



Department for
Business, Energy
& Industrial Strategy

Local Enterprise Partnership:	Cambridgeshire Peterborough Combined Authority
Growth Hub name:	CPCA Growth Hub
Date of Completion:	28/02/23
Name of person completing S3 form:	Chris George
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Deadline for return to BEIS:	13 June 2023

GROWTH HUB FUNDING TO LOCAL ENTERPRISE PARTNERSHIPS (LEPs)

SCHEDULE 3 – CONDITIONS OF CORE FUNDING (2023-2024)

NON-CLUSTER LEADS

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.

REQUIRED ACTION

For LEPs to consider the 'core conditions of funding' as set out and provide responses to the key questions below. To note that this Schedule 3 when completed and the contents therein will form part of the grant offer letter to be issued by the Department for Business, Energy and Industrial Strategy (BEIS).

To note that as in previous years, grant awards will provide LEPs with revenue funding, which can only be spent on core Growth Hub delivery and development activities and cannot be used to make direct grants to business.

Responses should ideally not exceed three hundred words per question, but please feel free to attach any supporting documents that would be of interest to BEIS e.g. organisational charts, presentations, evaluation reports etc.

Completed templates should be returned to Growth.Hubs@beis.gov.uk and Karen.Hopwood@beis.gov.uk by no later than **Noon on 13 June 2023.**

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.

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| 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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<p>The accountable body is the Cambridgeshire & Peterborough Combined Authority with a constitution that complies with the relevant legal requirements to conduct business. Within that constitution is The Business Board, part of the broader governance arrangement, that oversees and advises the main CA board on business support. The name of the local enterprise partnership is The Business Board. Its geography is defined as the borders of the former GCGP. It exists in legal form since 1 April 2018 as an unincorporated association.</p>

<p>The Cambridgeshire and Peterborough is a combined authority created by a statutory instrument (legislation) in March 2017: 'The Cambridgeshire and Peterborough Combined Authority Order 2017'. The combined authority operates under a set of powers which were granted by that statutory instrument. The geography of the Combined Authority is the boundary of Cambridgeshire County Council and Peterborough City Council.</p>

<p>The Business Board is the local enterprise partnership for a wider geography (which includes those councils who were part of the former GCGP LEP). The Business Board is a legal entity and is able to enter contracts, hold budget, employ staff such as The Growth Hub etc, but it has no statutory powers. All LEPs derive their existence from Government guidance. The National Audit Office describes two types of legal status for LEP's: limited company or voluntary partnership. The Business Board is a voluntary partnership, which in legal terms is known as an</p>
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‘unincorporated association.’ The former GCGP LEP was a company. The difference in legal structure makes no material difference to its ability to deliver its objectives.

The Combined Authority and the Business Board exist as separate legal entities, but there are areas of interdependency.

The Combined Authority has a responsibility to sign off the public funds available to the Business Board. Government provides funding to the Business Board; the Board meets to decide how it should spend that funding and makes a recommendation to the Combined Authority to approve that decision. This makes the Combined Authority the ‘Accountable Body’ for the Business Board. This is an important role, because it makes public funds subject to overview by a publicly accountable body. All accounting decisions are subject to an Oversight and Scrutiny Committee to ensure compliance.

The Combined Authority employs staff which provide services to both the Combined Authority and the Business Board. This is no different to the many Councils who are working from a single team of staff under shared services arrangements. Sharing services does not affect the separate legal status of the two. It does however create efficiencies (single CEX, MO and CFO for example).

The outcome of the LEP review specified the Business Board could remain a voluntary partnership, also indicating an alignment of Combined Authority and LEP boundaries to avoid overlaps and duplication in following years. We are also advised that there are flexible arrangements for local enterprise partnerships who are aligned to combined authorities as the public accountability can be guaranteed through the Combined Authority practices and procedures. There are no boundary changes taking place in 2022-2023.

2. Which local stakeholders, partners and businesses will be involved in the governance of the Growth Hub in 2023-2024 and how will any potential conflicts of interest will be managed? Please attach a diagram illustrating the structure where available.

YTKO Ltd will be managing the growth hub in 2023/24, retaining the CPCA growth hub manager Chris George who has managed the GH for 3 years now. The Growth Hub will be overseen by CPCA with daily / weekly meetings to ensure compliance at all times, along with weekly reports that will be submitted with all activities from the previous week declared to CPCA. Including details of meetings with clients, feedback, and intel.

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?)

The S73 Officer of the Combined Authority and S151 Officer for The Business Board have substantial roles and are key members of the leadership team. They lead the promotion and delivery by the whole authority of good financial management so that public money is safeguarded and used appropriately, economically, efficiently and effectively.

The CPCA's Finance team has been strengthened and can provide regular and ad hoc reporting on financial accounting and management reporting in a timely manner that will identify at an early stage of any under or overspends against set budgets. This facilitates timely submission of claims, and supporting evidence, in line with the grant conditions.

Scrutiny of spend is embedded in the CPCA's procurement and payment processes which require procurements and invoices to be authorised by the relevant Director prior to being approved by the S73 officer.

In addition to the returns required by the grant conditions, the CPCA's accounts are subjected to annual external audit by Ernst & Young, the internal auditing of projects is undertaken by Peterborough City Council. Processes and timetables are in place and operational to ensure full accountability is maintained.

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?

The Growth Hub has now been outsourced as part of the growth Works programme and is now run and managed by YTKO Ltd, the Growth Hub now has 4 staff members consisting of GH Manager, 2 Business Advisors, 1 admin, CPCA have weekly meetings with the Growth Hub to ensure they are satisfied with delivery standards, the growth Hub also reacts quickly and effectively to any needs within the region for example large scale redundancy and partnering with Serco, DWP etc
CPCA are satisfied the Growth Hub is more than capable in delivering the set KPI's targets and intended impacts.

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.

Following the publication of the Cambridgeshire and Peterborough Independent Economic Review and the subsequent launch of our Local Industrialised Strategy, CPCA have now created a new Global Growth Service, bringing together a range of interventions to provide support to help businesses set-up and grow.

The growth hub will be the entry point for all businesses to access all business services across the region, a one stop shop as it were.

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.

a) Other sources of funding:

The Growth Hub is consulted on all applications to provide SME support in the LEP area and actively seeks to encourage initiatives that meet gaps in provision identified by constant monitoring of local, regional and national schemes.

We are working closely with delivery partners, local government and ESIF committees to ensure a consistent and varied approach across the region to suit local need. Seeking where possible to find enhanced funding.

SPF will play a huge part in our 2023/24 business year, the district councils are looking to the GH to deliver pre start / start up business support as they have no facilities or budget to do either

b) Resources:

c) Other:

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?

The Growth Hub complies with the guidance on the use of logos, social media, communication notifications to BEIS, DIT etc and uses ministerial quotes where available, overseen by Combined Authority Marketing Team, making good use of the media toolkit provided to it.

This is now reviewed at monthly meeting with the CPCA and YTKO, all press releases etc must be approved before the delivery partner publishes anything

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| 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 2023-24. |
| The CPCA and subsequent sub providers are fully in agreement of any new national business support brand, we are in total support of any national support branding and will embrace change fully if needed, due to 50% funding reduction in GH budgets this would need extra funding to deliver additional projects. |

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 2023-24 please provide details. Please also specify what is being provided within core provision, **and what activity is funded from other sources.**

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| 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'? |
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The CPCA Growth Hub has a policy that no-one leaves with nothing, we have a triage diagnostic system that every client goes through, this then decides the service lines the client is directed to, we never charge for any service, and we only offer non-bias free advice.

10. What type of Growth Hub delivery model will be used by the LEP in 2023-2024 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 CPCA Growth Hub delivery model is an outsourced system, this is monitored closely by CPCA, we have an internal triage and diagnostic system that every client goes through to ensure they are offered the correct service lines, no changes a due in the 23/24 Growth Hub year.

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 CPCA has prioritised high growth businesses through the Growth Works programme which works alongside the Growth Hub offering mentoring, grants and Face to Face delivery model supporting all local businesses across the region.

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 CPCA have decided that all calls are taken in house currently due to the decline in calls since covid, we feel these calls are better taken in house so that staff with local knowledge answer calls to local businesses, we did try using the national call centre but felt this was dealt with in house, we of course refer to Gov.UK on calls when needed, and we have a fantastic relationship and referral scheme to the Export Support Services.

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;
- 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;

<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> a) The CPCA growth Hub supports businesses seeking new markets by way of diagnostic and then referral to the DIT team which we work very closely with b) The Growth Hub has a very good network in the science, research and development and innovation sector, with our office based in the centre of the Cambridge Science Park, our growthworks programme offers grants for these high growth innovative sectors. c) The Growth Hub works very closely with the skills dept at CPCA with a hand holding handover to a member of the skills team when needed d) The Growth Hub website has a link to the government free portal contracts finder, we also run various articles in our weekly bulletin telling local businesses about procurement projects that are available in the region e) The growth Hub has a Net Zero page on the website which is updated weekly advising businesses of the opportunities created across the region
<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>Not relevant</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>The Growth Hub has amazing relationships with the BBB, we have weekly catch up meetings with Paul Sullivan area manager and Paul also attends our 6 monthly team meetings to update the whole team on programmes etc available through BBB, we also have regular networking events with local business leaders and financial sectors including accountants in the area, and most local accountants offer GH clients a free hours advice FOC</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**.

<p>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.</p>
<p>The Growth Hub has made a concerted effort to develop strong relationships with all local and national players involved with the development of the GH, we are now more visible than ever pivoting and flexing to offer aligned services.</p>
<p>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:</p> <ul style="list-style-type: none"> • 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):

Innovate UK (IUK): Joint events planning and implementation, promotion locally on Innovation Grants and Loans, joint working with Innovate2Succeed local business support delivery programme. Liaising, signposting and referring to EXEMPLAS and Enterprise Europe Network and St Johns Innovation Centre (local Innovate UK provider organisations). Data sharing MOU's and GDPR in place. Joint marketing undertaken.

Knowledge Transfer Network (KTN): National and local with ARU and Bedford University – see universities below – joint events in 3D printing, 4Manufacturing including Navigator training on diagnostic tools used to assist the delivery of KTN in this region. Joint marketing undertaken.

Department for International Trade (DIT) / Enterprise Europe Network (EEN): Local offices and inward investment team, referrals and signposting with joint event planning and implementation. Joint marketing undertaken. A new ERDF funded programme will commence shortly.

British Business Bank (BBB): Via Finance East (FSE)- steering group membership on the East of England Regional Growth Loan Scheme – recently extended and enhanced by BBB, providing loans to scale up businesses. Working with BBB to enhance loans, equity and patient capital in this region.

Intellectual Property Office (IPO): Direct lines to IPO and EEN locally, with support from practitioners, joint event planning. Navigators are trained by IPO to provide first

line IP support to businesses. The British Libraries IP Centres were launched in 2019

Be the Business (Productivity Leadership Group): Working with BTB, on patch advisor now works out of the combined authority offices three days a week and is in constant communication with the GH and leads are flowing both ways

Banks: Barclays (digital Eagle Labs); Nat West (Growth Advisors); Lloyds (mentors and AM&M); Santander (Export); METRO (small business); HSBC (larger SME's); Challenger (investment) – all banks provide a qualified source of referrals to the Growth Hub and can provide support when required, often sponsoring events on our behalf. Regular meetings by navigators with commercial bank managers.

ICAEW / Accountants: Regional/national and practitioners – will promote Growth Hub events and navigators present at functions. Reliable source of referrals received. Growth Hub Manager is on Local ICEAW Strategy Group.

Angel Networks: Local and London – The Syndicate Room, Cambridge Angels, New Anglia Capital – all provide dedicated resources in the area and provide a good outlet for signposting.

Universities/Business Schools: Cambridge, Judge, ARU, Essex, Suffolk, Cranfield, Aston, Bedford- are all supported. We offer lectures to enterprise programmes in Chemistry, Business, innovation etc, making good use of referrals to ARU/KTN KEEP+, REACTOR programmes and scale up programmes offered locally by these organisations. Aston are launching their ERDF funding to provide AgriTech supply chain support, Cambridge Business School are applying for ERDF funded scale up and sustainability business support programmes.

Business Intermediaries (e.g. Chambers, FSB etc): Cambridgeshire, Herts, Suffolk, Essex and Lincolnshire Chambers and FSB local regions – sharing joint events, guest speakers and referrals, providing bespoke seminars to members on topics requested, such as exporting, Intellectual property, Innovation, Construction, Skills etc.

Enterprise Zones: we have 5- which house incubators and accelerators as well as high growth and sector specific enterprises. We are based in the largest Enterprise Zone in Europe.

Local/Combined Authorities: 14 local authorities, incl two cities, six county councils and CA – working closely with Economic Development Officers with client sharing, seamless support provision linked with BBFA.

Catapults/Incubators and Accelerators: 42 recognised incubators or similar, no catapults within boundaries however we encourage incubators and accelerators, offering capital grants to grow and providing referrals and signposting.

Better Business for All (BBfA)/Regulators: Working with CPCA Better Business for All, making more use of regulatory staff at Local Authorities and Opportunity Peterborough incl Fire Service, combining with Economic Development Officers from those LA's which have these, to assist with triage and brokerage of the smaller SME's not recognised as high growth and to assist with identifying high growth businesses located in local areas. Working on pilots including Primary Authority. Also networking BBFA across the region.

Libraries/Business & IP Centres: Working to combine 44 libraries incl Cambs & Peterborough into IP centres- Working closely with the National Libraries Service to enhance IP support locally and assist pre-start and start-up businesses in market towns, cities and rural areas and access ESF funding with enhanced enterprise agency led mentoring services and linking to Cambridge Judge Business School.

Enterprise Agencies: 2 active in area – MENTA; Opportunity Peterborough – all active and act as referral partners to the Growth Hub.

Others (public and private): FD Centre, Marketing Centre, St Johns Innovation, Judge Business School, Cambridge Wireless, One Nucleus; Cambridge Network – all promote growth hub activities.

We currently work with all of the above with the exception of Be the Business (Productivity Leadership Group) who we shall look to work with in the future following recent conversations we have had with them. Our involvement in addition to two-way referrals, is in the provision of events, workshops and seminars which we share with the above partners. We have access to the 4Manufacturing diagnostic tool provided to us by KTN. Our Next level event run with GOOGLE, Barclays Eagle

<p>Labs and private sponsors was a success. We are working with BBB agents to formulate new loan funds specifically for our region, using models from other LEP areas. We have carried out extensive work with the National Libraries Service to bring business support delivery to local areas.</p>
<p>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.</p>
<p>The Growth Hub now uses the Innovate UK offices in Cambridge for joint staff meetings, sharing best practise and also client referrals, we also use the BIPC suites across the region for delivery of workshops, we meet with BBB once a month to share updates to ensure our offerings align across the region, this joined up thinking and working as one really does bring us all closer along with the referral processes which are excellent on patch.</p>
<p>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?</p>
<p>The Growth Hub works very closely with the Arc Cluster that it belongs to, this brings extra knowledge and talent into the area without the need for extra funding, our staff now share best practise, and look after cross border clients, the arc cluster meetings for the GH manager are a sounding board which really helps with strategy etc The growth Hub also works with other GH's such as Lincs which we have a bi monthly catch up with again sharing best practise and programme ideas etc</p>

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.

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.	The Growth Hub uses Hubspot as a one source of data collection, which is monitored by the CPCA daily to ensure that GDPR compliance is upheld, this system also allows for full reporting on any activities taken place within the Growth Hub
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.	The growth Hub uses Hub Spot which is a secure CRM system which collects all metrics needed for engagement and also allows us to monitor the clients from protected characteristics.
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.	The Growth Hub uses Hub Spot as a CRM which allows collection of all data needed for the BEIS reporting process and aggregated data needed

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.
Again this will be collected through our CRM system in place Hub Spot.
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.
<p>The KPI’s and QPS set by the LEP actually far surpass the BEIS targets, ensuring the Growth Hub is aligned with the conditions of funding also monitored very closely to ensure consistent and assured business assistance is offered to all businesses irrespective of size.</p> <p>Business diagnostics with 490 clients</p> <p>3 hours support with 300 clients’</p> <p>12 hours support with 200 clients</p> <p>A policy that no-one leaves the growth Hub empty handed ever.</p>
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?
The Growth Hub uses all freely available data sets, all companies are vetted through Companies House, Dun and Bradstreet.
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.
The CPCA monitors the performance of the Growth Hub by contacting clients asking clients to score the services delivered, The CPCA also monitors the value delivered, also monitoring the reach and impact.

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 CPCA ensures the GH team pool local intelligence weekly and add to the monthly BEIS report, keeping abreast of local shocks, opportunities and local business conditions, all growth hub team members are debriefed every Friday morning and they deliver intelligence on patch to the GH manager and analyst who then communicate this to BEIS through the report.
