester, York, North Yorkshire and East Riding. Annex A provides a high level summary of the operational models of the Growth Hubs that have been reviewed as part of this evaluation.

4.10. The performance of the business support provision by the EM3 Growth Hub is evaluated against the agreed KPI's. The section highlights that despite initial teething issues with the development of the Enterprise M3 Growth Hub, the Growth Hub can demonstrate significant business engagement from its inception, for example:

- Engagement with 641 new businesses;
- Delivery of high growth support to 307 businesses – approximately 24 businesses per Growth Champion (Core team and Associates); and
- Referrals of 353 organisations on to 44 partners, providers and various events.

4.11. The report also points out that 'light touch' engagement with businesses has been provided through a user friendly and easy to navigate website. This has received more than 14,000 visitors since launch. Furthermore, Enterprise M3 Growth Hub data indicate that since its inception and with its support, businesses supported by the Enterprise M3 Growth Hub have:

- Created 117 jobs;
- Safeguarded 37 jobs;
- Reported a total increase in turnover of over £23m (based on 35 businesses that reported an increase in turnover); and
- Leveraged £825,000 of additional investment.

4.12. An overview of the business benefits and impacts generated through Growth Hub support is presented, drawing on the data from the EM3 Growth Hub CRM system, customer feedback and an independent consultation programme with businesses undertaken by WECD to verify information and discuss and explore in more detail issues surrounding business support. The section highlights key messages that are emerging from customer surveys which include:

- Customer satisfaction is high (83% of customers state they were either very satisfied or satisfied across all survey points);
- Over 90% would recommend the service to others;
- 68% of respondents reported that they had taken action as a result of using the service, whilst 100% of those who had not yet taken action stated that they were planning to take action in the future;

4.13. The Report sets out the recommendations identified from the evaluation. Recommendations are based on an assessment of the Enterprise M3 Growth Hub's performance against the Core Principles of Growth Hub funding in order to inform forward planning. The summary has highlighted areas for the LEP to explore and consider to enable greater success of the Growth Hub. A high level summary of the findings of this review against the six core principles of funding is presented below, alongside key recommendations and issues for consideration by both the LEP and the Enterprise M3 Growth Hub:

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

Key Recommendations: *The Growth Hub (in its current management and organisational form) is relatively new and needs direction and support from the LEP and its partners to build up its capacity and capabilities to perform a more strategic role and deliver results for an ambitious local area with high economic growth potential while operating in a highly competitive market.*

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

Key Recommendations: *Sound governance arrangements are in place which can be*

further strengthened in line with the priorities of the revised SEP. Further, given the continuously evolving policy and funding environment, the LEP should ensure that the business plan, management structure and resources of the Enterprise M3 Growth Hub are all in place to contribute to the LEP's wider strategic agenda and key priorities – as these are also emerging through the refresh of the SEP/local Industrial Strategy.

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

Key Recommendations:

The Growth Hub could play a far more strategic/co-ordination role. Consideration should also be given to the definition of scale-up. It needs to be recognised that the Enterprise M3 Growth Hub delivers what has been agreed with the LEP and it may be more appropriate for the LEP to take a leading role in developing/reviewing its strategic approach to local business growth in the context of new local and national developments – informed by the experiences and intelligence gathered by the Growth Hub to date.

- **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.**

Key Recommendations: Simplification of business support represents an ongoing task for the Enterprise M3 Growth Hub. Consideration should also be given to providing or linking to physical spaces to support business. The experience from other growth hubs is that physical hubs provide a real buzz and help to facilitate networking and connections.

- **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.**

Key Recommendations: The current model is not sustainable beyond September 2018 without Government funding. Alternative funding sources should be explored. If the Growth Hub is to continue providing the current services, then a long-term planning and resource commitment is required to maximise impact i.e. a focus on quality and impact rather than on numbers/quantity will require additional resources but also clear forward planning.

- **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.**

Key Recommendations: The monitoring and recording of data needs improvement. Whilst the Growth Hub holds a significant amount of information and data, it is not aligned to the BEIS common metrics and evaluation framework. With the new General Data Protection Regulation (GDPR) coming into effect in May 2018, the Growth Hub also needs to put systems and resources in place to ensure that BEIS can have unrestricted access to firm level data for the purposes of research and analysis.

5. Conclusion and Recommendation

- 5.1. The independent evaluation has taken 6 months to complete and has resulted in a comprehensive final report.
- 5.2. The report satisfies the Government's requirement for an independent evaluation of the Growth Hub to be carried out before the end of 2017/18 as set out in the 'Monitoring and Evaluation Framework for Growth Hubs for 2016-2018 and will be discussed at our meeting with government in February. Government are reviewing the localised Growth Hub model and this report will assist in that process.
- 5.3. The evaluation includes a comparative analysis of 12 other Growth Hubs across England highlighting significant variations in operational models and levels of funding for each of these Growth Hubs. However, the analysis identifies specific aspects that seem to work well in other Growth Hubs that could inform the future delivery of the EM3 Growth Hub model. At a high level, these variations are summarised as follows:
 - **Growth Hub host delivery organisations and partners** that vary between outsourced delivery through, for example Chambers of Commerce (not for profit membership and accredited organisations), or through private sector-led partnerships similar to the EM3 Growth Hub model, or LEP-delivered through dedicated in-house teams.
 - **Funding for Growth Hubs** is drawn from a variety of resources that often depends on the availability of funds in a specific area (e.g. City Deals) but also the resourcefulness applied by the lead partners in joining up resources/attracting new investment. Better resourced Growth Hubs bring together and have access to a variety of other funding streams e.g. ERDF, LGF and HEIF/HEFCE funding in order to strengthen the business support offer in the area, by ensuring that a bigger pool of funding can be deployed and a portfolio of types of support can be offered to businesses.
 - **Networks and Collaborations** are strategically selected and networking has a clear purpose, not only to enhance business reach but also to do so in an efficient/joined/better resourced way. These include various employers' organisations including CBI and IoD but also large corporates.
 - **Improved use of operational data** where Growth Hubs utilise a form of shared CRM systems to enable a 360 view of the customer journey/support provided and enable seamless referrals and consistent information about the outcome and impact of support.
 - **Business Reach** via a physical presence such as Cumbria which has 14 Physical Hubs and Centres that utilise existing enterprise centres and Rural Growth Network hubs. Those hubs with a physical presence typically utilise Growth Deal or ERDF funding to enhance their offer or co-locate with partners e.g. universities and local authorities.
 - **Market Segmentation and Impact** with some Growth Hubs providing their specialist/intensive support to all types of businesses including start-ups.
- 5.4. As part of our forward planning process for the Growth Hub, based on the assessment of 12 other Growth Hubs and the evaluation of the EM3 Growth Hub, Enterprise M3 will explore

the different options and carefully assess what works well. We will then be in a stronger position to determine the best model in which our Growth Hub should operate under.

- 5.5. The final report has identified the need for improvement in monitoring and recording of data and better alignment of KPI's with the BEIS common metrics and evaluation framework.
- 5.6. Future funding of the Growth Hub is still uncertain although we have received 'informal' confirmation that we may receive similar funding for the next two years. Once this is confirmed and we have sight of a new set of Core Principles of Growth Hub funding, we will be able to amend and better align the Growth Hub KPI's.
- 5.7. The final report concludes with a number of key recommendations and issues for consideration by both the LEP and the Enterprise M3 Growth Hub. These recommendations are based on an assessment of the Enterprise M3 Growth Hub's performance against the Core Principles of Growth Hub funding in order to inform forward planning and provide us with robust evidence to help refocus, or remodel the Enterprise M3 Growth Hub.

6. **Next Steps**

The following next steps will be taken over the next few months:

- February: Discussion with Government on future focus of Growth Hub, Core Principles and plan to take forward scale up activity. Understanding of review of Growth Hubs.
- February: Feed in findings to work to develop Local Industrial Strategy and align with priorities.
- February to mid-March: Discussion around the key findings with Enterprise and Innovation Action Group members and other key players including Growth Hub and consortium members. Development of Implementation Plan.
- March: Consideration and assessment of options for delivery and investment.
- 29th March: Consideration of options with Board for future Growth Hub model.

Chris Quintana
Enterprise and Innovation Project Manager

22 January 2018

Overview of Provision by Other Growth Hubs

Growth Hub	Model	Funding	Service Overview
<p>1. Coast to Capital (C2C) – Business Navigator Growth Hub¹</p> <p><i>Origins back in 2011, current model in place since 2014</i></p>	<p>In-house LEP led (under the Head of Services). It comprises a website and a team of Business Support Navigators (3) and Business Advisors (3) – based in Shoreham-by-Sea on the Sussex Coast. With geographical responsibilities (covering N/SW/SE) they provide face-to-face support, research potential funding options, help find a business mentor/advisor, help with recruitment, find support to help with website development etc.</p> <p>Highly experienced team in Business Support provision, with a number of models tried since the abolition of Business Links in 2011 (see Appendix E). The rationale for the current model is based on minimising management costs and focusing on frontline activities – fully aligned with SEP² (Theme 4: Supporting businesses to start and grow and Theme 5: Encouraging trade and inward investment).</p> <p>A number of organisations in the wider region (including the Brighton Chamber, alongside Worthing & Adur and Chichester Chambers of Commerce, are working with the Business Navigator Service, Croydon Business Venture and many others) are signposted to help businesses access grants, funding and other practical support.</p> <p>Note: Wave 2 Growth Hub Programme Regional Growth Funding Pilot as part of the Brighton and Hove Wave 2 City Deal³.</p>	<p>Government Growth Hub Funding + £813k Legacy Funding (SEEDA and BIS)</p> <p>Government funding supports employment costs for navigators and the operation of the service. Budget for 2017/18 for the Growth Hub: £369,000⁴</p>	<ul style="list-style-type: none"> • A team of 6 business navigators based in Shoreham-by-Sea • An online information portal • A telephone helpline/navigator service (01403 333840) <p>The website includes an online directory of business support organisations, a calendar of business events in the Coast to Capital area, resources and videos. The portal lists a variety of business support including</p> <ul style="list-style-type: none"> • 1 to 1 advice & guidance • events & networking (calendar-based) • funding & grants • mentoring • premises & facilities • training & skills <p>The business navigators team signpost businesses to a wide range of support services including:</p> <ul style="list-style-type: none"> • accessing finance • identifying networking and membership organisations • helping to reduce costs • implementing environmental policies, • understanding the regulatory landscape • mentoring support • exploring international markets • start-up workshops and support • finding premises

¹ <http://www.c2cbusiness.org.uk>

² Coast to Capital Business Plan 2017-18.

³ 5th September 2013 - £32 million Regional Growth Fund Wave 2 Growth Hub programme was launched.

⁴ Coast to Capital Business Plan 2017/18.

Growth Hub	Model	Funding	Service Overview
			<p>Notable service alongside the Growth Hub: the Enterprise Adviser Network which matches senior business leaders with schools and colleges to develop their strategies for increasing business engagement and encourage greater employability among young people through improved careers and enterprise information, advice and guidance.</p>
<p>1. Cumbria (Cumbria Business Growth Hub and Rural Growth Network) <i>Launched May 2013</i></p>	<p>Partnership led by Cumbria Chamber of Commerce & Industry Ltd. The Growth Hub operates from 14 physical hubs which include business/enterprise centres; , Rural Growth Network hubs; and business growth hubs. (https://www.cumbriagrowthhub.co.uk/home/aboutus/physicalhubs)</p> <p>Key Partners include: Cumbria County Council, Cumbria Action with Communities in Cumbria (ACT) and education facilities such as University of Cumbria and Lancaster University Management School and the University of Central Lancashire.</p> <p>Partnerships with organisations over and above those highlighted by Government Priorities i.e. IoD, Banks (similar to CWLEP Growth Hub).</p>	<p>Not published but Cumbria LEP benefits from £60m of Growth Deal funding as well as funding from the European Structural Investment Funds (ESIF) programme, which includes the European Regional Development Fund (ERDF), European Social Fund (ESF) and European Agriculture Fund for Rural Development (EAFRD).</p>	<ul style="list-style-type: none"> • Online “one-stop-shop” • Funding tool • Events calendar • Employs Growth Hub Business Advisers • European/Local Growth funding • Peer to-peer networking • Sector networks • 50% subsidy up to £2,500 towards the cost of consultancy • Local Helpline (0844 2578450) Networks and fora fully aligned with local needs: • Digital and Creative Growth Network • Food & Drink Growth Network • Family Business Network Interactive Forum on the website for a premier community of business to interact. <p>Some charges in place: For example, the University of Cumbria offers Graduate Placements (a student or graduate a defined piece of work over 20 days - 150 hours) and Learning and Development. The programmes are partly funded by the Growth Hub and ERDF and eligible businesses are required to make a contribution of £500+VAT.</p>
<p>3. Gloucestershire <i>Launched October 2014</i></p>	<p>Partnership between GFirst LEP and the University of Gloucestershire 1 Physical Hub at the moment - The Growth Hub, Oxstalls Campus, Oxstalls Lane, Longlevens, Gloucester GL2 9HW.</p>	<p>£15m over 5 years (operating with the University of Gloucester Business School – funding for new</p>	<ul style="list-style-type: none"> • Online portal • Events calendar • Local helpline

Growth Hub	Model	Funding	Service Overview
	The University is planning to open the new Business School and The Growth Hub in September 2018.	building/Business School from HEFCE and LGF)	<ul style="list-style-type: none"> • Diagnostics • Sign posting • Bespoke Navigator and Guide service • Mentors • Training • Access to incubation centres • Work space/physical premises • Shared CRM used by the LEP, the core Growth Hub staff and partners for the delivery of the Growth Hub • Other partners include the Lloyds Banking Group (Business Connectors Programme)
4. Lincolnshire <i>Launched July 2015</i>	Developed and managed by Lincolnshire County Council and the Greater Lincolnshire LEP.	The Growth Hub is funded utilising a mix of BEIS and ERDF funding. The hub directly manages 2 ERDF programmes (a £1m digital programme and a £5m business support programme.) BEIS funding (£250k) is used to cover everything that ERDF can't fund	<ul style="list-style-type: none"> • One to one advice. • Workshops and events. • Online information portal • Advice and grant scheme finder • Guides and self-help tools • Events calendar • National Business Support Helpline • Facilitated access to the national programmes • Access to outreach 'spokes', e.g., enterprise, innovation and incubation spaces offering virtual office, hot desk facilities, meeting rooms, networking events.
5. Marches Growth Hub <i>Launched October 2015</i>	LEP-led, in partnership with local authorities and the University of Wolverhampton Local Helpline and 3 Physical Growth Hubs	£205,000 (plus in-kind support from partners e.g. resource and premises) and ERDF grant of c. £1.5m	<ul style="list-style-type: none"> • Virtual hub • Local helplines • 3 Physical Growth Hubs in Telford & Wrekin, Shrewsbury and Hereford • Numerous ERDF projects
6. North East Growth Hub	Delivered by the North East Local Enterprise Partnership	£400,000 – ERDF/LGF/BEIS	<ul style="list-style-type: none"> • Online platform • Business support provider network • Finance/funding directory; • Events calendar • Online forum • 'Growth Hub Live' events • High Performance programme

Growth Hub	Model	Funding	Service Overview
<p>7. Solent</p> <p><i>Launched in January 2014</i></p>	<p>The Solent Growth Hub is delivered by the Hampshire Chamber of Commerce (physical location of the Growth Hub at the offices of the Chamber: Wates House, Wallington Hill, Fareham, Hampshire, PO16 7BJ.</p> <p>Solent was part of the Wave 2 Growth Hub Programme (with pilot key partners including Portsmouth University, Portsmouth City Council, Southampton City Council, Hampshire Chamber of Commerce, Isle of Wight Council, Hampshire County Council, University of Southampton, Southampton Solent University and Lancaster University).⁵</p>	<p>Funded by Solent LEP – through the City Deal Programme, part of the Government's Regional Growth Fund.⁶ The Solent LEP put financial backing behind this Solent Business Support Hub in February 2015 and has to-date invested over £450,000 in this service.⁷ The LEP will continue to support the development of the Solent Growth Hub, including the agreement of a self-financing investment model from March 2018.⁸</p>	<ul style="list-style-type: none"> • Scale-Up Programme <p>The Business Growth Helpline offers businesses access to free help, expert advice and specialist services:</p> <ul style="list-style-type: none"> • Signposting by phone (01329 820 898 – the Navigator) or in person to address business growth needs (5/6 Business Navigators). • Referrals to local and national schemes supporting business growth. • Growth Audits and expert growth advice to assess growth options and unlock finance. • Connecting to B2B support groups and organisations. <p>The Head of Solent Growth Hub is also the Head of Communications for the Hampshire Chamber of Commerce.</p>
<p>8. Stoke –on-Trent and Staffordshire Growth Hub</p> <p><i>Launched April 2014</i></p>	<p>Virtual hub delivered by the Chamber of Commerce. Staffordshire County Council, Stoke-on-Trent City Council and the Greater Birmingham and Staffordshire Chambers of Commerce work together on the Growth Hub, concentrating on the priority areas identified by BEIS, DCLG and the LEP. A wider collaboration of partners assist with ensuring there are as few duplications and gaps in service as possible, uniting through the Enterprise Round Table to share business support information. This enables the Growth Hub to work across the whole of the geography and provide the same level of service to all businesses.</p> <p>Advantage: no big overheads. Advisors (part-time) with dual role of generalist and specialist.</p>	<p>£250,000 per annum supported by early Growth Deal funds. The new Growth Hub Service, which is funded by ESIF for three years⁹ - ESIF (SME Competitiveness £37.5 million) covering the Growth Hub, Enterprise Networks, Start-up Vouchers, Funding and Inward investment.</p> <p>The Growth Hub provided</p>	<ul style="list-style-type: none"> • Online gateway • Events calendar • Local helpline - Stoke-on-Trent & Staffordshire Business Helpline. (0300 111 8002) • Start-up support • Business finance – loans, business angels • Shared CRM

⁵ <https://www.lancaster.ac.uk/lums/business/business-growth/programmes/wave2/growth-hubs/solent-growth-hub/>

⁶ <http://www.solentgrowthhub.co.uk/how-the-hub-works/about-us>

⁷ Annual report 2016, https://solentlep.org.uk/media/1962/0838_slep_annual_review_2016_aw_web.pdf

⁸ <https://solentlep.org.uk/media/1860/productivity-and-growth-strategy-update-february-2017.pdf>

⁹ <https://www.stokestaffslep.org.uk/app/uploads/2015/11/SSLEP-Annual-Report-2017-web-1.pdf>

Growth Hub	Model	Funding	Service Overview
	<p>Original data bought from Winning Moves - cost effective and met the specification for the area</p> <p>The Growth Hub was part of the Wave 2 Growth Hub Programme Pilot.</p>	<p>businesses with around £820,000 in grants between April 2014 and June 2015.</p>	
<p>9. Swindon & Wiltshire</p> <p><i>Launched March 2014</i></p>	<p>Main activities funded by central and local Government and originally led by 'Inspire by Wessex Chambers of Commerce in partnership with Swindon Chamber of Commerce and Business West.</p> <p>Now in-house (LEP) Growth Hub Manager and portal - focus on reaching out to more businesses and supporting high growth businesses i.e. businesses that create jobs.</p> <p>New Growth Hub Manager appointed in December 2017.</p> <p>Focused and extensive co-funded partnership model.</p> <p>ESIF is delivered through the Growth Hub.</p> <p>Built up business networks through COBRA Database, business directories, the Local Authorities – Enterprise Adviser Network.</p> <p>Part of the Wave 2 Growth Hub Programme Regional Growth Funding Pilot as part of the Brighton and Hove Wave 2 City Deal.</p>	<p>£205,000 in 2016/17 and additional funding from Wiltshire Council and EU funding (£5.2 million TEN), collaboration with Wiltshire College for Digital Enterprise Centre.</p>	<ul style="list-style-type: none"> • Online portal - a new online community/collaborative platform for businesses and business support services launched in late 2017. Businesses can register and business advice is provided through the national Business Support Helpline + local helpline (01225 402 096) • Access to advice from specialists – see below. • Intensive support programme in the past with a third of costs for support covered for businesses creating jobs • Focused and extensive partnership delivery model with notable support services: <ul style="list-style-type: none"> - The Enterprise Network (TEN) co-funded by Wiltshire Council and EU funding. It supports small and start-up businesses across Wiltshire and Swindon. It offers offices across the area that provide hot desks and co-working space at Ludgershall, Royal Wootton Bassett, Salisbury and Trowbridge - Inspire Elite Scale up Hub Leaders – Goldman Sachs programme - SME growth (intensive support of 12 hours) is provided by Oxford Innovation, Business West, Inspire Businesses, Cool Ventures - Specific support for Health & Life Science (Wessex AHSN has partnered with West of England AHSN and Wiltshire Council to bring an Innovation Accelerator Programme for small and medium-sized enterprises in this sector) • Digital, Energy, Innovation, Product

Growth Hub	Model	Funding	Service Overview
			<p>Development are strong themes</p> <ul style="list-style-type: none"> Website topics/navigation based on key programmes + business needs including mix of 'standard' i.e. strategy and planning, people and skills, funding and finance, tax, accounting & regulation but also 'contemporary' i.e. new product development, applying technology, sustainable business
<p>10. Thames Valley (Business Growth Hub)</p> <p><i>Launched in 2013</i></p>	<p>The Thames Valley Berkshire Business Growth Hub is funded by the European Regional Development Fund and the Thames Valley Berkshire Local Enterprise Partnership and delivered by Oxford Innovation Services.</p> <hr/> <p>The Growth Hub is working with a variety of partners – Touch Point partners - to support and grow businesses in Berkshire. Partners refer businesses in need of support to the Growth Hub, deliver or accommodate many of events and workshops and some also provide their own expert services to the Growth Hub business community.</p>	<p>Since 2013 the LEP has invested over £1.5m into the establishment of a Business Growth Hub. The Hub is projected to create 177 jobs by 31 March 2018 and since its establishment, it has engaged with 1,007 businesses and leveraged £3.66m debt and equity investment into client companies.</p>	<p>Help is provided to both start-ups and established companies, providing free support and advice that includes networking events and workshops on a range of business issues.</p> <p>The Growth Hub also provides a small number of eligible businesses with ongoing intensive support. Among the eligibility criteria are: be a high growth business with the potential to grow significantly over the next two to three years; be an innovation-led start-up with intellectual capital to underpin the business; have the potential to create new jobs.</p>
<p>11. York, North Yorkshire and East Riding</p> <p><i>Launched July 2015</i></p>	<p>Local Enterprise Partnership run</p>	<p>£250,000</p>	<ul style="list-style-type: none"> Online one stop shop Funding finder eBooks Events calendar Pop up cafes Events Local business networks Now moving to focus on scale-ups/high growth
<p>12. Worcestershire</p> <p><i>Launched June 2014</i></p>	<p>Collaboration led by Herefordshire and Worcestershire Chamber of Commerce, working with Worcestershire County Council</p>	<p>£250,000</p>	<ul style="list-style-type: none"> Advised in Worcestershire, a free online business directory Online Guidance Funding tool Events calendar Local helpline