



Growth Hub Annual Report 2016-17

LEP Accountable Body:	North Yorkshire County Council
Local Enterprise Partnership:	York, North Yorkshire and East Riding Enterprise Partnership
Growth Hub name:	How's Business
Date of Annual Report:	23 May 2017
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Deadline for return to BEIS:	25 May 2017

This template has been produced by the Department for Business, Energy and Industrial Strategy (BEIS) at the request of a Local Enterprise Partnerships (LEPs) to help with the production of their end of year Growth Hub Annual Report and is being provided as a guide to the type of information that BEIS expects to be included.

LEPs are however; free to use an alternative format for their reviews as long as the key content areas specified within the template are incorporated within final reports.

This will ensure consistency and transparency to help evaluate the impact of the funding provided for the development of Growth Hubs in 2016-2017 and allow BEIS to publish an overarching Growth Hub summary, drawing on the information provided in individual Growth Hub Annual Reports.

We request that the Annual Report should be completed and returned to BEIS in word format (not as a pdf) and that each section should provide the details requested in a short and concise way.

Annual Reports should be submitted to [Karen Leigh](#) and [Caroline Davies](#) at BEIS by no later than **25 May 2017** and copied to your BEIS Local Area Lead for information.

Note: The requirement for each Local Enterprise Partnership (LEP) to produce a Growth Hub Annual Review is set down in Schedule 3 of individual Grant Offer Letters and is also a

requirement of the common 'Metrics and Evaluation Framework' which all LEPs have sign up to.

Growth Hub Executive Summary

A. Please set out the objectives and priorities of your Growth Hub and its high-level achievements in 2016-17. Include its key features and strengths. [250-300 words maximum]

Content Marketing

The Growth Hub has made exceptional use of digital marketing in order to reach businesses across a wide geographic region despite limited resources. In order to do this, we've had to ensure that we speak to businesses in their own language, and it's worked. This year, 42,876 business owners have come to the Growth Hub website and 4768 people have been supported by the Hub. Not only this, we've also been able to collect additional data on the people using the website, through getting them to download eBooks. The Growth Hub team have produced 16 ebooks this year and they have been downloaded over 1,700 times.

Collaboration

This year we have worked with 75 volunteer mentors for our popup business cafes and are working with 23 networks who have a combined reach of 5000 businesses. In addition, we have close links into all the ESIF-funded business support programmes in the region. This combined network significantly extends the Growth Hub's reach into the local business community. One of the stand out examples of where this collaboration has worked so well is in getting the experts from popups to contribute towards eBooks and getting networks to send eBooks out to their members. When we teamed up with Welcome to Yorkshire to produce an eBook, over 20% of their members in the region downloaded it.

Creating Growth

This year has seen the launch of 15 business support programmes, this has brought on a significant change for the Growth Hub in needing to develop new approaches to informing businesses, signposting into support and working with these partners. In order to ensure collaborative delivery of these business support programmes, we have put together a collaboration group for all the partners to sit on where they can discuss best practice for making referrals and bring all partners up to speed on the needs of their programmes. As a result of this, we have seen a number of high quality referrals between different programmes and when a business has engaged with the Growth Hub, we have been able to convene virtual panels of support to see who can help a business and act as a constant point for a business to refer back to when they've finished engaging with a programme, thus allowing the Growth Hub to provide a useful and consistent service.

Growth Hub 2016/2017 final grant spend position

Please state how much of your 2016/2017 grant has been spent to 31 March 2017.

100%

If the 16/17 funding has not been fully drawn down at year end, how much will be spent by 26th May 2017?

Please provide an overview of expenditure according the activity spend headings in your 2016/2017 Schedule 1 form which formed part of your 2016/2017 offer letter with an explanation for any underspend you may be anticipating.

Spend Heading	Amount
Staffing	118,192.86
Equipment	1,625.00
E.Marketing platform	10,080.00
Web development	18,484.25
Popup Business Cafes	507.08
Web content	8,747.40
PR work	12,950.00
Social Media marketing	38,500.00
Miscellaneous	5,095.05
Sponsorship	11,350.00
Finance Finder License	11,960.00
Business Support	
Research	9,951.00
Total	£247,442.64

Summary of progress of your Growth Hub to date

B: Summary of Growth Hub progress [100 words maximum per question]

1. Strategic Partnerships

- Which organisations are delivering the Growth Hub activity? Are they a public or private sector organisation? Are they operating under a contract or partnership arrangement? What have been the benefits of this approach?

The Growth Hub is being delivered by the York, North Yorkshire and East Riding Enterprise Partnership whose accountable body is North Yorkshire County Council. The operation is taking place under contract between North Yorkshire County Council and BEIS. The benefit of this approach is that the Growth Hub is able to take advantage of the benefits of being a part of North Yorkshire County Council including office space, overheads, IT infrastructure, HR and also ensures that it is an embedded part of the Local Enterprise Partnership's economic development activity. It also gives it the gravitas of coming from the LEP.

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

Cross boundary working is taking place through the delivery of pan LEP business support programmes: the Northern Powerhouse Investment Fund and the Manufacturing Growth Programme. In addition to this, we are looking at developing a scale up strategy alongside the Humber LEP.

- What approach has the LEP through its Growth Hub take to continue to develop strong, inclusive strategic partnerships across the LEP area and what plans have been put in place to ensure that any local conflicts (where they exist) are overcome?

Partnerships have been developed with all the providers of ESIF funded business support to ensure that the role of the Growth Hub is clear and to ensure that cross referrals are taking place between organisations. All local authorities have been met with to develop a suitable bespoke growth hub offer in each region that does not clash with existing services. Popup business cafes have been held in partnership with local authorities and private sector partners. Steering groups have been set up with key stakeholders to ensure that where there are conflicts, they can be dealt with.

2. National and Local Integration

- The co-ordination of local, national, public and private business support is a core purpose of a Growth Hub; businesses want a seamless, simple customer journey to get to the help they need. Please set out what activity you have undertaken to join up your Growth Hub offer with other national business support programmes e.g. Department for International Trade; Innovate UK and the Enterprise Europe Network; Intellectual Property Office; Better Business for All and British Business Bank etc. What have been the benefits of the approach?

Better Business for All

The Growth Hub created regulatory toolkits in partnership with the local regulatory bodies to help businesses find what support is available for them. The benefit of this approach has been to better understand the resources and opportunities that are available to connect with businesses through regulators and to make use of their contacts.

Department for International Trade

DIT sit on the Growth Hub's collaboration group. Work has taken place with DIT to identify a single point of contact for the Growth Hub when making referrals and to simplify the process for referring someone into support. The benefit of this is that businesses are able to be easily referred directly into support and they can be referred to the right person more effectively.

3. Governance

- How have the LEP's governance arrangements aided the establishment and development of the Growth Hub? What have been the benefits of the approach?

The LEP's governance arrangements have provided a clear and robust process for setting up the Growth Hub, making decisions and ensuring that it is accountable to the LEP. Currently the Growth Hub has not received any FOIs but when they do occur, we are confident that our systems, practices and behaviour has been robust.

4. Triage and Diagnostics

- What type of Growth Hub delivery model/typology is being utilised e.g. physical hub; virtual; hub and spoke or other? Why have you taken this approach and what have been the benefits to the user?

The Growth Hub model is a virtual model closely linked to the support provision of partners on the ground. The benefit of this has been to provide a central point of support for businesses across the region with face to face contact being carried out by local support providers. Some of this activity is facilitated directly by the Growth Hub, e.g. Popup Business Cafes, some of it is managed externally, e.g. local networks and business support provisions through ESIF programmes and enterprise agencies.

- If the Growth Hub has a physical presence, what are the location of the Hub and where appropriate any spokes? Why have you chosen these locations?
- Describe your Growth Hub website functionality e.g. key content areas and tools?

Growth Hub website key features are information, a funding portal, and links to intensive support. The information is aimed at people starting up a business or looking to improve their business and the articles and events have been especially popular with businesses

wanting to find out more about a specific issue. The funding portal is provided by Idox and has been very popular as a tool for businesses looking for support, and the link to intensive support has been a useful gathering point for businesses looking to grow, many of whom get in touch with the hub for advice on signposting.

Have you developed any innovative online tools or localised content that might be of benefit to others e.g. diagnostic tools; rate and review systems etc? If yes, please provide details.

This year's key innovation has been the development of eBooks which provide details of key topics that businesses are interested in and through the downloading of which, we can gather data about our businesses. The effect of this has been to gather more data about businesses at the point of first engagement for low intensity interactions and to improve the amount of data that we hold over time.

- Which national programmes/content has been integrated within your Growth Hub offer e.g. [GOV.UK \(Business Support\)](#); [GREAT.GOV \(Export Support\)](#); Better Business for All and the Business Support Helpline (access available at no cost upon request from BEIS). How is content being used, and what are the main benefits to the Hub?

The growth hub signposts towards the gov.uk business support sections and uses the business support helpline for fielding enquiries. The main benefit is this means that we can increase our capacity for fielding enquiries without additional resource implications from Growth Hub funding.

- Does the Growth Hub employ its own business advisers/navigators or are they seconded into the hub?
 - How many are employed (total number of FTEs)?
 - Are they generalists and/or specialists e.g. sector focussed; access to finance; inward investment etc? Why have you taken this approach?
 - Are they accredited (e.g. SFEDI)? If yes, what have been the benefits of the approach?

The Growth Hub does not employ its own advisors or navigators and none are seconded into the Hub.

- Where are they located?

5. Business Support Simplification

- How have you continued to simplify the business support landscape? What approach has been taken and what have been the benefits?

We have continued to simplify the business support landscape and have done this through bringing together a collaboration group for all the providers of ESIF funded support to

ensure that all parties are working together. We have provided business support toolkits to all intermediaries and have put on events to explain the local business support landscape. We have provided a dedicated single point of contact within the Hub for providing information to businesses who are looking to grow and making warm introductions to business support programmes. The benefits have been clear visibility with partners, strong working relationships and for businesses, easy access to accurate, simple information.

6. Growth Hub Sustainability

- How are you ensuring that your Growth Hub is 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?

Growth Hub sustainability shall be delivered through its website. No signposting service shall take place. No facilitation shall take place. The information that is available will be provided for free, however as time goes by that information will go out of data and there is a high risk that if no-one is responsible for the ongoing maintenance of that information, its value as a resource will continue to decrease over time. Website access speeds will also be expected to decrease.

Overview of Key Achievements

C. Key Achievements. Provide information on the key achievements of your Growth Hub linked to the requirements of the 2016-2018 'Common Metrics and Evaluation Framework', providing high level overview figures (taken from bi-annual reviews and/or LOGASNET and customer satisfaction rates for the period 1 April 2016 to 31 March 2017 and cumulatively reflecting the total impact of the Growth Hub since launch.

7. Performance Metrics

Indicator	2016-17 Total	Growth Hub Cumulative (since launch)
Total number of businesses engaged	42,876	55,235
Total number of individuals (pre-starts and start-ups (trading less than one year) engaged	123	194
Total number of referrals to public/private support	63	63
Total number of referrals to national programmes e.g. DiT/UKTI, Innovate UK, IPO, Start-Up Loans etc	41	41
Total number of businesses receiving diagnostic & brokerage support	4768	8216

Total number of businesses that have received intensive face to face support	10	65
Total number of individuals who have been helped to start a business	123	194
Total number of mentoring or business to business relationships created	152	391
Total number of jobs created (if applicable)	159	511
Total number of jobs safeguarded (if applicable)	8.5	138.5
£increase in GVA (if applicable):	NA	NA
£Private sector match secured (if applicable):	£8,346,168	£27,948,886

8. Customer Satisfaction

In line with the requirements of the common 'Metrics and Evaluation Framework' for 'medium' and 'high' intensity interventions only, please also provide the tabulated responses to the satisfaction question set out below:

“How satisfied or dissatisfied are you with the quality of this service?” rated on a five-point scale.

No Medium and High Interventions have taken place.

For 'light-touch' interventions, a survey approach is sufficient. Questions that could be included based on standard questions asked of customers by all Growth Hubs.

“How likely would you be to recommend this service to a friend/colleague”, rated on a standard five point scale?

Note: (1 Very Dissatisfied- very poor, 2 Somewhat Dissatisfied - poor, 3 Neither Satisfied nor Dissatisfied- average, 4 Somewhat Satisfied - good, 5 Very Satisfied – excellent)

1
2
3 1.5%
4
5 98.5%

9. Evaluation

As most Growth Hub activity is low intensity support, there have been little opportunities to follow-up with businesses to measure its impact. This is usually due to the small amount of data that is collected by a business at the point of impact. Despite this, our plan is to cross-reference this against HMRC data and the Inter-Departmental Business Database in order to provide a sample size large enough to demonstrate the effectiveness of business support.

As business support programmes launched in January it is still too early to effectively measure the impact of Growth Hub interventions. Evaluations will be carried out in the 17/18 period.

10. Scale-Ups

- Has the Growth Hub undertaken any local activity in 2016-17 to directly address the scale-up challenge? This could include:
 - Attending the ScaleUp Institutes and Goldman Sachs “Driving Economic Growth through Scale-Up Businesses and Ecosystems Programme” Identifying and targeting scale-up businesses.
 - Developing a local Scale-Up Plan (and/or incorporating within LEPs Strategic Economic Plan)
 - Identifying growth businesses and those with the potential to scale-up?
 - Introduced any new local programmes aimed at scale-ups and those businesses with growth potential e.g. via ERDF or other funding streams?

Scale-up Challenge activity in 16-17 was limited. We were turned down from attending the ScaleUp Institutes programme twice. However, we are working towards a scale-up plan.

In order to do this, we have identified a cohort of suspected scale-up businesses to target with key messages and to entice them to take advantage of the range of ESIF programmes that might help them with their issues, particularly the Northern Powerhouse Investment Fund. Despite this, we have identified some gaps in business support provision for scale-ups, particularly around developing their leadership and management functions. In order to fill this gap we are developing two new scale-up programmes using PA 2.1 and 2.2 of ESF funds.

D. Evaluation. What type of activity has been undertaken to evaluate the wider impact of your Growth Hub? What has the evaluation told you?

- How have you approached a more in-depth evaluation of your Growth Hub?
- What can you tell BEIS about the findings from the wider evaluation of your Growth Hub?
- What local performance targets were set for your Growth Hub and were these achieved. If yes, please provide details
- What are your plans for a more formal evaluation at the end of 2017-2018?

Wider impact evaluation activity is scheduled to take place for end of March 2018

Plans for formal evaluation are to demonstrate that intervention is causing an impact in accordance to NESTA level 3 standards of evidence.

Local performance targets for the Hub were 33,000 visitors to the website and 3,300 low intensity supports. These were exceeded with 42,876 visitors to the website and 4768 supports.

The formal evaluation shall include qualitative and quantitative impact analysis making sure of the Inter-Departmental-Business-Register as well as HMRC data.

Lessons Learned

E. Lessons learned/good practice. What lessons have been learned from the experience of building capability and capacity within your Growth Hub? What areas of innovation and good practice can you share with BEIS and other Growth Hubs?

- What approach has been taken to building capability and capacity within your Growth Hub? Has this approach been successful?

This year, we took on two interns in order to help us to develop our content strategy so that we could reach more micro business owners and develop a range of downloadable content that could provide support to a wide number of businesses without demanding a huge amount of internal resourcing. The results have been a great success, on the website, articles have been read 40,220 times and eBooks, that have been produced for the Growth Hub and also co-branded with networks, have been downloaded over 1,700 times. When the new range of business support programmes launched, we focused the team's spare capacity on providing signposting advice to high growth businesses.

- What challenges has your Growth Hub faced and how they have these been overcome/mitigated/

The key challenge that we faced was in recording evidence from low intensity support activity as well as competing digitally for website traffic. Through using Facebook, we have been able to build a community of business owners who we now have a trusted relationship with and who constitute most of our website traffic. Through using eBooks, we have been able to record evidence of low intensity business support activity. A further challenge that emerged at the start of the year was coping with the launch of 15 business support programmes as it required a big shift in growth hub communications and internal resourcing.

Fortunately, by adopting an agile model and making quick adaptations with a minimum viable product, we have been able to overcome this.

- Has your Growth Hub participated in any of the BEIS partnership pilots (e.g. HMRC export data/communications; Better Business for All; British Business Bank and ICAEW or other). If yes, please provide details.

We have participated in the BBFA pilot. As part of that, we launched an event in April in partnership with the FSB to bring together businesses and regulators. Unfortunately, the turn out for that event was poor so we switched to using an online approach for connecting businesses with regulators and that has seen some success. As a result, we will continue to develop this approach in the future.

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

Other information could include quotes from businesses you have assisted, any innovative activity or collaborative activity with intermediaries. Please note that this material should be a Hyperlink.

Please do take a look at the How's Business 16-17 Story

<http://howsbusiness.org/media/356882/how-business-annual-report-16-17.pdf>