

**SHEFFIELD CITY REGION
 BUSINESS GROWTH EXECUTIVE BOARD**

Date: Tuesday 17 November 2015

Venue:

Time: 2.00 pm

AGENDA

| Item | Subject | Method | Lead | Time | Page |
|------|--|--------|-------|------|---------|
| 1 | Welcome and Apologies | Verbal | Chair | | |
| 2 | Minutes & Actions of the Previous Meeting | Paper | Chair | | 1 - 4 |
| 3 | Declarations of Interest | Verbal | All | | |
| 4 | Urgent Items/Announcements | Verbal | All | | |
| | <u>Updates</u> | | | | |
| 5 | Business Plan: Budget Summary | Paper | AG/DH | | 5 - 16 |
| 6 | Innovation Update | Paper | LS | | 17 - 18 |
| 7 | The Future of RISE | Paper | EH | | 19 - 28 |
| 8 | Growth Hub Implementation Update | Paper | DG | | 29 - 36 |
| 9 | Spoke Updates | | | | |
| 9.1 | Inward Investment Update | Paper | DC-M | | 37 - 42 |
| 9.2 | New Business Update | Paper | LV | | 43 - 46 |
| 9.3 | Access to Finance Update | Paper | DH | | 47 - 48 |
| 9.4 | Export Update | Paper | DC-M | | 49 - 54 |
| | <u>Actions & Forward Planning</u> | | | | |
| 10 | Agree Actions | Verbal | Chair | | |

| | Item | | | | Page |
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| 11 | Agree Items for Combined Authority Meeting | Verbal | Chair | | |

SCR BUSINESS GROWTH BOARD

06 OCTOBER 2015

AMP, WAVERLEY, ROTHERHAM

| No. | Item | Action |
|-----|--|--------|
| 1 | <p><u>Welcome and Apologies</u></p> <p>Present:</p> <p>Board Members Paul Houghton, LEP / Grant Thornton Diana Terris, BMBC Gavin Baldwin, LEP / Doncaster Rovers FC Dan Swaine, BoDC, NEDDC</p> <p>Apologies were received from Cllr Julie Dore, Cllr Lewis Rose, Julie Kenny and William Beckett</p> <p><u>In Attendance</u> Andrew Gates, SCR Executive Team David Grimes, SCR Executive Team Lee Viney, SCR Executive Team Giles Searby (Keeble Hawson) Rachel Clark, SCRInvest Mark Lynam, BMBC Andrew Deniff, Barnsley & Rotherham CoC Lloyd Snellgrove, SHU Craig Tyler, Joint Authorities Governance Unit</p> <p>The Chair welcomed everyone to the meeting and explained the role and responsibility of the new 'Executive Board' outlining how the Board had been constituted, who the formal Board Members are and which additional attendees will be invited to support future meetings.</p> | |
| 2 | <p><u>Thematic / Spokes Updates</u></p> <p>Updates were provided in respect of the thematic, 'spoke' areas (new business, inward investment, export, access to finance, innovation and core); created to oversee the Growth Hub's ambition to establish a 'world class' business support offer across the City Region.</p> <p>In addition to the information presented the group discussed plans for resourcing the business growth strand and the creation of a full time support officer role. Consideration was given to whether this person should be expected to take on a policy development or a 'doing' role. It was suggested the reality will be a mix of these 2 requirements, shaping and implementing business growth policy from the outset but</p> | |

| | | |
|---|--|----|
| | <p>moving into supporting delivery as quickly as possible.</p> <p>The group noted there has to be a better defined correlation between what has been deemed to be a top priority for the SCR e.g. business growth, and the amount of resource allocated to deliver that ambition. It was noted that potential for using any other available resources, either in local authorities or LEP partners, need to be investigated.</p> <p>The group discussed the role and remit of the Advisory Board for Inward Investment and asked how this is plugged into the wider governance structure. It was noted that Chris Scholey will be bringing the draft Inward Investment Strategy to the next meeting.</p> | |
| 3 | <p><u>Growth Hub Implementation</u></p> <p>David provided a detailed summary of the progresses to date towards implementing the Growth Hub and set out a work plan for the Group's consideration.</p> <p>David also demonstrated the new Growth Hub website and explained its functionalities and capabilities to support both proactive and reactive engagement with businesses.</p> <p>It was suggested that the main Hub graphic may benefit from some form of pictorial 'wheel' to help demonstrate how the spokes connect at the centre.</p> <p>The group agreed that each 'spoke' should be focussed and, whilst supporting a proactive approach to commissioning support, should also ensure the viewer is presented with a clear means of signposting to whatever information is required.</p> <p>It was suggested that the overlap with the D2N2 area needs to be carefully explained to ensure businesses in this area aren't confused about where to get support and information from.</p> <p>The group recognised that 'businesses not engaging' is a big risk and requested this be included on the project risk register.</p> | DG |
| 4 | <p><u>Business Growth Board - Business Plan</u></p> <p>Andrew explained the ambition to devise a 3 year business plan for the Board and advised Members of the next steps planned to achieve this requirement.</p> <p>It was recognised that the Board does not currently have a signed off Business Plan for this financial year or a set of fully approved programmes of activity under the new Combined Authority Assurance Framework in place to drive projects and activity in from 16/17 onwards. The 15/16 Business Plan seeks to address these issues by putting in place a strategic framework</p> | |

| | | |
|----------|--|-----------|
| | <p>for activity driven by the Strategic Economic Plan.</p> <p>The Board Members also noted the intention of the SCR Executive Team to develop a business plan for 16/17 – 19/20 in line with the work streams above and any additional resources available.</p> <p>Decisions made:</p> <p>The Board Members agreed:</p> <ul style="list-style-type: none"> • To sign-off the 15/16 Business Plan (Appendix A) • To approve the proposal to develop full business cases for all projects with financial implications for future years. • To approve the proposal for all Business Growth Board ‘spokes’ to develop new ‘what good looks like’ responses for each area in order to build on current plans in advance of any additional resources being allocated to the Business Growth theme. | |
| 5 | <p><u>Forward Look</u></p> <p>The group noted the process by which future discussion items will be identified and agreed meeting arrangements.</p> <p>It was noted that the spokes will be able to play both a proactive and reactive role in helping to shape what matters are brought forward for discussion.</p> <p>It was agreed to convene Business Growth Board meetings at 2pm on Tuesday’s during the 3rd week of the SCR 6 week meeting cycle.</p> | CT |
| 6 | <p><u>Any Other Business</u></p> <p>The group requested that a copy of the recent Devolution Deal be circulated.</p> | AG |

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BUSINESS GROWTH EXECUTIVE BOARD

17th November 2015

Business Plan: Budget Summary

Issue

Summary:

This paper provides an update, including forecast expenditure against the current budget position for the funds under the purview of the Business Growth Executive Board – in alignment with the 2015/16 Business Plan.

The paper asks the Business Growth Board to consider a series of recommendations as to how future resources are allocated and identifies a number of projects in the pipeline.

On 6 October 2015, the Business Growth Board approved the Business Growth Business Plan for 2015/2016.

This plan set out an overarching objective to **increase the size, density and productivity of our business-base**. To do so, we will address a nationally recognised¹ latent demand for external business support – which acts as a drag on the SCR's economic performance.²

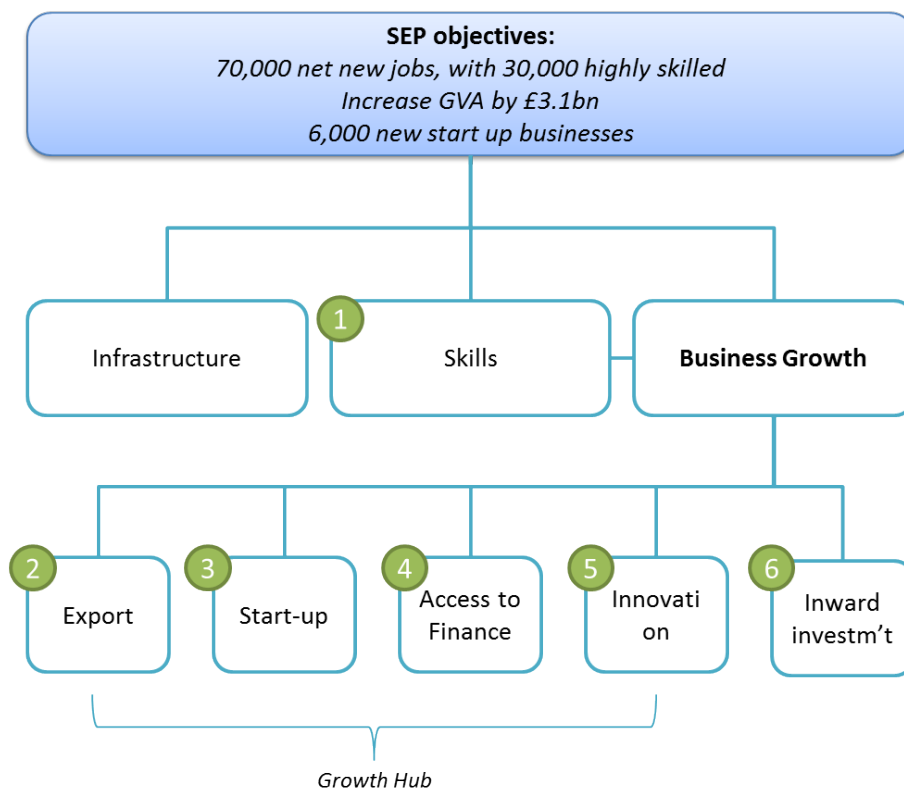
This is not an end in itself: bigger and more productive SMEs produce more and better jobs, are more resilient to external shocks and provide the revenues (either directly or indirectly) to support high quality public services.

¹ http://www.corecities.com/sites/default/files/images/publications/Competitive%20Cities,%20Prosperous%20People_%20Final%20Draft.pdf.

² Business Growth Business Plan 2015/16 per BGB meeting 6 October 2015.

- 1.1. We set out five measurable objectives. To support or incentivise companies to:
- invest in the training and development of their workforce – and for the skills system to be more responsive to employer demand;
 - access finance in order to modernise and/or grow;
 - export and to trade internationally;
 - invest in developing new products and services or to become more efficient through research and development (R&D/innovation);
 - start-up on a sustainable footing.
- 1.2. In addition to these five core objectives – the SCR will seek to support and incentivise inward investment and re-investment.

Figure 1 – Business Growth Strategy Map



2. Recommendations

- 2.1. This note:
- Consolidates the budget position for the Business Growth Board – including a summary of decisions already taken either by the Combined Authority/LEP, the Business Growth Board or by other Groups (see Appendix A).
 - Asks the Business Growth to affirm the budget set out at Appendix A. This includes a £350,000 allocation to 'match' a European Funded Start-Up project (see: "ESIF New Business Launch Pad" proposal in the Start-up update elsewhere on this agenda) promoted by the New Business Partnership. This allocation would be subject to:

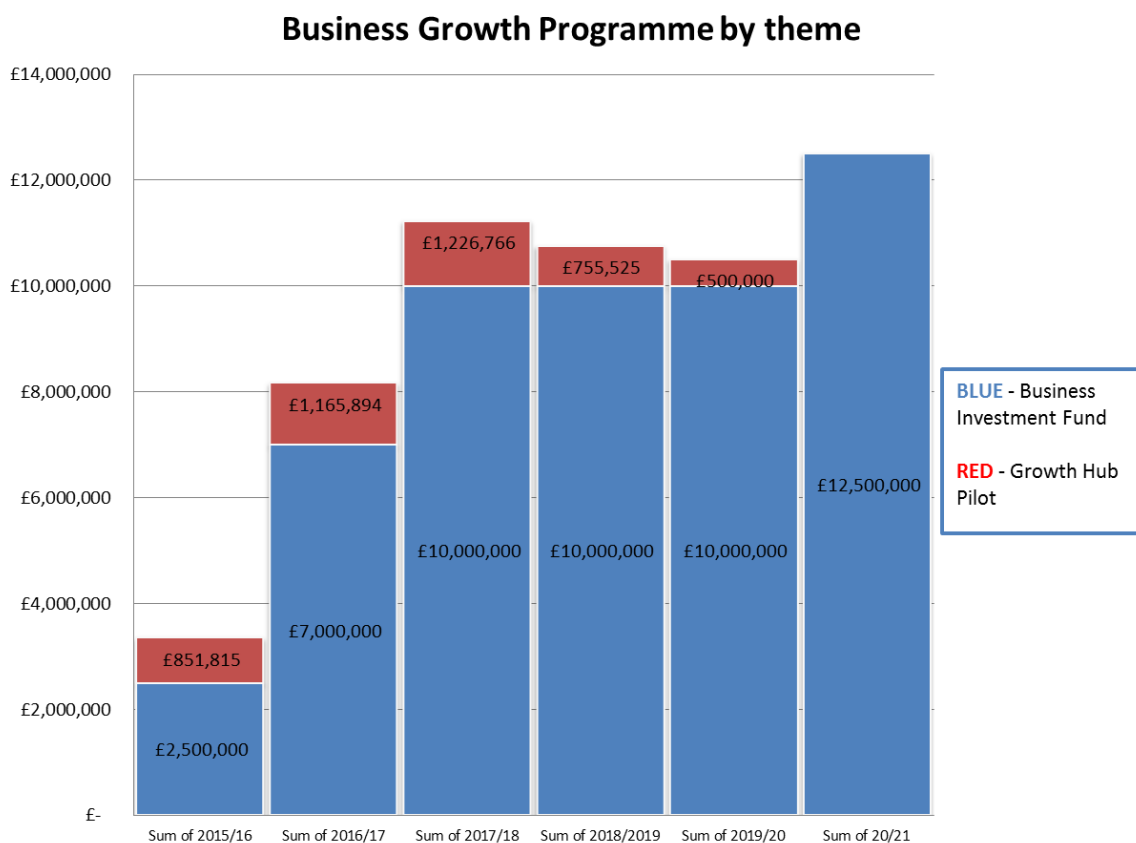
- the production and agreement of an appropriate business case;
 - any Start-up programme providing an equivalent offer to the whole of the Sheffield City Region (a key Growth Hub principle);
 - alignment with the SCR Growth Hub more generally (confirmation of which to be given by the Head of Growth Hub).
- Provides an update as to the likely expenditure in 2015/16.
 - Asks the Business Growth Board to consider the use of future unallocated funds – in particular the “spoke development” budget allocation.
 - Flags with the Business Growth Board the requirement to develop a longer-term programme plan which utilises (so far as is required) the SCR’s Single Pot Allocation (for which greater clarity will be provided by the Spending Review on 25th November 2015).

3. Status of budget allocations to date

3.1. As detailed at Appendix A, at present, the Business Growth Board is responsible for £56.5m out of the £350m Growth Deal settlement secured in July 2014. This £56.5m is split between:

- **The Business Investment Fund (BIF)** – a £52m programme to which aims to (a) support direct business investment by locally-based SMEs (b) incentivise inward investment within the SCR. The investment strategy for this programme has been approved by the Combined Authority and LEP and is managed by the BIF Programme Board.
- **The “Growth Hub Pilot”** – a £4.5m pilot of the SCR Growth Hub including the development of five thematic “spokes” i.e. access to finance, skills, export, innovation and start-up.

Figure 2 – Business Growth Budget Position



- 3.2. The programme is divided into a capital and revenue programme. This distinction is important for reasons of Government accounting. As part of the Devolution Deal, the SCR secured a “swap” of capital and revenue – and this fund constitutes the budget of the Growth Hub pilot.
- 3.3. For the Capital BIF programme – all (£52m of) funds have been allocated, and the programme is now in the investment phase.³
- 3.4. On the revenue side, **£3,687,425** has been allocated to date leaving **£812,575** unallocated.

Table 1 – Business Growth, allocations to date and balance

³ Of course, the LEP/CA retains the right to reallocate such funds as our economic programme develops / is delivered.

| Activity | 2015/16 | 16/17 | 17/18 | 18/19 | 2019/20 | Total |
|--|----------|----------|----------|----------|----------|--------------------------|
| Growth Hub 'Core' i.e. gateway + L1 advisors | £500,000 | £500,000 | £500,000 | £500,000 | £500,000 | £2,500,000 |
| Access to Finance Centre of Expertise | £351,815 | £362,369 | £373,241 | | | £1,087,425 |
| Development capacity (SCR) | | £33,333 | £33,333 | £33,333 | | £100,000 |
| | | | | | | <u>£3,687,425</u> |

4. The use of future unallocated funds

- 4.1. Over the coming weeks and months, the Business Growth Board will be asked to consider the use of unallocated funds. In accordance with the SEP Assurance Framework (previously submitted to Government and which details how we make decisions as to expenditure) there are 5 basic stages to a project being approved. These are:
- The project or initiative begins life with “no status” as a concept or idea in the pipeline.
 - The “sponsor” seeks “agreement in principle from the Business Growth Board (this could be accompanied by an outline business case).
 - If not, an outline business case would follow.
 - Once approved, a full business case would be expected.
 - The full business case for the project or initiative would be approved by the Business Growth Board.
- 4.2. This process could be truncated where a project is well developed or where speed is of the essence e.g. the project could first appear with an outline business case, and it would be possible for a full business case to be signed off outside the usual meeting cycle or at an extra-ordinary meeting. The two key “pipeline initiatives” at the stage are:
- £350,000 match the ESIF New Business Launch Pad proposal (as set out in the Start-up update elsewhere on this agenda) and;
 - £150,000 to support the development and extension of the RISE programme across the City Region (in partnership with the two Universities).

5. Forecast expenditure – revenue budget

- 5.1. The 2015/16 revenue budget is £851,815. In terms of expenditure during 2015/16:

- The £500,000 “core” Growth Hub budget for 2015/16 will be spent in line with profile.
- The budget for AFCoE was formally approved by the CA on 14 February and by the LEP on 2 March 2015. AFCoE is up and running (we now have 4 advisors). Recruitment and grading of these advisors and the Head of AFCoE has been challenging – and this has delayed AFCoE getting up to full capacity. Realistically, this will elongate the AFCoE pilot well into 2019 (rather than running Jan 2016 to December 2018 as originally envisaged).
- The “spoke development” budget will be spent in line with, and in accordance with the profile agreed by the Business Growth Board. Any 2015/16 expenditure could be drawn from any AFCoE underspend (to be repaid at a later date).
- We will seek to “leverage” all funds with European Funding and other external funding, increasing the impact of these funds significantly.

6. Forecast expenditure – capital budget (BIF programme)

- 6.1. Subject to formal LEP/CA approval, the BIF Programme Board will take responsibility for both the existing £32m RGF programme (128 projects) and the new £52m programme.
- 6.2. The first meeting of the reconstituted / expanded BIF programme board will take place /took place on 16 November 2015.
- 6.3. The programme board will allocate at least £2.5m this year. There are a handful of very large inward investment propositions in the pipeline (i.e. £~3/4m and £~8m respectively). If these projects go ahead, there could be considerable pressure on the programme during 2015/16.
- 6.4. Once funds are allocated to a project, the default arrangement is to invest in line with defrayed expenditure. This means if the project was a £5m project, taking 2 years with a grant of £1m – the standard terms of conditions would be for the SCR to pay £1 for every £5 invested by the beneficiary i.e. in this case £0.5m each year over the two years of the programme. Sometimes we have “frontloaded” a grant (where there is a compelling case to do so) and sometimes we have delayed the grant where, for example, our investment is dependent on a key milestone taking place. Our strong preference is for this to be a commercial decision made by the BIF Programme Board (based on the comprehensive information available to the Board).

7. Next steps – Single Pot and Devolution Deal

- 7.1. On 2 October, the SCR signed what was trailed as a £900m Devolution Deal (the “deal”). Whilst a significant achievement and a significant sum, the deal is likely to be more significant than that, and include a “single pot” made up of (a) previous Local Growth Fund allocations (see para. 3.1) (b) devolved departmental budgets e.g. part of the national business growth services and transport budgets (c) the £900m or “30-by-£30” allocation.
- 7.2. Clarity over this future devolved budge will emerge as part of the Spending Review on 25 November 2016. However, a key forthcoming task for the Business Growth Board will be to define and commission the objectives set out at 1.2 and the five measurable objectives set out at 1.4 above.

**REPORT AUTHOR
POST**

David Hewitt
Economic Policy and Delivery Manager

RESPONSIBLE OFFICER: Andy Gates, Head of Policy, SCR Executive Team

Appendix A – BGB budget summary (November 2015)

| Revenue or Capital | Theme | Project status | Activity | 2015/16 | 2016/17 | 2017/18 | 2018/2019 | 2019/20 | 20/21 | Total |
|--------------------|----------------------|---------------------------------|--|-------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Revenue | Growth Hub "core" | Approved - CA | Growth Hub 'Core' i.e. gateway + L1 advisors | £ 500,000 | £ 500,000 | £ 500,000 | £ 500,000 | £ 500,000 | | £ 2,500,000 |
| Capital | Access to Finance | Approved - CA | RGF (inward investment and indigenous support) | £ 2,500,000 | £ 7,000,000 | £ 10,000,000 | £ 10,000,000 | £ 10,000,000 | £ 12,500,000 | £ 52,000,000 |
| Revenue | Access to Finance | Approved - CA | Access to Finance Centre of Expertise | £ 351,815 | £ 362,369 | £ 373,241 | | | | £ 1,087,425 |
| Revenue | Cross-cutting | Pipeline (ideas in development) | Growth Hub product development | | £ 104,192 | £ 104,192 | £ 104,192 | | | £ 312,575 |
| Revenue | New Business | Pipeline (ideas in development) | E.g. Tech Accelerator | | £ 200,000 | £ 200,000 | £ 200,000 | | | £ 600,000 |
| Revenue | New Business | Pipeline (ideas in development) | Match for 'start-up' ESIF proposal | | £ 116,000 | £ 116,000 | £ 118,000 | | | £ 350,000 |
| Revenue | Trade and Export | Pipeline (ideas in development) | Export Centre of Excellence | | £ 200,000 | £ 200,000 | £ 200,000 | | | £ 600,000 |
| Revenue | Skills | Pipeline (ideas in development) | Potential new activity, e.g. RISE | | £ 50,000 | £ 100,000 | | | | £ 150,000 |
| Revenue | Inward investment | Pipeline (ideas in development) | Enhanced package of support for Inward Investment activity | | £ 250,000 | £ 250,000 | £ 250,000 | £ 250,000 | | £ 1,000,000 |
| Revenue | Innovation | Pipeline (ideas in development) | Culture of innovation in SCR SME programme | | £ 600,000 | £ 600,000 | £ 600,000 | £ 600,000 | | £ 2,400,000 |
| Capital | Innovation | Pipeline (ideas in development) | AMRC Light-weighting centre | | £ 10,000,000 | £ 17,000,000 | | | | |
| Revenue | Cross-cutting | Pipeline (ideas in development) | Future Growth Hub Revenue | - | -£10,000 | -£25,000 | -£25,000 | -£25,000 | -£25,000 | -£ 110,000 |
| Revenue | Development Capacity | Under CA Exec Director approval | Development capacity | | £ 33,333 | £ 33,333 | £ 33,333 | | | £ 100,000 |
| | | | | | | | | | | |
| | | | Total | £ 3,351,815 | £ 9,382,561 | £ 12,443,433 | £ 11,972,192 | £ 11,350,000 | £ 12,500,000 | £ 61,000,000 |

Appendix 1 – RISE Businesses supported in SCR

| Cohort | Ref | Name | Job title | Location |
|--------|-----------|----------------------------|--|-------------------------|
| 1 | RISE01 | Pyronix | Business Systems | Rotherham |
| 1 | RISE02 | McKenna Precision Castings | Sales and Marketing | Worksop |
| 1 | RISE16 | Crown labels | Business development | Rotherham |
| 1 | RISE26 | Biz-ict | Sharepoint systems developer | Rotherham |
| 2 | RISE 2.8 | CMS Engines/Find-a-part | Sales | Barnsley |
| 2 | RISE 2.17 | Prolog Print Media | Marketing communications | Chesterfield |
| 2 | RISE 2.22 | ACE & S4C | Digital marketing | Doncaster |
| 3 | 3.9 | E&P Metals | Production Engineer | Barnsley |
| 3 | 3.18 | Groundwork | Park ranger | Barnsley |
| 3 | 3.21 | SAFE@LAST | Operations | Rotherham |
| 3 | 3.22 | Pyronix | Marketing | Rotherham |
| 3 | 3.23 | Moorhead Savage | Marketing | Rotherham |
| 3 | 3.24 | Reflex | Networks Engineer | Rotherham |
| 3 | 3.28 | Z1 Telecom | Business development and marketing | Chesterfield |
| 4 | 402 | Team Active | Business Development | Barnsley |
| 4 | 411 | Capital Refractories Ltd | Supply Chain | Chesterfield |
| 4 | 417 | Ashgate Hospice | PR and Comms | Chesterfield |
| 4 | 419 | Crazyhorse Creative | Graphic Designer | Barnsley |
| 4 | 422 | Prospect Diagnostics | Technical Sales Project Manager | Dronfield NE Derbyshire |
| 4 | 442 | Horner Brothers | Account Exec | Rotherham |
| 4 | 445 | The Company Shop | Business development | Barnsley |
| 5 | 517 | Vitalife Health | Assistant Product Development | Rotherham |
| 5 | 518 | The Earl of Doncaster | Sales/Marketing Assistant | Doncaster |
| 6 | 605 | Massarella | Marketing | Bassetlaw |
| 6 | 610 | HBMn | Engineering Quality | Rotherham |
| 6 | 614 | Global Brands | Assistant Buyer | Chesterfield |
| 6 | 620 | Bob's Business | Business Development | Barnsley |
| 7 | 703 | Naylor Industries | Product Development | Barnsley |
| 7 | 721 | GPS Drywalling | Marketing & Business Development | Rotherham |
| 7 | 724 | Company Shop | Marketing | Barnsley |
| 7 | 727 | ControlPoint | Software Developer | Chesterfield |
| 7 | 729 | Prolog Print Media | Marketing & Communications | Chesterfield |
| 7 | 745 | HBM ncode | | Rotherham |
| 8 | 805 | Pixit Media | Software Developer Intern | Rotherham |
| 8 | 806 | Bob's Business | Graphic Design Intern | Barnsley |
| 8 | 808 | PointSolutions | Graduate Software Developer (x2) | Rotherham |
| 8 | 809 | Eadon Consulting | 3D Design and Technical Drawing Intern | Rotherham |
| 8 | 810 | Eadon Consulting | Graduate Engineer | Rotherham |
| 8 | 815 | Direct Trade | PR & Communications Intern | Doncaster |
| 8 | 818 | Pyronix | Graduate Process Engineer | Rotherham |
| 8 | 819 | Pyronix | Project Coordinator | Rotherham |
| 8 | 821 | Route1Print | Trainee Account Executive | Rotherham |
| 8 | 822 | Rethink CMYK | Campaign Management and Marketing Intern | Barnsley |
| 8 | 824 | Horner Brothers Paragon | Customer Account Exec Intern | Rotherham |
| 8 | 825 | HMA Digital Marketing | Digital Marketing Executive | Barnsley |
| 8 | 826 | HMA Digital Marketing | Digital Designer | Barnsley |
| 8 | 827 | HMA Digital Marketing | Graduate Web Programmer | Barnsley |
| 8 | 828 | Welding School of Techn | Sales and Marketing Intern | Barnsley |
| 8 | 829 | Palmer Construction | Assisant Quantity Surveyor / Estimator | Barnsley |
| 8 | 832 | J West Engineering | Technical Sales (CAD) Intern | Barnsley |

Appendix 2: RISE delivery model

SME Pathway

Is about...Securing the best graduate talent to support Sheffield's SMEs to grow.

It focuses on...Removing barriers to graduate recruitment and equipping SMEs with the tools, knowledge and skills they need to access and utilise graduate talent.

The RISE Model

RISE emulates a large corporate graduate development scheme, uniquely customised for SMEs and delivered at a city level

Graduate Pathway

Is about... Attracting and utilising graduate talent in Sheffield, and establishing SMEs as a first choice career option for graduates.

It focuses on...Preparing graduates for the fast paced and flexible world of work with an SME, improving employability, embedding CPD and integrating graduates into Sheffield's professional networks.



Appendix 3. Sample list – RISE businesses

| Company | Postcode | Location |
|--|----------|-------------------------|
| 3Squared | S1 2JA | Sheffield |
| Affecto Recruitment | S3 8EN | Sheffield |
| Amefa | S13 9NR | Sheffield |
| Ashgate Hospice | S42 7JD | Chesterfield |
| Barkers Furniture | S6 2HH | Sheffield |
| Barlow Group | S2 4NW | Sheffield |
| Beatson Fans & Motors | S9 2QL | Sheffield |
| Bhayani Law | TBC | Sheffield |
| BHP | S10 2DP | Sheffield |
| Biz-ict | S63 5DA | Barnsley |
| Blake Uk | S3 9PT | Sheffield |
| Cadence Works | S2 4QU | Sheffield |
| Capital Refractories Ltd | S43 4AB | Chesterfield |
| Cathedral Archer Project | S1 2EF | Sheffield |
| CATRA | S3 7EQ | Sheffield |
| CMS Engines/Find-a-part | S63 8JD | Barnsley |
| Crown labels | S60 1FD | Rotherham |
| David Village Lightng | S1 4ET | Sheffield |
| DS Print and Design | s10 1qu | Sheffield |
| Durham Duplex | S4 8LT | Sheffield |
| Dutton International | S3 8UG | Sheffield |
| E&P Metals | S70 5TW | Barnsley |
| Eadon | S60 5WG | Rotherham |
| Edwin Jagger | S3 7JL | Sheffield |
| Evolution | S20 3FR | Sheffield |
| Forde recruitment | S1 2EB | Sheffield |
| Global Brands | S41 7JB | Chesterfield |
| Granton Medical | S9 4WJ | Sheffield |
| Groundwork | S71 4BG | Barnsley |
| HBM | AMP | Rotherham |
| Horner Brothers | S60 1EN | Barnsley |
| IC Innovations | S2 3EN | Sheffield |
| lideas ltd | S60 5BL | Barnsley |
| Ink&Water | S1 4JB | Sheffield |
| Jaguar Estates | S35 9XB | Sheffield |
| Kinetic Clinics | S35 9YY | Sheffield |
| Learning Light | S1 2NS | Sheffield |
| Lightworks | S10 2LJ | Sheffield |
| m3 | S4 7YS | Sheffield |
| Massarella | S25 1XZ | Sheffield |
| McKenna Precision Castings | S81 9LB | Bassetlaw |
| Moorhead Savage | S60 2DH | Rotherham |
| Morgan Dias | S3 8JD | Sheffield |
| My Job Hub | S3 8UG | Sheffield |
| Nicholas Associates | S9 1XH | Sheffield |
| OhSo Creative | S3 8AU | Sheffield |
| Order Order | S8 0JR | Sheffield |
| ProDental | S4 7UQ | Sheffield |
| Prolog Print Media | S41 7LG | Chesterfield |
| Prospect Diagnostics | S18 2LX | Dronfield NE Derbyshire |
| Pyronix | S66 8QY | Rotherham |
| R2C Online Limited | S9 1XU | Sheffield |
| Reflex | S66 8RY | Rotherham |
| Roundabout | S1 4FW | Sheffield |
| Safe Technology | S10 2PQ | Sheffield |
| SAFE@LAST | S25 3QA | Rotherham |
| SEAMS | S11 8HA | Sheffield |
| Sheffield Machine Knife | S4 7SD | Sheffield |
| Shepherds | S12 2AX | Sheffield |
| Special Steels | S9 3NE | Sheffield |
| Special Testing Ltd | S9 3NH | Sheffield |
| SQA | S9 3XN | Sheffield |
| SteepEdge films (Verterbrate consulting) | S11 8UT | Sheffield |
| Sustainable Kitchens | S7 2BQ | Sheffield |
| Sytner | S1 3BU | Sheffield |
| Tangentix | S1 2BJ | Sheffield |
| TC Wild | S9 5DP | Sheffield |
| TCHC | S10 2TH | Sheffield |
| Team Active | S70 2JW | Sheffield |
| The Earl of Doncaster | DN2 6AD | Doncaster |
| Total HR | S11 9EF | Sheffield |
| Vitalife Health | S60 1FE | Rotherham |
| Wilson-benesch | S6 1NJ | Sheffield |
| Yoomee | S1 2BJ | Sheffield |
| Z1 Telecom | S41 8NG | Chesterfield |
| Crazyhorse Creative | S70 2JW | Barnsley |

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Business Growth Board

17 November 2015

Innovation Update

1. Policy Objectives and operational update

1.1 'Innovation has a central role in creating sustainable economic growth' and meeting SCR objectives for business growth, export and more highly skilled jobs.

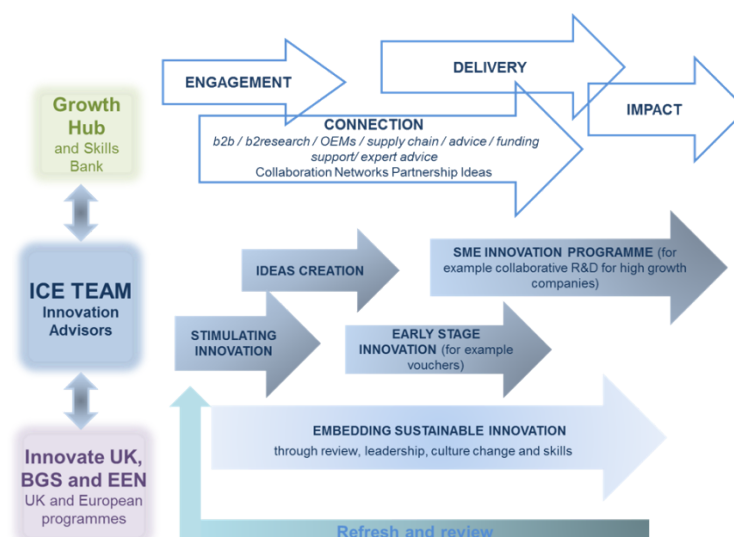
1.2 Innovation is the principle driver behind nationally and globally significant city region initiatives for example the Advanced Manufacturing Innovation District and a major tool in the Growth Hub offer to maximise business growth and competitiveness, economic impact and the creation of a more highly skilled workforce

1.3 The of evidence of the need/demand for innovation supports is well documented at SCR level, including the Advanced Manufacturing Innovation District study produced by Oxford Economics and the draft preparing for the Northern powerhouse: Smart Specialisation n and the SCR (SPRU).

1.4 The ICE board propose a portfolio of innovation interventions

- demand stimulation and creating a company culture that seeks and wants to innovate
- proposes a programme of innovation vouchers that capitalises on the initial wish to innovate and starts to invest in the development of those ideas
- has a local programme that supports SME investment in innovation both technology and non-technology based
- encourages and supports SMEs to seek innovation support at the national level creating a new culture of sustained business led innovation

2. Progress made / Key milestones and next steps



| Theme / project | Action Progress | Next steps |
|---|--|---|
| Innovation and the Growth Hub Implementation plan | Develop measures of success. Example KPIS; <ul style="list-style-type: none"> • Number of companies accessing Innovation Support • IP Registration • More highly skilled people in employment • Increase in % of industry investment in R&D in SCR • Increased GVA per Capita | Deliverables and objective in preparation. Next ICE Board, 11 Dec 15 |
| Alignment with Sheffield City Region Innovation projects | Discussions are underway regarding the alignment of ICE activity with the needs of the Advanced Manufacturing innovation District so there is one consistent innovation offer across the SCR. | Discussions continue: Actions to be incorporated into the Innovation implementation plan |
| ESIF and the strategic context | 1st call 4 projects approved to move to full business plan - total value £13.98m Full Business plans to be submitted 4 December 2015 2nd call closed 25 September 2015. 2 from 5 PA1 (innovation) proposals presented to ESIF Committee 9 November 2015. 3 not accepted by DCLG as did not meet core criteria The ICE Board noted that following the 2 nd call and a change in the exchange rate that the innovation strand was close to being over-subscribed. The situation was to be monitored and possible alternative sources of funding through the SCR LEP to be explored. | Investigate with the LEP, BGB and ESIF Committee other sources of investment to support innovation. . |
| Resources to support the work of ICE. | The ICE Board noted that unlike other the other Growth Hub spokes innovation does not have a dedicated policy resource at the LEP to develop the intent into a delivery plan nor the resource to deliver that plan | Recruitment underway |
| Innovation and the Growth Hub scoping | Additional resources would be available for innovation. The paper approved by the ICE Board in September 2015 will help scope requirements. | Discussions continuing between ICE board and the LEP |
| ICE Board | Dave Latimer, Chief Executive Officer, Magnomatics has joined the Board. Mick Steeper, Technology Manager External R&D Facilitator, Primetals Technologies has joined the board and replaces of Jon Stewart. | |

Key issues to note/explore:

- 1) Government publication of the Science and Innovation Audit process (November) and the coordination of an SCR response.
- 2) Ongoing relationship with the Science and Innovation Board – with the potential for some formal overlap to be agreed (e.g. Chair of SIB sitting on ICE Board).

Lloyd Snellgrove, ICE Board member, 6 November 2015

SCR COMBINED AUTHORITY BUSINESS GROWTH EXECUTIVE BOARD**17th November 2015****Discussion paper: The Future of RISE****Summary**

RISE is a business growth project, focused on helping SME's grow by supporting them to access graduate talent as a way to upskill the workforce. The RISE project was launched in April 2013 and the current contracted delivery will end in Dec 2015.

RISE has demonstrated that there is latent demand in SMEs for graduate positions, if the right support framework is in place. RISE was originally develop by Sheffield City Council (SCC) and the City's Universities, however it operates at SCR level, with around 30% of the placements delivered outside of city boundary (appendix A). To date RISE has delivered:

- 170 paid employment opportunities in over 100 SCR based SMEs.
- 70% conversion rates to permanent employment (based on the first 100).
- Attracted over 3000 graduate applications
- Over £1million private sector salary match
- Estimated net GVA £5.6million per year
- Rol of £5.71 GVA for every £1 invested

RISE partners, SCR Economic Development Directors and private sector supporters would like to see the RISE project continued after the current delivery contract ends in Dec 2015. With SCR support, there is an opportunity to secure a 3 year extension to the RISE project, refocusing delivery to be more proactive across SCR and integrating the project into the Growth Hub and Innovation Centre of Excellence.

This paper gives the Business Growth Board some background information on RISE, its delivery record and economic impact. It also outlines a proposal for a 3 year extension to the project.

1. Issue

- 1.1. Currently the RISE project will end in December 2015.
- 1.2. There is an opportunity to extend the RISE project for a further 3 years, harnessing University funding of £480,000 and integrating the project into the Growth Hub and Innovation Centre of Expertise. This would require a SCR contribution of £50,000 per year for 3 years.

2. Recommendations

- 2.1. Note SCR Economic Development Directors support for the project and appetite to see the project continue at SCR level.
- 2.2. Discuss RISE's potential fit with the Growth Hub and Innovation Centre of Expertise.
- 2.3. Consider future funding options through SCR to secure £50,000 per year for 3 years, maximising University match funding of £480,000 (£80,000 per university, per year); and how that funding may best be profiled (annual or 3 yr programme allocation)
- 2.4. Give approval in principle for the 3 year extension of the RISE project, subject to a full business case (to be given final approval at January's BGB.)

3.0 Strategic Importance

- 3.1 Sheffield City Region's Strategic Economic Plan prioritises private sector growth, particularly within the city's small and medium sized businesses (SMEs). Small and medium sized enterprises (SMEs) are the foundation of Sheffield City Region economy; they make up the majority of the business base and contribute around half of the employment and turnover produced within the local economy.
- 3.2 The SEP also highlights the vital role improving skill's levels can play in supporting business growth. It recognises that high level skills are particularly important for productive and innovative growth. For example, productivity is estimated to be 30% higher in businesses that use higher level skills and over 80% of businesses who currently employ graduates say they are an excellent source of new ideas.
- 3.2 Despite this evidence, too many of SCR's 19,000 graduates are not utilised by the city region's business base. A survey in 2013 by the LEP showed that only 18% of Small and Medium Sized Enterprises (SMEs) % employ graduates. This falls to 17% for businesses who employ less than 50 people.
- 3.3 In 2012/2013 SCC carried out a range of research to understand why this is the case. Our research concluded that there are real market failures that need to be addressed to create new opportunities for SME to take on graduates. These included;
 - Articulate to SMEs the value a graduate can bring to their business
 - Communicate to graduates the benefits of working for a SME
 - Agglomerating SME demand
 - Broker the recruitment mismatch between SMEs and graduates through selection procedures
 - Support SMEs to provide structure for graduate jobs
 - Tackle work readiness and support graduates through the transition from university to work

4.0 Background to RISE project

- 4.1 RISE was designed by a public – private partnership between Sheffield Hallam University, University of Sheffield, Sheffield City Council, Institute of Directors, Junior Chamber International and private sector representatives. RISE emulates a large corporate graduate development scheme, uniquely customised for SMEs. It equips SMEs with the tools, advice and skills they need to access and utilise graduate talent, and prepares graduates for the fast paced and flexible world of work within SMEs.
- 4.2 There are four core components to the RISE delivery model. Below is a short description of each element (also shown in diagram at appendix 2). **Cutting through all of these core components is SME brokerage to ensure that SMEs are engaged and supported throughout the process.**
- A. **Attraction** – There is a disconnect between graduates and SMEs, which means we need clear communications and targeted mechanisms to target graduates and businesses. RISE effectively agglomerates SME demand to a level where it can penetrate the graduate recruitment market. In our attraction we aim to:
- Attract SMEs which are serious about growth and genuinely looking to invest in future talent
 - Attract SMEs which have not used graduates before or are creating new positions for RISE due to the service we offer (demonstrating additionally)
 - Attract the best graduates for the SME jobs identified (from across the UK)
 - Ensure hard to fill job roles have a good field of applicants
 - Work with Sheffield Universities to take advantage of the graduate talent within our local universities
- B. **Application and Assessment** – the RISE assessment process is modelled on a large corporate graduate scheme. It has handled over 2500 applications in an efficient and cost effective way to identify the best talent for the SME job roles. RISE essentially delivers support for the SME in scoping and writing the graduate job description, ongoing communication and support throughout the application stages, including screening, video interviews and assessment centres.
- C. **Matching** - Securing the best match of graduate and company is one of the most important steps. As this increases the likelihood of the internship converting to sustainable employment. We prepare graduates for the workplace through a assessment process (including application, video interviewing and assessment centres), before sending the best candidates to SMEs for final interview.
- D. **Bespoke internship structure** - RISE puts in place for both the SMEs and successful graduates an internship structure, this includes a programme of graduate CPD (including a business induction), a line manager toolkit coupled with further support by the RISE team for a period of 6 months.

5.0 Delivery Record: What RISE has achieved

- 5.1 RISE has demonstrated that by tailoring an internship programme to meet SME needs we can overcome the key barriers experienced by SMEs in recruiting and employing graduates. It has successfully increased the number of SMEs employing graduates as well as improving the quality of the experience for both the business and graduate.
- 5.2 Since April 2013 RISE has delivered:
- 170 paid employment opportunities in over 100 SCR based SMEs. The jobs are 6-12 month placements, with salaries ranging from £14,500 to £24,000pa.
 - Over 30% of these have been in the SCR, outside Sheffield (see Appendix 1)
 - 70% conversion rates to permanent employment (based on the first 100).

- A further 30 jobs will be advertised and placed by Dec 2015 – which will see RISE deliver upto 200 internships since launch.
 - Attracted over 3000 graduate applications, showing an extensive graduate reach
- 5.3 Feedback on RISE from both the business and graduate communities across Sheffield is extremely positive. Participating SMEs value the support provided through RISE and believe that the project provides them with an effective way to recruit graduates. The business quotes below are typical example of the responses that have been received (see below).
- 5.4 RISE businesses feedback
- ‘The manager support pack is excellent, we found it easy to integrate our graduate into our business, using the templates and guidance.’ Total HR, Ruth Bourne
- “The team of highly qualified and experienced graduate recruiters doing the work of advertising, interviewing, running assessment centres, meant the process was seamless.” Lightworks Design, David Forrester
- “RISE provided us with the confidence to invest in an intern. The whole process is invaluable to a small business.” Biz-ICT, Mark Walsh
- 6.0 **Economic impact**
- 6.1 An independent evaluation by EKOSGEN of the first 50 graduate internships provided a robust assessment of economic impact; using this data we can estimate that by Dec 2015 RISE will have secured:
- Over £1million in direct salary match for the 6 month internships
 - Net GVA impact of £5.6million per year – driven by the conversion of internships into permanent jobs
 - Return on Investment of £5.71 of GVA for every £1 invested into RISE

7.0 The Proposal for the future of RISE

- 7.1 There is an opportunity to secure a 3 year extension to the RISE project and to refocus delivery to be more proactive across SCR. A 3 year commitment would give sustainability, secure economies of scale and give the private sector confidence in the longevity of the scheme.
- 7.2 Both UoS and SHU have committed to a 3 year extension of the RISE project, providing up to £480,000 in match funding (£80,000 per year for three years towards from each institution). However, in order to deliver the scheme a further contribution of £150,000 is needed (approximately £50,000 per year for 3 years). This work will also enable a broadening of the offer to encompass a greater proportion of businesses from across the Sheffield City Region.
- 7.3 For this investment, RISE could deliver a further 250 graduates internships from Jan 2016 - Dec 2018. Based on estimates to date this would deliver a minimum of £1.25million in direct private sector match (wages for the internships) and as the internships convert into jobs it would transfer into an economic impact of an estimated £16million.
- 7.4 The project has already worked with over 100 growth focused SMEs, and this would obviously expand within the new contract, particularly ensuring wide SCR coverage. This leads and businesses may also provide some quick wins for the Growth Hub and Skills Bank if brokered into the wider business support environment.
- 7.5 We would welcome representation from SCR LA's and the LEP to sit on the steering group for the project, to help reshape the project and Governance in light of the project extension and to lead the procurement of a new contract. We would also ensure that referrals into the growth hub and ICE were part of the delivery contract.

8.0 Financial

- 8.1 The estimated total cost for running RISE at SCR level is £210,000 per year – this would deliver a minimum of 80 internships (converting into 55 perm jobs). These costs cover all the elements of the RISE model and include a £1,000 subsidy for SME's using RISE for the first time. This subsidy acts as an incentive for those companies who don't have experience of taking on graduates.
- 8.2 Both UoS and SHU have committed to a 3 year extension of the RISE project, providing up to £480,000 in match funding (£80,000 per year for three years towards from each institution). However, in order to deliver the scheme a further contribution of £150,000 is needed (approximately £50,000 per year for 3 years).
- 8.3 The financial model behind RISE allows the Universities to contribute for each graduate placed from their institution (plus a flat fee for promotion and brokerage support). As RISE is open to any graduate, a further financial contribution is needed to able the scheme to continue to retain its business friendly ethos 'the best graduate for your businesses'.
- 8.4 A Full Business Case (FBC) will be developed for the January Executive Board which will include clarity on the intention to allocate a fixed £50k over each year or whether the allocation can be more flexibly programmed over the three year period. The FBC will also include detail on the breakdown of costs towards administration.

9 Legal

- 9.1 Extending the length of the programme will require a new delivery contract for the RISE project to be procured. There are no further legal implications.

10 Equality and Diversity

- 10.3 The RISE programme acknowledges the different barriers people may face in accessing and sustaining employment and makes every effort to ensure its processes are fair and equitable. Equality and diversity indicators are, and will continue to be, monitored as a matter of course. There are no specific implications for any particular protected group.

**REPORT AUTHOR
POST**

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Background papers used in the preparation of this report are available for inspection at

Appendices:

1. RISE Core Components Diagram
2. Business supported across SCR
3. Sample list of RISE businesses

Appendix 1 – RISE Businesses supported in SCR

| Cohor | Ref | Name | Job title | Location |
|-------|-----------|----------------------------|--|-------------------------|
| 1 | RISE01 | Pyronix | Business Systems | Rotherham |
| 1 | RISE02 | McKenna Precision Castings | Sales and Marketing | Worksop |
| 1 | RISE16 | Crown labels | Business development | Rotherham |
| 1 | RISE26 | Biz-ict | Sharepoint systems developer | Rotherham |
| 2 | RISE 2.8 | CMS Engines/Find-a-part | Sales | Barnsley |
| 2 | RISE 2.17 | Prolog Print Media | Marketing communications | Chesterfield |
| 2 | RISE 2.22 | ACE & S4C | Digital marketing | Doncaster |
| 3 | 3.9 | E&P Metals | Production Engineer | Barnsley |
| 3 | 3.18 | Groundwork | Park ranger | Barnsley |
| 3 | 3.21 | SAFE@LAST | Operations | Rotherham |
| 3 | 3.22 | Pyronix | Marketing | Rotherham |
| 3 | 3.23 | Moorhead Savage | Marketing | Rotherham |
| 3 | 3.24 | Reflex | Networks Engineer | Rotherham |
| 3 | 3.28 | Z1 Telecom | Business development and marketing | Chesterfield |
| 4 | 402 | Team Active | Business Development | Barnsley |
| 4 | 411 | Capital Refractories Ltd | Supply Chain | Chesterfield |
| 4 | 417 | Ashgate Hospice | PR and Comms | Chesterfield |
| 4 | 419 | Crazyhorse Creative | Graphic Designer | Barnsley |
| 4 | 422 | Prospect Diagnostics | Technical Sales Project Manager | Dronfield NE Derbyshire |
| 4 | 442 | Horner Brothers | Account Exec | Rotherham |
| 4 | 445 | The Company Shop | Business development | Barnsley |
| 5 | 517 | Vitalife Health | Assistant Product Development | Rotherham |
| 5 | 518 | The Earl of Doncaster | Sales/Marketing Assistant | Doncaster |
| 6 | 605 | Massarella | Marketing | Bassetlaw |
| 6 | 610 | HBMn | Engineering Quality | Rotherham |
| 6 | 614 | Global Brands | Assistant Buyer | Chesterfield |
| 6 | 620 | Bob's Business | Business Development | Barnsley |
| 7 | 703 | Naylor Industries | Product Development | Barnsley |
| 7 | 721 | GPS Drywalling | Marketing & Business Development | Rotherham |
| 7 | 724 | Company Shop | Marketing | Barnsley |
| 7 | 727 | ControlPoint | Software Developer | Chesterfield |
| 7 | 729 | Prolog Print Media | Marketing & Communications | Chesterfield |
| 7 | 745 | HBM ncode | | Rotherham |
| 8 | 805 | Pixit Media | Software Developer Intern | Rotherham |
| 8 | 806 | Bob's Business | Graphic Design Intern | Barnsley |
| 8 | 808 | PointSolutions | Graduate Software Developer (x2) | Rotherham |
| 8 | 809 | Eadon Consulting | 3D Design and Technical Drawing Intern | Rotherham |
| 8 | 810 | Eadon Consulting | Graduate Engineer | Rotherham |
| 8 | 815 | Direct Trade | PR & Communications Intern | Doncaster |
| 8 | 818 | Pyronix | Graduate Process Engineer | Rotherham |
| 8 | 819 | Pyronix | Project Coordinator | Rotherham |
| 8 | 821 | Route1Print | Trainee Account Executive | Rotherham |
| 8 | 822 | Rethink CMYK | Campaign Management and Marketing Intern | Barnsley |
| 8 | 824 | Horner Brothers Paragon | Customer Account Exec Intern | Rotherham |
| 8 | 825 | HMA Digital Marketing | Digital Marketing Executive | Barnsley |
| 8 | 826 | HMA Digital Marketing | Digital Designer | Barnsley |
| 8 | 827 | HMA Digital Marketing | Graduate Web Programmer | Barnsley |
| 8 | 828 | Welding School of Techn | Sales and Marketing Intern | Barnsley |
| 8 | 829 | Palmer Construction | Assisant Quantity Surveyor / Estimator | Barnsley |
| 8 | 832 | J West Engineering | Technical Sales (CAD) Intern | Barnsley |

Appendix 2: RISE delivery model



Appendix 3. Sample list – RISE businesses

| Company | Postcode | Location |
|--|----------|-------------------------|
| 3Squared | S1 2JA | Sheffield |
| Affecto Recruitment | S3 8EN | Sheffield |
| Amefa | S13 9NR | Sheffield |
| Ashgate Hospice | S42 7JD | Chesterfield |
| Barkers Furniture | S6 2HH | Sheffield |
| Barlow Group | S2 4NW | Sheffield |
| Beatson Fans & Motors | S9 2QL | Sheffield |
| Bhayani Law | TBC | Sheffield |
| BHP | S10 2DP | Sheffield |
| Biz-ict | S63 5DA | Barnsley |
| Blake Uk | S3 9PT | Sheffield |
| Cadence Works | S2 4QU | Sheffield |
| Capital Refractories Ltd | S43 4AB | Chesterfield |
| Cathedral Archer Project | S1 2EF | Sheffield |
| CATRA | S3 7EQ | Sheffield |
| CMS Engines/Find-a-part | S63 8JD | Barnsley |
| Crown labels | S60 1FD | Rotherham |
| David Village Lightng | S1 4ET | Sheffield |
| DS Print and Design | s10 1qu | Sheffield |
| Durham Duplex | S4 8LT | Sheffield |
| Dutton International | S3 8UG | Sheffield |
| E&P Metals | S70 5TW | Barnsley |
| Eadon | S60 5WG | Rotherham |
| Edwin Jagger | S3 7JL | Sheffield |
| Evolution | S20 3FR | Sheffield |
| Forde recruitment | S1 2EB | Sheffield |
| Global Brands | S41 7JB | Chesterfield |
| Granton Medical | S9 4WJ | Sheffield |
| Groundwork | S71 4BG | Barnsley |
| HBM | AMP | Rotherham |
| Horner Brothers | S60 1EN | Barnsley |
| IC Innovations | S2 3EN | Sheffield |
| Iideas ltd | S60 5BL | Barnsley |
| Ink&Water | S1 4JB | Sheffield |
| Jaguar Estates | S35 9XB | Sheffield |
| Kinetic Clinics | S35 9YY | Sheffield |
| Learning Light | S1 2NS | Sheffield |
| Lightworks | S10 2LJ | Sheffield |
| m3 | S4 7YS | Sheffield |
| Massarella | S25 1XZ | Sheffield |
| McKenna Precision Castings | S81 9LB | Bassetlaw |
| Moorhead Savage | S60 2DH | Rotherham |
| Morgan Dias | S3 8JD | Sheffield |
| My Job Hub | S3 8UG | Sheffield |
| Nicholas Associates | S9 1XH | Sheffield |
| OhSo Creative | S3 8AU | Sheffield |
| Order Order | S8 0JR | Sheffield |
| ProDental | S4 7UQ | Sheffield |
| Prolog Print Media | S41 7LG | Chesterfield |
| Prospect Diagnostics | S18 2LX | Dronfield NE Derbyshire |
| Pyronix | S66 8QY | Rotherham |
| R2C Online Limited | S9 1XU | Sheffield |
| Reflex | S66 8RY | Rotherham |
| Roundabout | S1 4FW | Sheffield |
| Safe Technology | S10 2PQ | Sheffield |
| SAFE@LAST | S25 3QA | Rotherham |
| SEAMS | S11 8HA | Sheffield |
| Sheffield Machine Knife | S4 7SD | Sheffield |
| Shepherds | S12 2AX | Sheffield |
| Special Steels | S9 3NE | Sheffield |
| Special Testing Ltd | S9 3NH | Sheffield |
| SQA | S9 3XN | Sheffield |
| SteepEdge films (Verterbrate consulting) | S11 8UT | Sheffield |
| Sustainable Kitchens | S7 2BQ | Sheffield |
| Sytner | S1 3BU | Sheffield |
| Tangentix | S1 2BJ | Sheffield |
| TC Wild | S9 5DP | Sheffield |
| TCHC | S10 2TH | Sheffield |
| Team Active | S70 2JW | Sheffield |
| The Earl of Doncaster | DN2 6AD | Doncaster |
| Total HR | S11 9EF | Sheffield |
| Vitalife Health | S60 1FE | Rotherham |
| Wilson-benesch | S6 1NJ | Sheffield |
| Yoomee | S1 2BJ | Sheffield |
| Z1 Telecom | S41 8NG | Chesterfield |
| Crazyhorse Creative | S70 2JW | Barnsley |

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BUSINESS GROWTH EXECUTIVE BOARD

17th November 2015

Growth Hub Implementation Update

Summary

- This paper provides a detailed summary of the progress towards implementing the Growth Hub – and sets out a clear work plan for consideration by the Business Growth Executive Board

1. Issue

- 1.1. The objectives of the SCR Growth Hub are to provide a ‘world-class’ business support offer across the whole of the Sheffield City Region.
- 1.2. Opportunity for the Board to develop a sound understanding of the principles of the Growth Hub, receive and update on progress on implementation and develop a understanding of the issues that the Board may choose to focus on over the coming months.

2. Recommendations

- 2.1. It is recommended that the Sheffield City Region Business Growth Executive Board:

Note the update below and set out any areas of focus for further consideration.

3. Background

- 3.1. The previous Business Growth Board and Combined Authority have received a set of detailed papers setting out the principles of the Growth Hub and how the devolved resources from 16/17 will support this delivery. The SCR’s plan is to:
 - Deliver the most ambitious, business-led Growth Hub in the country including (from a business perspective) a near-total removal of internal

boundaries within the City Region, so that every growing business in the SCR gets the support it needs to thrive;

- Provide genuine strategic private sector leadership of the Hub via the Business Growth Board;
- Act as an exemplar, using innovative evaluation techniques to ensure Government is able to make evidence-based decisions about how the business support landscape could be improved in other areas and deliver better outcomes for the country as a whole;
- Act as an exemplar for a new, mature approach to partnership working with Government by sharing best practice in real time via a fully integrated Hub that combines the best of local and national business support, and thereby delivers real value for money by eliminating duplication and waste.

3.2. The Growth Hub and its spokes are the principal delivery element of the work of the Business Growth Executive Board and have a £4,000,000 budget allocation with match funding from local and European sources to supplement delivery.

3.3. The key Hub Milestones detailed in the BG Business Plan for 15/16 are:

- Website launched
- Head of Growth Hub and 'core team' appointed.
- Marketing and communications campaign.
- Integration with national offer.
- 200 businesses accessing advice and being referred to a Growth Hub service.

3.4. For 2016/17 the Hub will be expected to deliver:

- 360 'growers' or scale-ups across the Sheffield City Region – with these companies growing at double the national average
- Creation of at least 500 'good jobs' P/A across the City Region.
- A 'sectoral-shift' within the SCR – increased business density with more companies in higher value sectors.

4. Progress to date

4.1. Set out in the tables below are an update against each work stream.

Progress made / Key milestones and next steps ...

| Theme/project | Progress | Next steps |
|-------------------------------|---|---|
| Growth Hub Development | <p>There is a now a finalised Growth Hub Brand and Logo,</p> <p>I have commissioned a full set of Branding guidelines to be developed - to ensure consistency around Growth Hub branding and especially for Partner and Stakeholder programmes and events.</p> <p>This will be complete by December the 10th and will be sent to all Partners so brands can be aligned and anything delivered in partnership with the growth Hub can easily be branded and logos used etc.</p> | <p>Once complete - issue to key partners and make available as required.</p> <p>Ensure communicated internally.</p> <p>Ensure all comm's and marketing follow the brand guidelines</p> |
| Website | <p>Initial basic version of the Website is Live -</p> <p>This has a basic set of pages including information on the spokes - about, News, Events, social media feeds etc.</p> <p>This site will be sent to a number of users / groups to get feedback so this can be fed back into the ongoing development.</p> | <p>Ongoing Development plan in place and already commissioned – review this and ensure consistent with New Branding and new site – tailored site by January.</p> <p>Ongoing development s to include Resource Banks - links to local provision – national resources sample and template documents for business plans marketing strategies etc.</p> <p>-</p> <p>Additional elements need to be planned and agreed – IE:</p> <p>Resource bank materials - per spoke what is required on a spoke by spoke basis - etc.</p> |

| | | |
|-------------|---|--|
| Recruitment | <p><u>Gateway Roles –</u></p> <p>To date difficulty in recruiting for all roles - both in terms of candidates and the Process, taking time to progress</p> <p>Have recruited our first full time Gateway position - Mark Loraine – start date 16th November -</p> <p>Mark has spent the past 3 years running his own Media and Marketing business in Doncaster - has done work previously for the LEP and has a lot of experience and was deemed an excellent fit.</p> <p>To avoid further delays with the recruitment process - Have also requested and have agreement from Sheffield that the Growth Hub Gateway effectively absorb 50% of Business Sheffield gateway team.</p> <p>(due to previous unanimous agreement that Business Sheffield would house the Gateway function)</p> <p>Therefore effectively the Growth Hub will have a resourced and operational gateway from the 16th of November</p> <p><u>Hub Operations Role –</u></p> <p>Hub operations manager role has been recruited and post offered to Louise Bermingham.</p> <p>Louise comes from previous role as project manager of a £4m ERDF innovation programme (Bradford University & Bradford Council).</p> <p><u>Head of AFCoE –</u></p> <p><i>'Role description gone for Grading by BMBC – will be agreed and sent for advertising Thursday the 1st October'</i></p> <p>Above was from previous BGB update - Currently still waiting for this post to go through the HR process so we can then advertise - this post is now nearly 2 months behind</p> | <p>Review of Gateway requirements and resource in February pre ESIF programmes -</p> <p>Induction on the 4th of January – once contracting and notice periods served etc.</p> <p>Need to advertise and recruit asap.</p> <p>Once gone through the BMBC HR process I intend to Advertise and interview asap to get the Role in</p> |
|-------------|---|--|

| | | |
|-----|---|---|
| | <p>schedule.....</p> <p>To avoid ongoing reputational risk of all at the BGB, need to try to ensure this process can be supported internally at BGB level to avoid future long delays in recruitment.</p> <p><u>AFCoE Advisors -</u></p> <p>As suggested at the previous BGB update – we in fact now have 4 AFCoE advisors in place - 3 have boots on the ground – One left to start – beginning of December.</p> <p>Andrew McKenna</p> <p>Steve Carroll</p> <p>Rachel Fletcher</p> <p>Steve Erington</p> <p><u>Growth Hub Advisors -</u></p> <p>Still in early procurement stage - due to lengthy procurement process – was hoping to have agreed a number of advisors by this point -</p> | <p>post....</p> <p>Will review advisors and progress January – re-evaluate positions if required and continue to ensure we have the strongest team onboard.</p> <p>Once procurement process agreed - go out to market with NEPRO to recruit advisor team - Still hopeful that we can get GH advisors in post by end of November – Early December....dependent on SCC procurement.</p> |
| CRM | <p>CRM System is still in early procurement phase -</p> <p>This highlights another key element that potentially represents key reputational risk for the BGB and the Growth Hub, is the ability to procure essential elements - such as Hub advisors, CRM system etc.</p> | <p>Have developer meetings -</p> <p>- go through Procurement process</p> <p>(Development may then</p> |

| | | |
|--------------------------|--|---|
| | <p>Again another area I would like to get internal support to ensure progress isn't delayed further with procurement, and we are given support as to ensure progress is made.</p> | <p>take a month or two dependent on development company and cost. So now looking at February before operational.)</p> <p>Target operational date was previously January – I'm now expecting this will be late February.</p> <p>Undertake procurement in line with SCC</p> |
| Spoke Development | <p>Spoke development is underway with AG's Policy team - we have commissioned an external company, CIDACo to help support the work in New Business and Innovation as Innovation currently does not have a policy lead and Lee Viney for New Business is currently still only 2 days per week –(hopefully soon to be fully resourced and hopefully this position has been advertised and next stage to be Interviews)</p> <p>They will be initially supporting on clarifying 'What does good look like' and some of the mapping across these two policy areas</p> | <p>Map potential areas we may need to develop additional programme elements –</p> <p>Development of a formal business case for all spokes once all the policy development work is completed....</p> |
| ESIF | <p>New Business proposal under development for full business plan, Barnsley team are well under way with this and making good progress - providing regular updates and they have done some excellent work in ensuring we can keep the delivery within the agreed ERDF match.</p> <p>Growth Hub Enhancement initial proposal submitted by Business Sheffield - awaiting confirmation from DCLG on whether approval</p> | <p>Barnsley well on track to submit full business plan for the 3rd of December</p> <p>Await confirmation from DCLG – however having ongoing discussions to</p> |

| | | |
|--|---|---|
| | to progress to full Business plan. Export ESIF full bid written and awaiting update | progress this with a view this will progress. |
| Finances | <u>As per Finance Agenda item</u> Rise team presented at Economic Directors meeting and agreement from that board to propose to the Business Growth board the rise programme for support under core Growth Hub growth deal funding | Ongoing development of budgets and forecast budget requirements in light of spoke development activity. |
| National Programmes Integration | Agreements in place for alignment and Integration - First joint event with all stakeholders 26 th -27 th of November Exporting is Great Campaign - have 2 days of activity at AMP – with Talks- walk arounds and workshops throughout the two days... Progress slightly impeded by delays in recruitment of head of AFCoE and advisors being in post. BIS have instructed a programme of Work for integration and most activities are already agreed and underway with the National Programme providers | Continue with alignment and integration work Undertake a Pilot under AFCoE for Alignment and taking any learning for full Hub alignment – Support from Grant Thornton in developing the Implementation plan |

5. Next Steps

- 5.1. Progress Head of Access to Finance role and ensure interviews undertaken before Christmas – if possible.
- 5.2. Growth Hub advisor recruitment through NEPRO – therefore maintain activity to ensure this progresses and we can get advisors in post by December
- 5.3. CRM progress maintained and try to ensure this moves along swiftly - ensure procurement processes have been followed while ensuring done at a pace – procurement to be agreed and progressed by Early December.

- 5.4. Full Brand guidelines and processes in place for the Growth Hub by Beginning of December along with Full Hub Comms and Marketing Plan (ongoing development).
- 5.5. Focus on ensuring Website ongoing development is progressing – reviews undertaken and any amends included in development activity.
- 5.6. Development of a plan – with timescales for key processes and procedures for Gateway, Advisors and also Partner integration.
- 5.7. Suggest that two issues identified where we are facing key challenges in mobilisation are raised at LEP board to see where support can be offered, if these two areas continue to be blockers and support isn't sufficient in ensuring we can make timely progress. (Recruitment and Procurement)

6. Implications

- i. Financial
Paper for update - possible underspend implications around highlighted issues.
- ii. Legal
Paper for update - No legal implications in this paper
- iii. Diversity
Paper for update - No such implications in this paper
- iv. Equality
Paper for update - No such implications in this paper

REPORT AUTHOR POST

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Background papers used in the preparation of this report are available for inspection at -
NA

Other sources and references: NA

BUSINESS GROWTH EXECUTIVE BOARD

17th November 2015

Inward Investment Update

1. Policy Objectives

- 1.1 The importance of inward investment to the Sheffield City Region has been well documented in the Strategic Economic Plan (SEP).
- 1.2 Inward investment featured heavily in the development of the SEP. In the plan, inward investment accounted for the creation of 10,000 net additional jobs, one in seven of the total SEP objective.
- 1.3 An inward investment strategy has been developed to deliver against our SEP objectives. Over the next 10 year period the requirement is for the SCR to support:
- 160 new foreign-owned companies to invest in the SCR, creating 4,000 additional jobs¹
 - 300 existing foreign-owned companies to expand higher up the value chain, creating 6,000 additional jobs²
- 1.4 A central component of the future SCR inward investment strategy is the emphasis on:
- Targeting both national and international companies with expansion plans to invest in the SCR
 - Expansion of existing foreign-owned companies to move higher up the value chain
 - Developing a commercially competitive inward investment offer for the SCR

2. Progress made / Key milestones and next steps

| Theme/project | Progress | Next steps |
|---|--|---|
| Targeting national and international companies with expansion plans | <p>The last 6 months have seen 53 enquiries and 15 successful conversions with the creation of 144 jobs and 68 safeguarded</p> <p>SCR representation as part of Chancellor's recent Northern Powerhouse China mission</p> <p>SCR attendance at MIPIM UK and in procurement for MIPIM France 2016</p> | <p>Continue to progress on inward investment proposals to get deals over the line. SCR attendance at 2015/16 overseas trade shows and exhibitions to generate potential enquiries (Appendix 1) – driven by key target sectors.</p> <p>Continued dialogue planned with UKTI on our identified investment schemes for this and future Northern Powerhouse missions</p> <p>Complete procurement process for outsourcing of MIPIM France 2016 delivery and work with successful organization via MIPIM Steering Group</p> |
| Expansion of existing foreign- | 650 existing foreign-owned | Work with CLG, UKTI, SCR Invest |

¹Based on each company with expansion plans on average looking to create 25 additional jobs

²Based on each existing foreign-owned company with expansion plans creating on average an additional 20 jobs

owned companies to move higher up the value chain

Developing a commercially competitive inward investment offer

| | |
|---|--|
| companies identified in the SCR | Advisory Board and local authority teams to ensure ESIF Call specification is met and delivered against, including strategic relationship management requirement |
| £5m ESIF Growth Hub enhancement Call published, with £1m dedicated towards supporting inward investment | UKTI and local authority mapping of foreign-owned companies currently being worked with |
| First meeting of SCR Invest Advisory Group | |
| Inward investment strategy developed during summer 2015 | Advisory Board to review and shape the strategy, and develop annual business plan |
| Key investment propositions mapped across city region | Meet with UKTI and local authority leads as part of roundtable discussion |
| Lead generation contracts extended for a further 12 months, covering North America | Advisory Board to review and take strategic view on which overseas markets these future contracts need to be located in. Advisory Board will also continue to oversee our offer and recommend additional products and services to the Business Growth Board to ensure it remains commercially competitive, including developing our future marketing offer |
| Further review of our existing offer and additions made during summer (commercially confidential) | |

3. Next Steps

- 3.1 The key next step is the continued work with the SCR Invest Advisory Group and partners, including UKTI and local authorities to strengthen the SCR Invest function. November's Advisory Group meeting brought members of the Advisory Board up to speed on progress, reviewed the strategy and provided a steer on the development of an annual business plan and priority areas of focus for the SCR Invest team. Chris Scholey was appointed as Chair and will represent the Invest function at the Business Growth Board.

David Campbell-Molloy, SCR Executive Team, September 2015

Appendix 1: 2015/16 SCR Invest Forward Plan of Activity

| Event | Venue | Date | Focus | Activity & Attendance |
|---|-----------------------------|-----------------|--|---|
| TCI Engineers | Lakeville MA | 11-Sep | Engineering | Sub-contracted organisation attending |
| UK Infrastructure Conference | London | 15-16 September | Infrastructure Investment | SCR invest team attending |
| WESTEC | Los Angeles | 15-17 September | Manufacturing | Sub-contracted organisation attending |
| Rail 2015 | Long Marston | 16-17 September | Rail | Joint activity with DMBC |
| Rail Forum | London | 17-Sep | Rail | SCR invest team attending |
| SAE 2015 AeroTech Conf & Expo | Seattle, WA | 22-24 September | Aerospace | Sub-contracted organisation attending |
| Logistics Future | Thistle Hotel East Midlands | 5-6 Oct | Warehousing & logistics | SCR invest team attending |
| ASPE Product Conference | Foxboro MA | 07-Oct | Manufacturing | Sub-contracted organisation attending |
| AUSA | Washington, DC | 12-14 Oct | Defence | Sub-contracted organisation attending |
| Soft 3PL Summit Europe | Venlo, The Netherlands | 14-16 Oct 2015 | Logistics | SCR team attending with pre booked appointments |
| MIPIIM UK | Olympia, London | 21-23 Oct 2015 | Commercial property | Exhibiting, Events programme & SCR team attending |
| Aero Defence Chain | Scottsdale, AZ | 3-5 Nov | Aero/Defence | Sub-contracted organisation targeting |
| Advanced Engineering UK | NEC, Birmingham | 4-5 Nov 2015 | Advanced Manufacturing | SCR invest team attending |
| Innovate UK | London | 9-10 Nov 2015 | Innovation conference in collaboration of UKTI (part of Export Week) | TBC |
| TRAM - Trends in Advanced Machining, Manufacturing & Materials | Magna, Rotherham | 10-11 Nov 2015 | Advanced Manufacturing | SCR team attending |

| | | | | |
|---|-----------------|----------------|---|---|
| Light Rail Conference | Minneapolis MN | 14-Nov | Rail | Sub-contracted organisation attending |
| Medica | Dusseldorf | 16-18 November | Medical | SCR team attending with pre booked appointments |
| Aero Con South | Orlando | 18-19 Nov | Aerospace | Sub-contracted organisation attending |
| MedTech World/MD&M | Anaheim, CA | 9-11 Feb | Medical Technologies | Sub-contracted organisation attending |
| Future Logistics conference | Doncaster | 24-Feb-16 | Logistics | SCR attending and sponsoring lunch in collaboration with Logistics Hub UK |
| Northern Powerhouse Conference and exhibition | Manchester | 25-26 Feb 2016 | Multi-sector | SCR exhibiting |
| EEF Conference | London | Feb | Engineering | SCR attending |
| Apeednews LA | Los Angeles | 8-9 Mar | Materials supply chain | Sub-contracted organisation attending |
| MIPIM | Cannes, France | 15-18 Mar 2016 | Commercial property | Exhibiting, Events programme and pre booked appointments |
| Sheffield in China | Beijing, China | 28 Mar-3 Apr | Multi-sector | SCR attending meeting programme |
| FDI World Forum | San Diego | 3-6 April | Site Selection & Economic developers | Potential Joint stand with Northern Powerhouse, SCR attending |
| MRO Americas | Dallas TX | 5-7 April | Aviation/Aerospace | Sub-contracted organisation attending |
| USA programme visit | USA | 7-12 April | Aersopace | Pre-arranged appointments, SCR attending |
| Multimodal 2016 | NEC, Birmingham | 10-12 May 2016 | Logistics | Exhibiting and speaker slot |
| Aeromat 2016 | Washington | 23-25 May | Advanced Aerospace & Materials | Sub-contracted organisation attending |
| Automechanika Birmingham | NEC, Birmingham | 7-9 June 2016 | Automotive supply chain event joint with SMMT | SCR invest team attending - pre booked appointments |
| Programme visit Oil and Gas with Trade mission and in collaboration with Master Cutler | Alberta, Canada | 7-9 June 2016 | Oil and Gas | SCR attending trade show and pre booked appointments |

| | | | | |
|--|-------------------|-----------------|-------------------------------|--|
| Canada Programme Visit | Toronto, Quebec | 9-14 June | Manufacturing & Tech | SCR pre-arranged appointments |
| Farnborough Air Show | Farnborough | 11-15 July 2016 | Aerospace and aviation | SCR attending trade show and pre booked appointments |
| IMTS | Chicago | 12-17 Sept | Manufacturing Technology Show | Sub-contracted organisation attending |
| Innotrans | Berlin | 20-23 sept 2016 | Rail | SCR attending trade show and pre booked appointments |
| Arab Health | Dubai | Jan-17 | Med Tech | SCR pre-arranged meeting programme |
| LAVA (LA venture association) | Los Angeles | Monthly | Various sectors | Sub-contracted organisation attending |
| The Aerospace & Defence forum | Orange county, CA | Monthly | Aerospace & Defence | Sub-contracted organisation attending |
| CA networking for Manufacturing | Los Angeles | Variable | Manufacturing | Sub-contracted organisation attending |
| PACTANe | Orange county, CA | Variable | Various sectors | Sub-contracted organisation attending |

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BUSINESS GROWTH EXECUTIVE BOARD

17th November 2015

New Business Update

1. Policy Objectives

1.1. New Business is a key pillar of both the LEP's Strategic Economic Plan (SEP) and of the ESIF Strategy. Both documents have the objective:

- To increase the number of business in the Sheffield City Region by 6000 businesses by 2024

The New Business Partnership was established to lead the development of the new business spoke of the Growth Hub to provide a consistent support service across the City region for those seeking to start new businesses. The New Business spoke will be the main vehicle for co-ordinating activity to achieve the above objective.

2. Progress made / Key milestones and next steps

| Theme / project | Progress | Next steps |
|--|--|---|
| NBP Administration and programme development | <ul style="list-style-type: none"> We have started to develop the New Business Vision. The vision sets out what the business start-up environment for the SCR would like if we were successful. | <ul style="list-style-type: none"> To complete the first draft of the vision by January. |
| ESIF Calls and proposals | <ul style="list-style-type: none"> The NBP are continuing to monitor the progress of the ESIF New Business Launchpad proposal. There has been significant progress in developing the model and the officers are keen to build in new ways of working, such as Business Model Generation using the Business Model Canvas (http://www.businessmodelgeneration.com/canvas/bmc) ICT and Social Enterprise Calls have closed and proposals will be presented to the ESIF committee next week. | <ul style="list-style-type: none"> Future calls activity will be driven by the New Business Vision |
| Business Incubation and Accelerator programmes | <ul style="list-style-type: none"> The work developing the strategy has been delayed in order to develop the Vision which Incubation and Acceleration are key components. Initial research shows that there is a lot of experience to be drawn upon in this area and careful consideration needs to be given to the approach taken and how we can best invest in growing these functions of start-up support in the SCR. | <ul style="list-style-type: none"> Investigate accelerator models delivered elsewhere including outside the UK. Review the strategy brief in light of the vision. |

3. Matters for the Business Growth Board (including issues and risks)

- 3.1. The match funding for the ESIF New Business Launch Pad service has been resolved and agreement has been reached that the project can deliver across the SCR with a contribution of £350k from the LGF. A Full Business Case needs to be developed by Barnsley MBC as lead authority which will profile the expenditure over the 3 years lifespan of the project and brought to the next board on the 12 January 2016 for final agreement.
- 3.2. Following on from the Full Business Case a contract will be drawn up outlining the conditions of funding and the mechanisms for drawing down the funds based on expenditure.
- 3.3. The vision will describe what the business start-up environment for the SCR should be like and some of the activities that will need to be delivered to get to that point. The vision will evolve over time and be used to direct investment in business start-up. There are currently 5

key functions of the Start-up ecosystem that need investment to achieve our ambitions which will form the basis of this progress report in the future. They are:

- Stimulating Entrepreneurial Activity
- Incubation and Acceleration
- Infrastructure and Connectivity
- Collaboration and Networks
- Entrepreneurial Skills

3.4. The BGB are asked to note:

- Progress made in this workstream.
- Key issues / risks

Lee Viney

SCR Executive Team / July 2015

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BUSINESS GROWTH EXECUTIVE BOARD**17th November 2015****Access to Finance Update****1. Policy Objectives**

- 1.1. Access to finance is perhaps *the* issue affecting long term business growth in the SCR. Our aim is **to enable more companies within the SCR to access external finance to grow, modernise or sustain their business.**

- To achieve this aim the SCR will:
 - a) develop a suite of financial products in order to address failure in the SME finance market and to support inward investment
 - b) better coordinate and broker these products through the SCR Growth Hub (AfCOE).

- 1.2. There are three 'live' projects within this element of the programme:

Product development

- Working with neighbouring LEPs to develop a '**fund of funds**' to support SME investment (e.g. a JEREMIE fund).
- Developing the next wave of the Regional Growth Fund Programme i.e. the **Business Investment Fund** (utilising £52m secured through the devolution deal). Programme to have two elements:
 - a) a fund to support investment in locally-based SMEs (similar to existing programme) where there is a *demonstrable case for grant*
 - b) a fund to support inward investment by companies of significance.

Better coordination

- Establishing a brokerage service to support companies to access publically-backed financial products (**AFCOE**).
- AFCOE will also provide "investment readiness support" to such companies (working closely with the national Business Growth Service).

2. Progress made / Key milestones and next steps

| Theme / project | Progress | Next steps | Issues |
|--|--|---|--|
| Financial products Fund of funds | <ul style="list-style-type: none"> • Agreement in principle from the 4 LEPs to work together. • Investment strategy complete • Initial comments received from the European Investment Fund (EIF) – generally very positive. | <ul style="list-style-type: none"> • Phase 2 – fund development now underway. • Fund modelling work being undertaken – led by a more technical working group. • EU ‘Call’ to be issued before Christmas. | <ul style="list-style-type: none"> • Unclear as to the status of the Northern Powerhouse proposal (NPIF). Generally considered to be an unwelcome distraction. • Need to refine investment strategy in light of EIF comments – in particular the balance between debt/equity. • Pressure on ESIF funds due to changes in exchange rate. |
| BIF programme | <ul style="list-style-type: none"> • Both strands of the programme now defined and launched. • Programme to be managed alongside ‘legacy’ of existing programme. • SCC appointed to provide programme management / finance support. • Cost/Benefit appraisal mechanism developed for use within AfCOE. | <ul style="list-style-type: none"> • LEP Board to agree composition of BIF panel (November 2015) – agreed with lead CEX and LEP member. • First panel of new board to take place November 2015. | <ul style="list-style-type: none"> • Full retention of business rates significantly strengthens case for inward investment fund. • Programme reliant on all AfCOE staff being in place. • Need to ensure quality of panel decisions is not compromised during transition between old and new programme. |
| Other | | <ul style="list-style-type: none"> • Case for “Content Fund” being explored with 4 other LEPs. • Work to consider use of social inclusion EU funding being undertaken (principally defining the “problem” before the design of any financial instrument takes place) • Preliminary work into potential for a co-investment model taking place. | <ul style="list-style-type: none"> • Legacy funds required to invest in further products/services. • Need to be clear how funds like the co-investment fund relate to the existing fund of funds. • Limited ESIF funds due to changes to exchange rate. |
| AFCoE | <ul style="list-style-type: none"> • Model defined and budget approved. • Interim Head of AFCoE in place. • First few (~30) cases being worked with. • Emerging case for grant in some cases. • First four advisors recruited to work as part of team. | <ul style="list-style-type: none"> • Recruitment of Head of AFCoE now taking place, | <ul style="list-style-type: none"> • Some delays in recruitment of head of AFCoE due to internal processes. |

David Hewitt
SCR Executive Team / October 2015

BUSINESS GROWTH EXECUTIVE BOARD**17th November 2015****Export Update****1. Policy Objectives**

- 1.1 The importance of the Sheffield City Region to become more outward-facing and export more of its goods and services overseas have been well documented in the Strategic Economic Plan (SEP). The SCR trade plan's core objective is to develop an effective export support offer to our businesses.
- 1.2 Exports featured heavily in the development of the SEP. In the plan, the SCR committed to delivering its share of the Government's national export targets. These included:
- 2,150 new exporters
 - 900 experienced exporters into high growth markets
- 1.3 This means that over the next 10 year period the annual requirement is for the SCR to support around 215 additional exporters and 90 experienced exporters into new markets (305 in total each year)
- 1.4 A central component of the future SCR export support framework is the emphasis on both proactivity and simplicity. Specifically:
- Development of a single export support programme for the SCR with an emphasis on proactively identifying and supporting high growth potential businesses to export more through tailored support
 - Government support through the SCR Devolution Deal for the establishment of the UK's first 'Export Centre of Expertise' (ECE) as a spoke of the Growth Hub

2. Progress made / Key milestones and next steps

| Theme/project | Progress | Next steps |
|---|--|---|
| A single coordinated SCR export programme | Existing products and services coordinated | Work with Head of SCR Growth Hub on development of website content |
| | SCR export campaign launched via series of 'Not Difficult Just Different' (NDJD) seminars | Delivery of a further 2 NDJD events with local partners: <ul style="list-style-type: none"> • Doncaster – 13th November • Sheffield – 26th November |
| | First of these NDJD events held in Rotherham on 15 th October. Around 50 businesses attended, and importantly 13 businesses are working with UKTI as new exporters as a direct result | Work is underway to organise similar events for Barnsley and the district areas, particularly tied in with activity during Export Week (9-13 th November) SCR active involvement in national launch of Exporting is GREAT campaign (26-27 th November) |

Delivered through Export Centre of Expertise (ECE) as a spoke of the SCR Growth Hub

| | |
|---|---|
| <u>Export Development Programme (EDP)</u> | |
| Delivery: 158 enquiries logged, 78 applications, 55 approved. | Delivery extended through to end of 2016 to tie in with overlap of ESIF funding. |
| Export Insight Visit to Netherlands delivered. 12 SCR companies attended. | Work with companies to develop their export plans and monitor progress |
| <u>UKTI</u> | |
| Delivery: have supported 169 unique SCR businesses in the last quarter, plus 46 medium sized businesses. Secured £157.7m in business wins | Agreement being developed between SCRLEP, UKTI and other partners to inform future collaborative working arrangements |
| <u>ESIF</u> £960,000 (£768k transition and £192k more developed) Call responded to and full application invitation issued | Continue to work with CLG and bidders to ensure delivery from early 2016 remains on track |
| Use of ESIF will resource important components of the ECE, including Export Coordinator post, marketing and pre-export support | |

3. Next Steps

- 3.1 The main priority for SCR export activity concerns the planned developments for the launch of the Exporting is GREAT campaign. Part of this national launch includes an Exporting is GREAT roadshow which will be at the AMP on the 26-27th November. A plan is attached at Appendix A
- 3.2 Business Growth Board Members have been consulted on our proposals and will continue to be informed about the planned activities. Working with the Head of the SCR Growth Hub and UKTI we have agreed that the 27th November is used as an opportunity for businesses to interface with all spokes of the Growth Hub. This will therefore involve all aspects of the SCR team and partners.

David Campbell-Molloy, SCR Executive Team, November 2015

Appendix A: SCR Exporting is GREAT Roadshow Plan, 26-27th November

| | Pre | During | Post | Purpose | Stakeholders | Key actions |
|--|---|---|--|--|---|--|
| Thursday 26th November | | | | | | |
| Breakfast – lunch | Targeted marketing at export potential companies | Sheffield Not Difficult Just Different event | Export truck: taking your next steps into exporting | Target Sheffield businesses that are not currently exporting but who have potential to do so. Part of a demystifying campaign to encourage them to take exporting seriously, and support them afterwards to put this into practice | Sheffield export potential SMEs Local partners including Creative Sheffield, bank, lawyer, accountant, distributor Media Master Cutler | Partner promotion – print and social media PR material – booklet content and flyer Case study companies – meet with beforehand to manage content and delivery Master Cutler management Partner management Media promotion |
| | PR to include press releases, LinkedIn, twitter via UKTI, LEP and other local partners Shape content with case study companies | Master Cutler to introduce Mark Robson to set context 3 case study companies to feature: <ul style="list-style-type: none">• The Floow• Chimo Holdings• Lawson Thinking | UKTI Advisors on hand to talk to businesses following NDJD event Use of programmes like ExportSavvy as online diagnosis of export potential Post-event press releases and follow up with companies | | | |
| Lunch | Press releases LinkedIn Twitter | Santander Food & drink sector lunch event SCR businesses to visit truck and get advice on their growth opportunities | | | SCR businesses in food & drink sector Partners – Growth Hub, Business Growth Service, MAS, GA | |
| Friday 27th November | | | | | | |

| | | | | | | |
|---------|----------------|--|---|--|--|--|
| All day | Press releases | 8-8:30am | Press release SCR Growth Hub promotion | | MPs SCR businesses Government Business leaders Business Growth Board Executive Directors Chief Executives Sector Groups Media Export potential businesses Export growth businesses Top performing businesses Businesses in local supply chains | Promotion and marketing Plan fringe events Discuss with AMP businesses Speak with organisations/sectors about fringe events Invite organisations/consortiums to develop their own propositions for the day |
| | LinkedIn | <ul style="list-style-type: none"> LEP Chairman introductory address Chamber breakfast event | | | | |
| | Twitter | 9-10am | | | | |
| | | <ul style="list-style-type: none"> AfCoE event | | | | |
| | | 10-10:30am | | | | |
| | | <ul style="list-style-type: none"> Tour of AMRC | | | | |
| | | 10:30-11:30am | | | | |
| | | <ul style="list-style-type: none"> Innovation event, including Innovate UK, universities | | | | |
| | | 11:30-12pm | | | | |
| | | <ul style="list-style-type: none"> Tour of TWI | | | | |
| | | 12-1pm | | | | |
| | | <ul style="list-style-type: none"> Lunch | | | | |
| | | 1-2pm | | | | |
| | | <ul style="list-style-type: none"> Business Growth Service event, | | | | |

| | | | | | | |
|--|--|---|--|--|--|--|
| | | including Growth Accelerator and MAS | | | | |
| | | 2-4pm Skills session, Conference Room | | | | |

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