

# SCR RENEWAL ACTION PLAN

## EMPLOYER IMPLEMENTATION PLAN

DECEMBER 2020

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## Purpose of the report

The SCR Renewal Action Plan has been developed in close partnership with our business community, councils, universities and other partners. It focuses on the immediate relief we must provide over the coming months/years (depending on how long it takes to fully control this virus) and the seeds we must sow now to build back better. That support is targeted around three areas of action:

- **People** – supporting people adapt to the new economy and be better able to fill higher-skilled jobs
- **Employers** – supporting businesses to adapt, survive and thrive in the new environment
- **Places** – stimulating the local economy to create jobs and transform places.

The report makes recommendations from Renewal Action Plan Implementation task and finish working groups representing the prediction of £380m required to support **Employers**, set against the following criteria:

- Services and knowledge support for COVID-19 adaptation
- Digital adoption and upskilling for our organisations
- Flexible investment and recapitalisation
- Employer leadership support
- Supply chain and procurement support

Each strand has been scrutinised in collaboration to form a detailed proposal of the relief support package required to emerge from the pandemic and has taken into consideration recovery and resilience phases as a course of action to support businesses and employers.

The report considers that each criteria is interconnected in the employer and skills ecosystem and it is acknowledged there will be significant overlap in order to get the work done, however, to support agreement on seeking funding for the proposals they are presented as stand alone.

The report charts an overall picture of the criteria forecast and proposal, a brief summary of each criteria and the full proposal included in Appendices.

## Recommendations

The task and finish groups for each area under the employer section consisted of officers from the four districts, MCA officers and other delivery partners where possible to ensure that a well-informed view of the need and required action is achieved.

Is it recommended that each of the proposals are considered as viable routes to take should funds be secured?

## Introduction

One of the largest indirect economic impacts of COVID-19 has been the knock-on effects to businesses and employers. High streets and shopping centres closed, supply chains have been disrupted and many production lines have stalled as economic conditions tightened. Businesses are facing a range of challenges and the prospect of mass insolvency will become a reality if mitigation measures are not effective and timely.

Government has responded by offering a range of financial support packages to prop up companies at risk. While this is clearly critical to keeping businesses afloat, more can be done to support organisations to survive, adapt, and be resilient to the evolving environment. SCR has had a less than national average rate of uptake for certain support schemes due to a larger portion of the SCR’s firms not eligible for support.

The programmes and interventions presented in the Renewal Action Plan for employers are summarised. These interventions need to be delivered over the next 12 to 18 months to bring immediate relief to the people, employers and places, spark a strong and sustained recovery and accelerate the renewal of South Yorkshire.

Two investment programmes across five categorised interventions were proposed to support organisations to adapt and grow, unlocking significant multipliers for the local and national economy.

**SUMMARY OF PROGRAMMES AND INTERVENTIONS PRESENTED IN THE RENEWAL ACTION PLAN FOR EMPLOYERS:**

Focus	Intervention	Investment Per Intervention	Total Investment Required	Outcomes	Targets and Outcome
Backing employers to adapt & survive & support a job led recovery.	Services and knowledge support for COVID-19 adaptation	£2m-£2.5m	£380m	22,727 businesses <i>Based on £110 per employer</i>	Over <b>25,000 businesses</b> supported: COVID-19 adapted working environments. Reduced carbon emissions. 15,000 jobs created through supply chain re-shoring / localising. Invoice and cashflow support. Investment to innovate and thrive.
	Digital adoption and upskilling for our organisations	£16m - £18m		Support up to 10,000 SMEs	
Backing employers to accelerate growth and deliver a job led recovery.	Flexible investment and recapitalisation	£280m - £320m		3,765 businesses <i>Based on £850,000 per employer</i>	
	Employer leadership support	£5m		Support up to 1,000 businesses	
	Supply chain and procurement support	£31m		Support 300 businesses initially and to protect 15,000 jobs.	

The following table summarises programmes and interventions as a result of breaking down each intervention with a task and finish group. Whilst considering longer term life span of interventions beyond the next 12 to 18 months.

SUMMARY OF PROGRAMMES AND INTERVENTIONS FOLLOWING IMPLEMENTATION PLANNING  
PROPOSED FOR EMPLOYERS:

Focus	Intervention	Investment Per Intervention year 1	Investment Per Intervention year 2	Investment Per Intervention year 3	Outcomes	Total Investment Required
<p>Backing employers to adapt &amp; survive &amp; support a job led recovery.</p> <p>NOTE: Exceeds top end forecast cost in 1 year. By £843,280</p> <p>Meets the outcome target.</p> <p>NOTE: Exceeds top end forecast cost in 1 year. By £2,090,000</p>	<b>Services and knowledge support for COVID-19 adaptation</b>					<p>£149,328,040</p> <p>1<sup>st</sup> year £83,272,680</p>
	Additional regional resource to engage directly with businesses.	£808,320	£808,320	£808,320	Included below	
	Specialist advisors on a call-off basis, including: HR, Legal, Financial, H&S, QMS, Digital, Import, Export.	£2,424,960	£2,424,960	£2,424,960	Predicted to support over 2500 businesses per annum combined over 7500 over three years.	
	Management of each tier.	£110,000	£110,000	£110,000		
		£3,343,280	£3,343,280	£3,343,280		
	<b>SUBTOTAL INVESTMENT REQUIRED: £10,029,840</b> <b>1<sup>st</sup> Year £3,343,280</b>					
	<b>Digital adoption and upskilling for our organisations</b>					
	Scale up Tech Advisor provision	£1m	£1m	£1m	Support 1000 businesses PA with specialist Tech support	
	Soft landing programme	£300k			Support up to 250 new investors per annum	
	TEAM SY public sector challenge accelerator	£250k	£250k	£250k	Up to 100 businesses supported	

	300k for three x accelerator cohorts (£250k per cohort, 60% ERDF match available)				
	Sheffield Digital - sector engagement and data	£450k across 3 years			Engages with wider SCR supply chain
	Incubation programme support	£900k over a 3-year period			Up to 500 Businesses supported
	Digital Hub – platform	£70k service and platform design	£45k	£45k	Engagement with up to 5000 businesses
	Digital Hub – management	120k over a 3-year period			
	<b>SUBTOTAL INVESTMENT REQUIRED: £ 5,680,000</b>				
					<b>1<sup>st</sup> year 2,090,000</b>
Backing employers to accelerate growth and deliver a jobs led recovery.  NOTE: Under forecast cost in 3 year. Nurtures 8,025 businesses exceeding outcome  NOTE: matches forecast cost in 1 year. Exceeds outcome target by	<b>Flexible investment and recapitalisation</b>				
	Relief Grant > 6 months	£36m	-	-	Supports 7,275 businesses
	Capital Fund Grant	£20m	£10m	-	Supports 300 businesses
	Repayable Loan Funding	£10m	£10m	-	Supports 250 businesses
	Equity Fund	£5m	£10m	£10m	Supports 200 businesses
	<b>SUBTOTAL INVESTMENT REQUIRED: £ 111,000,000</b>				
					<b>1<sup>st</sup> year 71,000,000</b>
	<b>Employer leadership support</b>				
Peer to Peer Support	nil	nil	-	Supports 250 Businesses	
Leadership Coaching and mentoring	£2m	£2m	£2m	500 individual leaders PA	

250 businesses	Non-Executive Access	£3m	£3m	£3m	250 Leaders and boards supported.
<b>SUBTOTAL INVESTMENT REQUIRED: £ 15,000,000</b>					
<b>1<sup>st</sup> year 5,000,000</b>					
NOTE: Under forecast Exceeds outcome target.	<b>Supply chain and procurement support</b>				
	Supply Chain opportunity development	£0.229K	£0.229K	£0.229K	Businesses engaged 9,520
	Supply Chain readiness	£1.859K	£1.859K	£1,859K	Individual businesses supported 4320
	Supply Chain mapping	£0.751K	£0.301K	£0.301K	Jobs created / safeguarded 8,640
<b>SUBTOTAL INVESTMENT REQUIRED: £7,618,200</b>					
<b>1<sup>st</sup> year £2,839,400</b>					

To market the Interventions outlined in the RAP and that are already in existence to support to businesses.

The Business Support programmes and Initiatives require marketing wrapped in a straightforward and practical campaign identity that appeals directly to businesses and can transition strategical into support packages that are held within the Strategic Economic Plan.

OUR PROMISE. We will invest to ensure employers can survive, adapt and thrive. The aim of this outline marketing plan is to work through feasible routes for **how** businesses are going to find our support. This requires a joined-up approach to deliver a single message of support to South Yorkshire.

1. Initially as identified within the paper a series of task groups are working to determine the implementation of each strand – chaired by the LEP Board.
2. Building a hub of stakeholders to inform, confirm initiatives and contribute to marketing and engagement approach/delivery.
3. Creating a Marketing Hub across the stakeholders, to regularly meet and to build the creation of campaign assets, promotional programmes and the process for roll out, a joined-up approach for consistency of message and identity. Make use of Brand Packs and campaign toolkits delivered by our Boards, partners and intermediaries. Provide online engagement platforms to personalise engagement by our Boards, partners and intermediaries.
4. Keep in touch, identify opportunities from regular feedback, revisit goals and plan next steps.

This is more about the approach to marketing than the tactics: however, these are indicated below as a suggestion to reach the market:

- **Marketing Campaign Toolkit and Portal** Promotional Marketing assets and programme details For all partners and stakeholders to become campaign advocates a brand pack and toolkit is

proposed to enhance consistent and clear message landing to businesses.

An online portal is proposed to adapt to the evolution of the programmes within the campaign strands and will hold information such as promotional items, programme papers, delivery timescales, partners, key messages, social media assets and schedules, media and connected partner contacts. With regular communication at the core across the partnerships, for feedback, progress and updates.

- **Online land and steer** SCR Growth Hub host centralised advice page, using Gateway to triage enquiries and direct to most appropriate support mechanism.
- **Digital Engagement Platform** Providing a sustainable solution for building and nurturing business relationships that is accessible to everyone, higher-tech, net zero. Run events, meet the buyer, network sessions, webinars and innovation pitches and masterclasses, run polls and surveys. It is critical for the economic growth of the SCR to connect more people to build better relationships. The continued effects of COVID-19 presents a significant impact in the authentic way we would build connections and develop relationships. With the provision of an Online Engagement Platform, we are removing the current barriers to people coming together. This is far wider than a platform to run an event programme, the primary thread is the connections, the networking the building of trusted and knowledgeable relationships and secondly an enabler for the SCR and delivery partners in reaching and engaging with the business market in a hybrid fashion.
- **Direct Mail** Established or mined data and building on the connections and members. Push messaging on support packages segmented and direct calls to action. Encourage sign up to hear updates on what's new and what's going on, to strengthen the South Yorkshire business community engagement.
- **Targeted Social Media Campaigns** at appropriate segmented groups to support hard to reach and unknown contacts, promote more widely the activity and offer of support available.
- **Media Local and Trade Press** – PR and supported Advertisements, Radio advertisement, Validation and a sense of South Yorkshire community success, with a series of case study, blogs and success stories to sell the story, as well as promote funding secured that we will invest to ensure employers can survive, adapt and thrive.

## RESOURCING THE MARKETING CENTRALLY AND LEADING THE MARKETING HUB TO DELIVER.

The Sheffield City Region Growth Hub exists to help businesses find the best possible business support. Led by the Local Enterprise Partnership - private sector-led partnerships between businesses and the South Yorkshire local authorities, playing a central role in deciding local economic priorities and undertaking activities to drive economic growth and create local jobs.

The Sheffield City Region Executive Team are positioned to lead on centralising marketing and communications efforts on the campaigns within the Renewal Action Plan, working to task groups, LEP Board Oversight and manage the stakeholder engagement working across the employer campaign strands.

Alongside, the overarching Renewal Action Plan marketing and communications.



To get our plan off the ground, we would pursue upfront investment of £20k for a Digital Engagement Platform and the Online asset portal development.

Rolling costs over six months to get the offer to market

- Agency support – content marketing - £40 - £50k
- Agency support – design for packs, advertising, digital assets - £16k
- Digital marketing - £12k
- Registrations to engage - £8,000
- Advertising, print, online, & media buying - £15,000
- Total = £121,000

Forecast to reach target 25,000 employers with the interventions in the RAP, with a 121k budget circa £5 per conversion. If 60% of employers are reached, circa £8 per conversion.

## Proposals and Justification

The following section provides a summary of each programme and interventions worked through by the task and finish groups, that strategically flesh out each of the initiatives. For a sense of how the overall costs are calculated.

### Proposal A: Backing employers to adapt and survive: Services and knowledge support for COVID-19 adaptation – Specialist Advisors

The proposal outlines provision of access to an expanded in-house team of specialists within the Growth Hub utilising the Bloom 'Neutral Vendor' Framework, utilising a two-tiered approach:

**TIER ONE** – Provision of additional regional resource into LA areas to provide wrap around strategic advice and brokerage support to augment the current resourced provision of one extra advisor per region (using Growth Hub Advisor model but deployed into each LA area). This support will engage directly with businesses, discussing their challenges, advising, and brokering appropriate support, to be delivered by self-employed contracted staff with significant experience in business. It is anticipated this requires 4 strategic advisors in each local authority over the next 3 year period, engaging with new businesses where there is not an existing relationship as well as supporting those where there is an ongoing relationship and a need is identified.

**TIER TWO** – Provision of a range of specialist advisors on a call-off basis, including HR, Legal, Financial, H&S, QMS, Digital, Import, Export, and others as identified. Resources will be called upon where a need is identified by LA key account manager teams or Tier One advisors. It is expected an intervention for a business would involve 1-4 days consultancy, provided at no cost to the business.

Management and administration of this activity requires a small dedicated team. This is estimated to require two full time posts, a manager and administrator, but with a degree of resource flexibility to respond to pressures at start-up and volume demand.

Financial ask (per annum): Tier One: £808,320

- Tier Two: 2,424,960
- Management team and PPU costs: £110,000
- Total anticipated costs: £3,343,280

In response to COVID-19, the EU Transition and other pressures, it is recognised that many SME businesses need to adapt to survive and grow. To meet the demand from the business community and the ambition of the region, it is necessary to scale up the business support offer around providing high-level strategic and specialist advice that creates significant impact on survival and growth.

Critical specialist areas include HR, legal, company formation and structure, health and wellbeing where this is felt to be a significant issue for businesses (especially mental health), and health & safety (including COVID-19 adaptations), but also trade, supply chain or shipping specialists able to advise on issues relating to EU Transition all of which are well documented and where there is known demand from the business community.

The initiative will be proactively marketed as a boost in resource aimed at SMEs in direct response to working to shape business needs and triage the companies in the right areas of support. Feedback on progress and take up will be evidenced in case study promotion at appropriate milestones throughout the project, to gain maximum positive publicity from the regional delivery.

For the full proposal please [click here](#).

## Proposal B: Backing employers to adapt and survive: Digital adoption and upskilling for our organisations

It has been highlighted that there are many facets to supporting the adoption of technology amongst our region's businesses, including raising awareness of the benefits of technology on productivity and growth into a wide range of businesses to ensuring our technology and knowledge based start-up businesses have access to the support and investment they need to start and scale (and stay) in our region.

The implementation working group considered the following in response:

- Scale up Tech Advisor provision - a knowledge network for tech companies and adopters
- Soft landing programme
- Co-investment Fund & Angel investment Fund proportionately identified with flexible investment
- TEAM SY public sector challenge accelerator
- Sheffield Digital support for sector engagement and data
- Incubation programme support
- Digital Hub – platform
- Digital Hub – management

By **CREATING A DIGITAL HUB**, a regional umbrella initiative where it could easily be promoted to businesses and act as an easy access point to a clear pathway through a range of different initiatives and brokerage with training, access to digital specialisms, implementors, financial support and access to investment funding.

This would work to increase the visibility and engagement and would provide both a self-service platform, up to date advice and information and link to real advisors to provide focused and high value engagement.

**A HUB FOR DIGITAL ADOPTION** that will be entirely customer centred, have clear customer journeys and pathways to relevant initiatives, which will change over time based on need, funding and priorities and will include:

- How to promote and sell your business and products online.
- How to run your business more efficiently.
- How to improve your productivity.
- How to keep your business safe.
- How to help your teams work remotely.

In order to be effective as possible it will involve the supply side and ensure that tech companies are part of the solution-based provision in the same way that Sheffield Digital as an independent organisation representing that supply side will play a pivotal role. The digital hub will have the following mechanisms for business for it to operate effectively:

- A Tech Advisor who can operate like a Non-Exec Director.
- Link with digital skills training for the businesses' employees.
- A self-service option.

**SCALING UP THE TECH SECTOR**, reflected in the new TEAM SY project led by Capital Enterprise. TEAM SY builds on the CASTS model and is the first move into regional working for the organisation. The £6m project has attracted ERDF investment and aims to build on the existing asset base and support faster and more integrated scale up of tech pre-starts, start-ups and scale-ups. It complements and adds to existing support provision that is sector agnostic as well as augmenting the emerging tech sector support offer. It also affords an opportunity for SCR to more closely engage with this project and agenda.

A basic mapping exercise has been conducted which highlights gaps where the City Region could act to accelerate growth within the domain of business support. The most pressing gaps are:

- Leadership, visible investment into and a clear direction for sector development
- Fit for purpose support at all stages of tech business growth particularly focused on access to the right knowledge networks and integration into supply chains
- Talent and skills supply
- Incubation support to help people and ideas to become businesses, and ensure inclusive access to digital hubs
- Early stage (pre-seed and seed) accessible investment for new tech companies
- Acceleration and scale up support including access to scale up investment, talent and accommodation
- Soft landing offers for start-ups and scale ups moving to the region
- Sector engagement at regional level/scale, intelligent use of insights and data from the tech industry and the right activities and events to foster collaboration and connection.
- Capacity building within existing business support provision around technology

Each of the initiatives will be proactively marketed and narrated as a strength of the region's distinctive capabilities. The early onset of building a HUB will cater for the members, partners and identified companies to further promote material that is produced to distribute the message far wider. In addition, a targeted media campaign to reach entrepreneurs, scales up and incubation centres with the myriad of trade journals identified, will boost the campaign exposure. Digital marketing reach and engagement will underpin the promotions of these solutions.

For the full proposal please [click here](#).

## Proposal C: Backing employers to accelerate growth and deliver a jobs led recovery: Flexible investment and recapitalisation

A task and finish group has been established consisting of representatives from the four districts, Barnsley & Rotherham Chamber and from the Sheffield City Region Growth Hub / AFCOE team. The remit of the group was to review the existing financial support products currently available with a view to identifying gaps in provision where a COVID response was felt to be appropriate within the context of the wider employer recovery plan. The group have identified the following key areas of focus:

- Relief grants
- Capital Grant Fund
- Repayable Loan Finance
- Equity Funding

### RELIEF GRANT

- Target number of business supports: 7,275
- Indicative funding requirement: £36m
- Delivery period: 6-12 months

The key objective of the relief grant workstream is to provide short term financial grants to businesses in order to address cashflow challenges currently being experienced. The work of the group identified four key categories of business where relief grant support may be required which includes:

- businesses not able to access national government grant support
- high risk business sectors
- business starts which again did not meet national government grant thresholds
- key employers that have previously approached local authorities for hardship relief

The group have proposed grants at varying intervention levels for each of the identified business categories. An assessment of potential need in this area has identified a worst-case scenario of grant support being required by approximately 29,000 businesses across the City Region at a total financial cost of circa £142m. Following identification of the worst-case scenario, the group has undertaken further modelling work based on a sliding scale of potential demand as illustrated in Table 1.

On the basis of the analysis undertaken the group are recommending that the 25% demand scenario is taken forward which will see an estimated 7,200 business supported with relief grants at a potential cost of £36m. Progressing the proposal on the 25% scenario will help to provide evidence of actual demand giving an opportunity to review future allocation should sufficient need exist.

Proposal	Number of businesses	Total Grant Ask £m	Relief Grant Modelling options									
			10%		25%		50%		75%		100%	
			Businesses	Grant £m	Businesses	Grant £m	Businesses	Grant £m	Businesses	Grant £m	Businesses	Grant £m
1) Businesses not able to access national government grant support	5,400	£26	540	£3	1,350	£7	2,700	£13	4,050	£20	5,400	£26
2) High Risk Sectors	17,000	£89	1,700	£9	4,250	£22	8,500	£45	12,750	£67	17,000	£89
3) Business Starts	6,000	£10	600	£1	1,500	£3	3,000	£5	4,500	£8	6,000	£10
4) Businesses requesting hardship relief	700	£17	70	£2	175	£4	350	£9	525	£13	700	£17
<b>Total</b>	<b>29,100</b>	<b>£142</b>	<b>2,910</b>	<b>£14</b>	<b>7,275</b>	<b>£36</b>	<b>14,550</b>	<b>£71</b>	<b>21,825</b>	<b>£107</b>	<b>29,100</b>	<b>£142</b>

**Table 1 – Relief Grant Scenario Modelling**

### CAPITAL GRANT FUND

- Target number of business supports: 300
- Indicative funding requirement: £30m
- Delivery period: 2 years

The proposed **Capital Grant Fund** will help to ensure a continuity in offer within the City Region building on the existing Business Investment Fund. The proposed fund will see grants issued to businesses in order to support growth activity and where outputs can be identified that directly contribute to outcomes aligned to the Strategic Economic Plan. It is envisaged that over 300 businesses could be supported on their growth journey during a 2-year period at an overall financial cost of £30m.

### REPAYABLE LOAN FUNDING

- Target number of business supports: 250
- Indicative funding requirement: £10m
- Delivery period: 2 years

It has been identified that there is a requirement for provision of Repayable Loan Funding in the range of £5,000 - £100,000 to businesses with the primary focus of safeguarding employment within the context of our Jobs First recovery and supporting growth of businesses during the recovery phase. The overall financial ask in relation to this product is circa £10m with the potential to support 250 businesses across the region.

### EQUITY FUNDS

- Target number of business supports: 50 for Angel Fund and 150 for Pre-Seed/Seed Fund
- Indicative funding requirement: £5m for Angel Fund and £20m for Pre-Seed/Seed Fund
- Delivery period: 3 years

It is further proposed that Equity Funds are established with the primary aim of addressing cashflow challenges supporting businesses to grow where longer-term capital investment opportunities exist. This product will help to address a lack of provision in this area at the moment by funders. It is envisaged that the fund will focus on two key areas with funding ranging from £50k to £250k:

- Angel Co-Investment Fund addressing gaps in funding packages.
- Co-Investment Pre-Seed and Seed fund incorporating early scalable/tech businesses

The group have proposed investments at varying intervention levels dependent on business category. An assessment of potential need in this area has identified that equity support could be required by approximately 150 businesses across the City Region at a total financial cost of circa £25m over a three-year period across the 2 Funds. The Pre-Seed & Seed fund could be used to attract Co-Investment from Institutional Investors (and similar) which could attract further investment into the SCR.

### SUMMARY

A summary of the proposals identified by the finance task and finish group is as shown in the table below:

Product	Type	Timeframe	No Businesses Supported	Funding Ask
Relief Grant	Grant	6 months	7,252 businesses	£36m
Capital Fund Grant	Grant	2 years	300 businesses	£30m
Repayable Loan	Loan	2 years	250 businesses	£10m
Equity Fund	Equity	3 years	200 businesses	£25m

Total		£101m
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The initiatives will have a combination of marketing approaches, tailored to each initiative and target business. For example, target businesses in this instance have been identified, where it is known that they have to date not qualified for national support or identified as high risk. Marketing needs to strike a balance with targeted messaging and the positive outcome of take up, as opposed to mass direct marketing of campaigns n at appropriate milestones.

For the full proposal on the:

Relief Grant please [click here](#)

Capital Fund Grant please [click here](#)

Repayable Loan please [click here](#)

Equity Fund please [click here](#)

## Proposal D: Backing employers to accelerate growth and deliver a jobs led recovery: Employer leadership support

It is recognised in the Rap and through this work, that resilient and growth potential businesses all require effective leaders and managers to have the right skills and support. It is therefore critical to ensure that businesses across our region have access to leadership support that allows for effective decision making and business planning during such economic challenges as those we are facing currently.

Key Leadership Initiatives include:

### PEER TO PEER SUPPORT

Following the development of a national programme the Peer Networks by the Department for Business, Energy & Industrial Strategy (BEIS), the Sheffield City Region LEP opted into the scheme and is in progress of accepting the grant value and associated terms (initially as a pilot to March 21).

Peer Networks is a peer-to-peer networking programme for SMEs that is delivered locally by the network of Growth Hubs across England. Peer Networks will help more SMEs to access high quality Peer Networks whilst supporting the economic recovery from COVID-19 in the short term and improving firm level productivity in the medium to long term. Peer Network will enhance the leadership capabilities, knowledge and confidence of business owners and entrepreneurs within a local region. It will help build local connectivity and strength within the SME business community.

The initiative will be proactively marketed as a local response and boost in resource aimed at leadership support for SMEs in direct response to growing a network of support, triaging prospect companies via the gateway. Co-marketing will be initiated for a joint response and call with BEIS.

### LEADERSHIP COACHING AND MENTORING

It is widely accepted that Coaching and Mentoring are effective methods of providing leadership and management support and therefore a programme of support building on existing programmes is being developed. Coaching and mentoring is a specialist, formal and purposeful relationship between a coach / mentor and their client which is focused on resolving a particular objective the client seeks to address or unlocking their potential.

Coaching / mentoring recognises that clients frequently do not know what specific help they need until they start talking and reflecting with another person who is giving them their undivided attention. As a result, coaching / mentoring practitioners are required to be highly skilled in active listening, relationship–building, empathy and awareness–raising. In addition, some practitioners will be specialist in human psychology, organisation psychology and organisational resistance and change.

Effective coaching / mentoring relationships normally include a chemistry / contracting meeting, a series of 1x1 meetings and a review at the end, and a full plan has been developed to support the delivery of the Renewal Action Plan.

There is also scope to include existing national and local initiatives such as the ‘Be the Business’ Mentoring for Growth initiative and learning from previous Coaching for Growth programmes. But also a fully developed coaching and mentoring proposal has been developed to support businesses through the economic challenges they will need to navigate over the coming years, with support to enable business leaders to be resilient and make effective decisions.

The full proposal is included in the appendices.

### NON-EXECUTIVE ACCESS

To support leadership teams with effective decision making a tool often employed by many organisations is the use of Non-Executives.

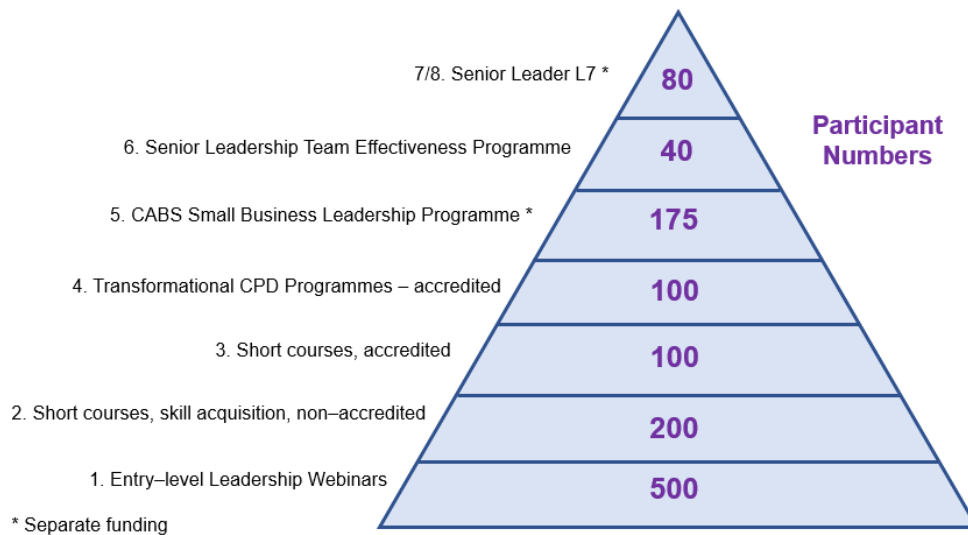
Non-Exec’s (NEDs) are generally appointed to provide companies with advice and support. They can check and challenge strategies to ensure the best results from the management team for the business. The role is often a difficult one and requires the individual NED to be equipped with a range of knowledge and expertise, but also confidence and analytical skills, whilst maintaining an external and objective viewpoint in order to contribute to an effective Board.

It is therefore proposed that a funded Non-exec delivery programme is implemented providing access to seasoned business leaders whom contribute to effective decision making and can offer advice and support across the board.

A full proposal is included in the appendices.

### LEADERSHIP TRAINING

Leadership support or development’ is a purposeful intervention with business people to help them lead themselves, other people and organisational change in order to effect positive outcomes for their business, their employees and other stakeholders. Leadership support helps organisations to improve their productivity, resilience and sustainability through improved operations, strategic positioning, decision–making, change implementation and employee engagement.



*This proposal identifies a set of specialist informal and formal courses from entry-level “try it and see” options right through to specialist, high-commitment Senior Leadership Team offers, and full details can be seen in the proposal included in the appendices.*

Delivered well, leadership support delivers significant leverage in that the leader’s individual behaviour change – through learning and applying new skills – which then delivers wider benefits for their organisation.

A full proposal is included in the appendices.

## LEADERSHIP COMMUNITY APPROACH

In this proposal much thought has gone into the ideal mechanisms for the provision of Leadership support and includes the development of a community approach to leadership development in support of the Sheffield City Region Renewal Action Plan.

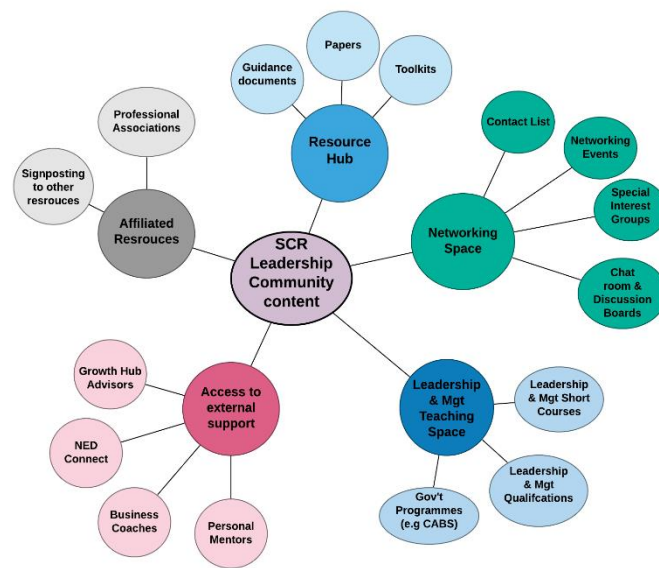
The Vision – the vision for this proposal is to create a way for SCR’s business leaders to come together to ‘Learn Together and Think Together’ and develop practices to enable them to meet their business and leadership challenges. In terms of learning and development our approach is one that is focused on developing people and social structures that enable them to learn with and from each other.



A community approach facilitates the creation of groups of individuals who are informally bound to one another through exposure to a common class of problems, common pursuit of solutions, and thereby themselves embodying a store of knowledge that will assist other members of the community. The diagram below provides a summary of the type of activity that could be included within our learning community.

We believe that the best way to this is by fostering an inclusive, collaborative business leader community led by SCR business supported by business growth, experts and learning and development providers and by Sheffield City Region MCA..

A full proposal is included in the appendices.



achieve  
learning  
leaders,  
industry  
facilitated

## Proposal E: Backing employers to accelerate growth and deliver a jobs led recovery: Supply chain and procurement support

Help with developing supply chains is a key ask of Sheffield City Region businesses post COVID-19. Lack of new business, the inability to engage with potential customer and suppliers on a global scale and a need to reduce costs has become a real concern for businesses.

We are looking to address this by the provision of a regional wide supply chain programme, focussed on opportunity development - capability building and regional mapping which can be accessed by businesses competing in priority sectors within the Sheffield City Region.

The programme consists of three elements:

### SUPPLY CHAIN OPPORTUNITY DEVELOPMENT

This strand of work will cover helping businesses to be able to access supply chain opportunities via a range of different mechanisms and different support in place to facilitate this.

This will include

- access to *procurement specialists willing to deliver 'Masterclass' style events*, initially on a virtual basis, prior to moving to the delivery of physical events spread across the SCR.
- Development of opportunities such as more traditional 'Meet the Buyer' type events, as well as challenge-based programmes addressing supply challenges with larger companies.
- Awareness raising of existing opportunities. This will include dedicated e-newsletters; dedicated pages on the SCR and partner webpages; a coordinated campaign of regular posts highlighting current opportunities across Social Media (LinkedIn; Facebook, Twitter etc.). In addition, provision of regular information on the main Portals; Framework Agreements and other such tools that organisations use to publicise contract opportunities on a local / national / international basis

- engaging with public sector procurement teams within the LAs; LEP; the 2 Universities; NHS; Fire; Police etc. to gain a better understanding of their processes and how we can work better to raise awareness of opportunities and to educate businesses in respect of submitting successful bids
- engagement with existing national organisations (representative bodies; trade associations; member organisations etc.) to raise awareness of events and opportunities, and to consider collaborating to develop specific supply chain-themed events within the City Region.

## SUPPLY CHAIN READINESS

This strand of the programme will be aimed at raising awareness levels of SME's within the SCR that have potential supply chain capabilities to be able to develop and focus on putting in place the business systems and processes which are prerequisites of businesses winning work.

- This will involve procurement professionals carrying out basic diagnostics which will identify business gaps that need to be addressed. Generally, these would be working towards ensuring businesses had the right skills, business planning and strategic focus, basic accreditations, the implementation of quality management systems and other cluster specific requirements helping businesses to achieve supply readiness.
- Supply Chain readiness will include working with businesses that may already have a basic level of readiness and may already be part of a key cluster supply chain, but where improvements are required to grow or move up the supply chain. This, for some businesses, will include support for diversifying into other supply chain clusters - so gaining a specific kite mark or accreditation which the business currently does not possess, or simply looking at how to make a significant step change for growth in the current cluster.
- It may also mean facilitating the process for businesses looking into their own supply chains and ensuring they are fit for purpose

## SUPPLY CHAIN MAPPING

The programme will also look to carry out a mapping exercise in order to understand the regional clusters and the number of companies that are involved at specific levels of supply chains in these specific clusters **Rail, Construction, Aerospace, Automotive, Energy, Food & Drink, Defence, Space, Logistics, Design and Digital.**

This would form an essential regional knowledge base and will be used to develop greater awareness of the capabilities that exist across the region, also to support inward investment opportunities and for identifying cross business opportunities.

Across all strands of the proposed supply chain programme there is the requirement to develop an online platform which will promote businesses in the SCR, create linkages between businesses and house the supply chain opportunities locally - regionally - nationally etc. that companies will be register, see and be able to bid in for. The platform will also be used as an inward investment too as investors will be able to see the capability of the SCR business community in order to aid decision making on whether to invest in the region.

Marketing will be most useful in the digital platform arena for supply chain support in facilitating engagement predominantly. Also requiring a great deal of place marketing campaign expose to connect the strengths of the ecosystem within the region and the businesses within. Marketing will be heavily narrated and promoted as opportunity. Underpinned by market intelligence from the Supply chain Mapping exercise that will contribute to how, when and the best methods to market reach each sector and where the biggest growth opportunities lay to target.

For the full proposal please [click here](#)

## APPENDICES

The enclosed are the proposals that have been developed to address the challenges set up in the RAP by the Task and Finish groups that were set up to develop the initiatives.

### Appendix A:

## Services and knowledge support for COVID-19 adaptation – Specialist Advisors

### Renewal Plan –Delivery Project Proposal

Renewal Plan Section	Employer	Support Area:	Services and Knowledge Support
Proposed Intervention: Access to services and knowledge support			
Date Completed:	24.09.2020	Priority:	1
Recommended Delivery Approach			
<p>Access to an expanded in-house team of specialists within the Growth Hub utilising the 'Neutral Vendor' Framework. Agreement reached proposing a two-tiered approach -</p> <p><b>TIER ONE</b> Provision of additional regional resource into LA areas to provide wrap around strategic advice and brokerage support initially 1 extra advisor per region (using Growth Hub Advisor model but deployed into each LA area). This support will be front line support engaging with businesses discussing their challenges and advising and brokering appropriate support. These are self-employed contracted staff that have significant experience running a business and are able to advise and provide a strategic support for businesses as well as being able to ensure businesses access the support available to them across the region and further afield. It is anticipated this support will be best served by 4-5 strategic advisors in each local authority over the next 3 year period, engaging with new businesses where there is not an existing relationship as well as supporting those where there is an ongoing relationship but where there is a need to access help and support.</p> <p><b>TIER TWO</b> Framework access to specialist advisors – Again utilising the existing Bloom framework – identify and have contracted with a bank of specialist providers on a call off basis – to include; HR, Legal, Financial, H&amp;S, QMS, Digital, others as identified. Once provision identified via an existing LA or GH advisor through a diagnostic, specialist can be commissioned to deliver into a business. This support will be delivered based upon business need and where there is a requirement for businesses to access specialist advice, they can access this framework and be referred in for access to specialist support. Irrespective of EU Transition/ COVID-19 or other economic challenges, this framework of specialist help will be available across the region and it is expected that businesses will be able to access 1-4 days of access to a specialist at no cost to the business. Access to specialists will be through referral from tier 1 regional strategic advisors and also the existing advisor and key account manager teams that already work with businesses across the region.</p>			

## Supporting Reasoning for Initiative

For the provision of knowledge, supporting businesses that need to adapt and survive. It includes scaling up our business support offer, specialist areas like HR, legal, company formation and structure, health and wellbeing where this is felt to be a significant issue for businesses (especially mental health), and health & safety (including COVID-19 adaptations), but also trade, supply chain or shipping specialists able to advise on issues relating to EU Transition all of which are well documented and where there is known demand from the business community.

## Identified Pros/Cons:

### Pros:

- Already in place - can enable access a range of specialists not just a grant to access one -
- Can complement all other grant projects and fairly quick and simple to access once specialists are contracted with.
- Cost effective access to specialists with referrals and time allocations based on need and requirement.
- Ability to form extended LA team support and bring together LEP and LA resources in a collaborative and integrated way.

### Cons:

- Potentially less flexible on number of specialisms depending on who is registered on the framework.
- Will need extra resource to manage and implement the specialist framework.
- Large frameworks inherently come with challenges around managing activity.

## Resource Requirements with Explanation

As a minimum there will be a requirement for at least one full time role to manage the issuing for work contracts to relevant specialists and manage the ongoing activity of tier 1 advisors along with increased administration support for processing timesheets for activity delivered and any output documents.

Dependent upon the volume of specialist referrals, this may require a project manager with the option to flex up if/when needed based on the volume of businesses accessing a specialist framework. May also need some slight uplift in contracts and performance team who manage the contract with Bloom and the issuing of contracts.

Basic requirement - one project manager - one admin staff to manage and support effective delivery as soon as this is approved and goes live.

Currently the GH/LEP have deployed a tier 1 advisor into each Local Authority team utilising existing Growth Hub resources so this approach is simple to action quickly based upon allocation of resource. Additional resources will be required to support the administration, CRM licenses etc.

### TIER 1

1 project support to administer resources - manage timesheets – CRM administration and ongoing training - support with advisor enquiries - support with ongoing advisor support – (access to schemes – Government information on EU Transition / COVID-19 / scheme updates – and facilitating knowledge on the 100 or so local and regional business support schemes to ensure advisors are conversant and able to ensure effective brokerage. Training provision provide by existing GH resource on Timesheets/ CRM and use of SR and LA resources.

### TIER 2

A project manager to oversee individual referrals and brokerage into framework ensuring access to the right specialists, processing applications, project completions and administration requirements.

Also 0.5 additional contract management resource within PPU team for Bloom contracting and registrations and oversight.

### Anticipated Costs with Explanation

Currently difficult to predict in terms of specialist access,

#### TIER 1

Initial cost estimate £50,520 per advisor per LA based on 120 days per annum across a total of 16 individuals 4 per LA area = total cost of £808,320 per year.

From September to March for additional Advisor support 1 x per LA. - extra budget already approved for GH = not cost implication for this.

Based on each strategic advisor having at least one new business meeting/referral a day  $16 * 120 = 1920$

**TIER 2** - For specialist activity based upon a day rate x based upon historical enquiry levels for specific advice – per month

Based on a maximum of 40 referrals per month per LA area on average. Based on an average of 3 days of specialist support per business – per annum

based on 40 referrals per LA \* 4 = 160 \* 12 months = 1920 - estimated that a 3rd of these referrals will be separate businesses = 640

Cost per year.

£808,320 per annum - Strategic advisors across the region

£2,424,960 for access to dedicated specialist advice based on 40 referrals per month per LA across 12 months as above.

Plus, costs for additional resource to manage.

£40k for project support Tier 1

£45k for project manager for Tier 2

£25k 0.5 cost for PPU/internal

Anticipated project cost per annum - £3,343,280

	Next Steps	By whom	By when
	NA		

### Outcomes/Success Measures

Measure	Target	Purpose
Businesses supported	2500 PA	Enable businesses to access the specialist support they need as detailed in the RAP
TBC		

## Appendix B:

# Digital adoption and upskilling for our organisations – Digital Upskilling and Tech Adoption

## Renewal Plan – Delivery Project Proposal

Renewal Plan Section	Employer	Support Area:	Digital Upskilling and Tech Adoption
<b>Proposed Intervention:</b> Provision of support for businesses looking to adopt new technology and upskill workforce around digital and technology adoption and a gateway for tech starts and scale ups to the best tailored provision and access to investment			
<b>Date Completed:</b>	Updated 24 <sup>th</sup> September 2020	<b>Priority:</b>	
<b>Recommended Delivery Approach</b>			
<p>It has been highlighted that there are many facets to supporting the adoption of technology amongst our region's businesses, including raising awareness of the benefits of technology on productivity and growth into a wide range of businesses to ensuring our technology and knowledge based start-up businesses have access to the support and investment they need to start and scale (and stay) in our region.</p> <p><b>DIGITAL HUB</b></p> <p>It has been discussed that with such a breadth of different areas of support required to effectively support the agile development of the digital ecosystem in the city region and the varying levels of digital maturity across businesses it would make sense to pull as much of this together under a regional umbrella initiative where it could easily be promoted to businesses and act as an easy access point to a clear pathway through a range of different initiatives and brokerage with training, access to digital specialisms, implementors, financial support and access to investment funding.</p> <p>This would work to increase the visibility of and engagement with support, simplify access and ensure that where a businesses may be looking to implement tech for productivity gains or be a tech start up looking for seed funding or a larger business wishing to increase digital skills in the workforce, then the Digital Hub would be an obvious entry point. It would provide both a self-service platform, up to date advice and information and link to real advisors to provide focused and high value engagement.</p> <p>The Hub will provide a central platform to build off, with scope for hosting events, conferences, supporting growth in the existing regional digital festival, working with key stakeholders including the network of digital physical spaces across the region facilitating connection and collaboration to deliver relevant support to enable the evolution of a scaled up tech sector and ensuring an integrated supply chain of technology and digital innovation across all industries.</p> <p><b>A HUB FOR DIGITAL ADOPTION</b></p> <p>The hub will be entirely customer centred, have clear customer journeys and pathways to relevant initiatives, which will change over time based on need, funding and priorities. The hub by its nature is going to have to be agile in terms of what it links to but maintain an accessible and useful front end for users who will themselves have a broad range of digital skills.</p> <p>The digital hub focus on digital adoption will include:</p> <ul style="list-style-type: none"><li>• How to promote and sell your business and products online</li></ul>			

- How to run your business more efficiently
- How to improve your productivity
- How to keep your business safe
- How to help your teams work remotely

In order to be effective as possible it will involve the supply side from the get-go and ensure that tech companies are part of the solution-based provision in the same way that Sheffield Digital as an independent organisations representing that supply side will play a pivotal role. It will therefore have two clear entry points for it to work for both adopters and tech companies, the latter to be supported by Sheffield Digital.

The digital hub will have the following mechanisms for business for it to operate effectively:

- A Tech Advisor who can operate like a Non-Exec Director to determine the best options for a business's growth strategy and action plan their tech adoption journey (digital diagnostic based on businesses strategic direction and never tech for tech's sake). The tech advisor will also understand the supply side fully in order to do this piece of work.
- Link with digital skills training for the businesses' employees for the most effective adoption of tech in the business.
- A self-service option – businesses can access an accessible online hub which will be easy to navigate include online demonstrators, successful case studies, how to guides and training for businesses.

Supporting the hub will be actions to capacity build existing business support provision to better understand and engage with companies.

## SCALING UP THE TECH SECTOR

The city region's tech ecosystem has grown from the bottom up over the last few years and is home to a number of significant start-ups and scale ups. There is a varied range of business incubation and acceleration offers, established and emerging work and collaboration spaces, some levels of risk-based investment, some support programmes and increasing awareness outside of the region for what SCR has to offer. This is most clearly reflected in the new TEAM SY project led by Capital Enterprise. Capital Enterprise is London focused currently, and its previous CASTS programme has fostered significant growth in the capital's tech ecosystem. TEAM SY builds on the CASTS model and is the first move into regional working for the organisation. The £6m project has attracted ERDF investment and aims to build on the existing asset base and support faster and more integrated scale up of tech pre-starts, start-ups and scale-ups. It complements and adds to existing support provision that is sector agnostic as well as augmenting the emerging tech sector support offer. It also affords an opportunity for SCR to more closely engage with this project and agenda.

Ensuring that this significant programme can be as successful as possible, as well as providing stronger foundations for the tech ecosystem is a big opportunity for the region. Tech has the potential to be a strong sector in its own right as well as an enabler of growth and innovation in other industries.

A basic mapping exercise has been conducted (table at appendix 1) which highlights gaps where the City Region could act to accelerate growth within the domain of business support. The most pressing gaps are:

- Leadership, visible investment into and a clear direction for sector development
- Fit for purpose support at all stages of tech business growth particularly focused on access to the right knowledge networks and integration into supply chains
- Talent and skills supply



- Incubation support to help people and ideas to become businesses, and ensure inclusive access to digital hubs
- Early stage (pre-seed and seed) accessible investment for new tech companies
- Acceleration and scale up support including access to scale up investment, talent and accommodation
- Soft landing offers for start-ups and scale ups moving to the region
- Sector engagement at regional level/scale, intelligent use of insights and data from the tech industry and the right activities and events to foster collaboration and connection.
- Capacity building within existing business support provision around technology

Some of this will be covered by TEAM SY but there is a risk if the other gaps are not addressed then TEAM SY will not be maximised for regional benefit. There is a need to also work closely with the skills support agenda to ensure alignment of programmes and a clear customer journey.

The Digital Hub will provide a gateway into a range of support for regional tech start-ups and scale ups alongside providing a platform that will in turn promote the offer outside of the city region attracting ambitious start-ups and scale ups to soft land their business in the city region plugging them into the ecosystem and access to investment.

A mapping exercise of all the business incubation and acceleration support will inform what the offer is on the ground now and highlight the gaps in the city region for tech start-ups and scale ups. This work will continue to evolve to reflect the changing nature of the industry and the response to COVID-19. A basic mapping of the ecosystem is attached and is not intended to be exhaustive. This has helped to inform actions to support the sector.

#### PROPOSED ACTIONS:

Project/Action	Existing/new	Cost over three years
Scale up Tech Advisor provision to provide a knowledge network for tech companies and tech adopters	Scaling up existing SCC provision to SCR wide	£3m
Soft landing programme – support for accommodation and other related costs for new co.s moving to region	New provision	£300k
Co-investment Fund (public private sector)	New provision – see Access to Finance work (separate paper)	£20m fund (public + private) - £10m ask
Angel investment Fund	New provision – see Access to Finance work (separate paper)	£5m
TEAM SY public sector challenge accelerator	Integration with existing ERDF funded programme	£300k for three x accelerator cohorts (£250k per cohort, 60% ERDF match available)
Sheffield Digital support for sector engagement and data	Scaling up existing SCC provision to SCR wide	£450k
Incubation programme support	Scaling up varied basic level programmes that are currently dependant on building revenue to run	£900k
Digital Hub – platform	New	£20k service design £50k platform design

		£45k over three years for updates and redesign
Digital Hub – management	New	£120k

### SCALING UP TECH ADVISORS:

A major part of the tech advisor roles will be to ascertain the scale up support required and link in the raft of expertise, business incubation, space and acceleration on offer across the city region. This will be augmented by the ‘super connector’ roles within the TEAM SY project which will be funded for three years who will work across the tech sector to link up people, businesses, markets and support with the TEAM SY programme. Estimate to support up to 5000 businesses.

### SOFT LANDING PROGRAMME

Scope to have a specific offer for tech companies (start up and scale up) moving into the region perhaps as a result of accelerator programmes for example. Budget available to support accommodation and talent onboarding costs. Estimate to support up to 250 businesses.

### CO-INVESTMENT FUND

A co-investment fund for pre seed and seed investment will be key to this element of the hub providing local investment for tech starts who are at pre or early revenue stages and at Minimum Viable Product stage and require support in those early stages. Work is underway to assess feasibility and viable models of delivery. Linked into the financial Task and Finish group.

### TEAM SY PUBLIC SECTOR CHALLENGE ACCELERATOR

The TEAM SY project allows for new accelerators to be co-created with the programme and staffing costs to be part funded by the ERDF support. LAs or the CA could lead on a public sector led programme to address challenges in service delivery. Costs would be significantly reduced by linking into TEAM SY and reach increased. Supporting up to 100 businesses.

### SHEFFIELD DIGITAL

As an independent membership led sector organisation, Sheffield Digital is fulfilling a unique role in the city. Scaled up to the full region, and leveraging the network’s knowledge, data and insights would add huge value to sector activity and ensure it remains customer centred. There should be scope to grant monies to the organisation to provide support and insights and ensure the long term viability of their service which is a key USP for the region.

### INCUBATION SUPPORT

Incubation programmes are varied and not well funded. Some excellent work is happening in Sheffield Tech Parks, Kollider, DMC and elsewhere but this is dependent on income from other sources and COVID-19 has presented a significant risk for the continuity and scale of programmes. A better funded approach with greater collaboration would ensure that very early stage ideas can transition into viable businesses. Potentially supporting up to 500 incubation businesses

### SKILLS

Work is needed to ensure that there is alignment with skills proposals and not duplication. Greater coordination of the tech agenda and the skills agenda at level 3 upwards (appropriate level for digital sector) will ensure greater buy in from businesses and a better customer journey for learners and the employers.

Identified Pros/Cons:

<p><b>Pros:</b></p> <ul style="list-style-type: none"> <li>• A Digital Hub approach offers a single resource point that can be a focal point for all digital support across the region</li> <li>• Simplified approach to what is a complex area of support with awareness raising, advice, financial packages and training offers for the city region.</li> <li>• Opportunity to engage with businesses and establish long term relationships.</li> <li>• Promotes collaboration and co-operation across the region and with national initiatives</li> <li>• Easier to communicate and to business community and join up different initiatives</li> </ul>	<p><b>Cons:</b></p> <ul style="list-style-type: none"> <li>• Will require significant resources to implement and deliver effectively.</li> <li>• Virtual and physical space ensuring connectivity to all</li> <li>• Will need collective effort and significant collaboration across all LA areas for it to work on a regional scale.</li> </ul>
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## Appendix C.1: Backing employers to accelerate growth and deliver a job led recovery: Flexible investment and recapitalisation – Relief Grant Renewal Plan – Delivery Project Proposal

<b>Renewal Plan Section</b>	Employer	<b>Support Area:</b>	Relief Grant
<b>Proposed Intervention:</b> Provision of COVID Relief Grants to SCR business with the primary focus of safeguarding employment within the context of our Jobs First recovery.			
<b>Date Completed:</b>		<b>Priority:</b>	1
<b>Recommended Delivery Approach</b>			
<ul style="list-style-type: none"> <li>• It is envisaged that SCR COVID Relief will be 100% grant funded with the primary area of addressing cashflow challenges in order to stabilise/safeguard businesses and jobs.</li> <li>• Delivery through a centralised digital application process integrated with a back of house business customer relationship management system providing 24/7 access for businesses. The application process must strike a balance between capturing key information/intelligence without acting as a barrier for business to access support.</li> <li>• Districts and delivery partners will signpost businesses to the centralised application process providing a single point of contact.</li> <li>• It is proposed that the processing and payment of grants could potentially be integrated within the existing ERDF grant framework that is being established. It is envisaged that 3 FTE resource, (Grant Manager and 2 x Grant Officers), would be required to assess and process applications. Barnsley to act as lead administrating authority, (subject to internal approval).</li> <li>• It is recommended that the relief grant product is time limited operating for a 6-month period. This will provide a basis for the effective management of demand and stakeholder expectations.</li> <li>• It is felt that relief grants should focus of four key areas of business:</li> </ul>			

- **Businesses that have not previously accessed a COVID grant** - numbers of rejected/oversubscribed SBRR or discretionary grants.
  - **High Risk Sector Businesses** – Currently defined as:
    - Manufacturing
    - Wholes and retail trade, repair of motor vehicles and motorcycles
    - Accommodation and food services
    - Transport and storage
    - Arts, entertainment and recreation
  - **Business Starts** – Number of businesses who started trading over the last year but with a registration date outside of the SBRR or discretionary qualifying date.
  - **Businesses that have enquired about Business Rates Relief and/or Business Rates Holidays within the 2020 Financial Year** – major employers who have been requesting rate relief or financial support.

#### Supporting Reasoning for Initiative

- Intelligence for the four district highlights that cashflow remains as a significant challenge to the short-term survival of businesses. A regional grant programme will help to provide additional short-term relief from a business and jobs safeguarding perspective.
- Results from the latest Chamber of Commerce Coronavirus Business Tracker, (August 2020), reveal that businesses are still facing significant cashflow challenges. More than half of the businesses surveyed reported a cashflow decrease since June 2020.
- Liaison with Growth Hubs across the country has identified that there is no current localised COVID relief grant in place although a number of Growth Hubs have indicated that this is a requirement being factored into regional recovery planning.
- The table below highlights that there are four key categories of business within the City Region where it is felt that grant relief could be targeted.

Category	Barnsley	Doncaster	Rotherham	Sheffield	Total
Businesses that have not previously accessed a COVID grant	1,000	1,533	1,376	1,510	5,419
High risk sector businesses	3,000	4,260	3,200	6,855	17,315
• Manufacturing	455	540	560	1,215	2,770
• Wholesale and retail trade, repair of motor vehicles and motorcycles	1,080	1,550	1,245	2,655	6,530

• Accommodation and food services	490	600	420	1,145	2,655
• Transport and storage	580	1,040	535	685	2,840
• Arts, entertainment and recreation	395	530	440	1,155	2,520
Business starts	900	1,605	955	2,165	5,625
Businesses that have enquired about Business Rates Relief and/or Business Rates Holidays within the 2020 Financial Year	50	0	500	132	682
<b>Total</b>					<b>0</b>

All businesses applying for grants will be required to complete a 'light touch' COVID Health check which will provide enhanced intelligence of wider need. This will be integrated into the application process and will help to signpost/link customers to the wider business response products, (i.e. specialist support)

**Identified Pros/Cons:**

<p><b>Pros:</b></p> <ul style="list-style-type: none"> <li>• Would address ongoing identified key post COVID challenge for businesses relating to cashflow.</li> <li>• Opportunity to engage with businesses and establish long term relationships.</li> <li>• COVID health check would provide key intelligence around impact and future needs of business</li> </ul>	<p><b>Cons:</b></p> <ul style="list-style-type: none"> <li>• Risk of dash for cash.</li> <li>• Do we have a robust evidence base to justify proposed offer?</li> <li>• Grant framework does not currently exist</li> <li>• Short term financial quick fix would not necessarily address significant underpinning business viability issues.</li> <li>• Will require additional grant application processing resource</li> <li>• Will require some lead in time to develop integrated electronic application process</li> </ul>
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**Resource Requirements with Explanation**

There will be a requirement to secure an external IT resource to develop the integrated online application process integrated to a backend CRM system. It is hoped that a local SCR Digital business could be used to undertake this work.

It is estimated that additional short-term resource of 3 FTE would be required to assess, and process grant payments.

Opportunity to integration with ERDF business support grants.

### Anticipated Costs with Explanation

PROJECTED LEVEL OF GRANT PAYMENTS ARE OUTLINED IN THE TABLE BELOW:

Category	Grant Level –	Suggested Criteria -	Comments / Rationale
<p>Businesses not previously eligible for COVID grants</p> <p><b>Businesses that have not previously accessed a COVID grant</b></p>	<p>£7,500 MAX</p> <p>Tiered amounts –</p> <p>£2.5k, £5k and £7.5k due to the size of businesses varying so much.</p> <p>Suggestion:</p> <p>Tier 1 - &lt;10 employees and/or &lt; £500k T/O pre COVID</p> <p>Tier 2 – From tier 1 to 50 employees and &lt;£5m T/O</p> <p>Tier 3 – Above 2 to max SME level.</p>	<p>‘Need for grant’ demonstrated e.g. declining T/O; market collapse; potential redundancies; financial pressures evidenced (arrears; increased borrowing; working capital issues).</p> <p>Potential applicants will include:</p> <ul style="list-style-type: none"> <li>• Home-based businesses;</li> <li>• Businesses outside of retail and hospitality sectors;</li> <li>• Businesses unable to access previous Discretionary funding (all criteria met) but grant over-subscribed at time of application;</li> </ul> <p>Ineligibility for other forms of COVID grant support currently available</p>	<p>Lower level than previous COVID grants in order to maximise number of grants that can be given out</p> <p><b>Note: need to ensure that there is scope for a business to only apply for grant support under this scheme ONCE i.e. a new start manufacturing business cannot apply under ‘Business Starts’ as well as under ‘High Risk Sector’ businesses</b></p>

<p><b>High risk sector businesses</b></p> <ul style="list-style-type: none"> <li>• Manufacturing</li> <li>• Wholesale and retail trade, repair of motor vehicles and motorcycles</li> <li>• Accommodation and food services</li> <li>• Transport and storage</li> </ul> <p>Q. Does SCR have any data analysis to back these choices of sector up?</p>	<p>£10,000 MAX</p> <p>Suggestion:</p> <p>Tier 1 - &lt;10 employees and/or &lt; £500k T/O pre COVID</p> <p>£2.5k</p> <p>Tier 2 – From tier 1 to 50 employees and &lt;£5m T/O</p> <p>£5k</p> <p>Tier 3 – From 2 to 100 employees and T/O &lt;£10m.</p> <p>£7.5k</p> <p>Tier 4 – Above 3 to max SME level</p> <p>£10k</p>	<p>‘Need for grant’ demonstrated e.g. declining T/O; market collapse; potential redundancies; financial pressures evidenced (arrears; increased borrowing; working capital issues)</p> <ul style="list-style-type: none"> <li>• Legal Status (Sole Trader / P’ship / Ltd. company);</li> <li>• Size of business;</li> <li>• Sector;</li> <li>• Whether occupying business premises or home-based;</li> <li>• Employee numbers;</li> <li>• Capital expenditure invested in business to date;</li> <li>• Growth potential;</li> <li>• Potential to become VAT-registered (smaller scale businesses);</li> <li>• Max grant amount linked to historic turnover.</li> </ul> <p>Ineligibility for other forms of COVID grant support currently available</p>	<p>Businesses that have already had COVID grants under retail and hospitality sector support are ineligible to apply.</p>	
<p><b>Business starts</b> – includes businesses of any legal entity e.g. Sole Traders; Partnerships; Limited Companies etc.</p>	<p>£5,000 – Feel this figure is too high?</p> <p>£1,000 Minimum Grant</p> <p>£2,500 for more</p>	<p>‘Need for grant’ demonstrated e.g. declining T/O; market collapse; potential redundancies; financial pressures evidenced (arrears; increased borrowing; working capital issues)</p> <ul style="list-style-type: none"> <li>• Business <b>Start Up Date</b> – needs to be an agreed date (WHEN?)</li> </ul>	<p>Businesses that have already had COVID grants are ineligible to apply.</p> <p>Businesses that have received previous <b>START-UP</b> grants (e.g. UKSE £500 grant in Rotherham) are eligible for support –</p>	

	<p>established starts (i.e. longer trading period)</p> <p>Tier 1 - 1 to 5 employees and &lt;£200k T/O</p> <p>Tier 2 – Above Tier 1 to max SME level.</p>	<p>for when the business was in existence and physically trading as a cut-off point (e.g. can't offer a grant to a business that started trading on 07/08/20);</p> <ul style="list-style-type: none"> <li>• Include up to 3 years trading (in-line with new Launchpad guidelines) – however, envisage this will not add many additional businesses, as majority will likely be picked up through other categories within the Relief Grant scheme;</li> <li>• Documented <b>Business Plan</b> in existence, outlining what were the intentions for the business before COVID struck;</li> <li>• Commitment / sign-up to <b>business start-up provision</b> and ongoing support, if not already a client;</li> <li>• <b>Growth potential</b> i.e. a viable business in existence.</li> </ul> <p>Ineligibility for other forms of COVID grant support currently available</p>	<p>the purpose of the original grant being on starting up the business, rather than a response to the adverse impact of COVID on the business.</p>	
<p>Businesses qualifying for rate relief, (manufacturers/major employers etc.)</p> <p>– Think this should be changed to:</p> <p><b>Businesses that have enquired about Business Rates Relief and/or Business Rates</b></p>	<p>Suggestion of:</p> <p>Grant equivalent to 50% / 6 months' Business Rates bill up to a <b>MAXIMUM</b> of £25,000</p>	<p>'Need for grant' demonstrated e.g. declining T/O; market collapse; potential redundancies; financial pressures evidenced (rent and rates arrears; increased borrowing; working capital issues)</p>	<p>Note: A business with multiple sites would only be able to apply for 1 grant / site.</p>	



Holidays within the 2020 Financial Year - (Concern being that a major employer, e.g. Liberty Steel could swallow up the entire allocation of funding, if left simply as 'major' employers)		Ineligibility for other forms of COVID grant support currently available	
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## INDICATIVE GRANT COST EXPOSURE

The table below contains the estimated **maximum** level of need across the City Region.

Grant Category	Potential Financial Demand
<b>Businesses that have not previously accessed a COVID grant</b>	<b>£25,740,250</b>
High Risk Sector Businesses	£88,739,375
Business Starts	£9,843,750
<b>Businesses that have enquired about BRRLF in 20/21</b>	<b>£17,050,000</b>
Overall Potential Exposure	£141,103,375

The maximum assessment of potential need in this area has identified a worst-case scenario of grant support being required by approximately 29,000 businesses across the City Region at a total financial cost of circa £142m.

Following identification of the worst-case scenario, the group has undertaken further modelling work based on a sliding scale of potential demand as illustrated in table below. On the basis of the analysis undertaken the group are recommending that the 25% demand scenario is taken forward which will see an estimated 7,200 business supported with relief grants at a potential cost of £36m. Progressing the proposal on the 25% scenario will help to provide evidence of actual demand giving an opportunity to review future allocation should sufficient need exist.

Proposal	Number of businesses	Total Grant Ask £m	Relief Grant Modelling options									
			10%		25%		50%		75%		100%	
			Businesses	Grant £m	Businesses	Grant £m	Businesses	Grant £m	Businesses	Grant £m	Businesses	Grant £m
1) Businesses not able to access national government grant support	5,400	£26	540	£3	1,350	£7	2,700	£13	4,050	£20	5,400	£26
2) High Risk Sectors	17,000	£89	1,700	£9	4,250	£22	8,500	£45	12,750	£67	17,000	£89
3) Business Starts	6,000	£10	600	£1	1,500	£3	3,000	£5	4,500	£8	6,000	£10
4) Businesses requesting hardship relief	700	£17	70	£2	175	£4	350	£9	525	£13	700	£17
<b>Total</b>	<b>29,100</b>	<b>£142</b>	<b>2,910</b>	<b>£14</b>	<b>7,275</b>	<b>£36</b>	<b>14,550</b>	<b>£71</b>	<b>21,825</b>	<b>£107</b>	<b>29,100</b>	<b>£142</b>

The overall indicative cost exposure for the relief grant based on the 25% demand scenario is £36,000,000.

## DELIVERY RESOURCE

There will be a requirement for a development budget of £40,000 to develop the integrated online application process integrated to a backend CRM system. It is hoped that a local SCR Digital business could be used to undertake this work.

It is estimated that additional short-term resource of 3 FTE for a six-month period at a predicted salary costs of £80,000 would be required for the duration of the grant scheme

**Total indicative cost exposure £120,000**

	<b>Next Steps</b>	<b>By whom</b>	<b>By when</b>
1	Commission development of application form and CRM integration	BMBC	
2	Recruitment of temporary grant processing resource	BMBC	
3	Release and promotion to business base	SCR Marketing Team & District Partners	
4	Monitoring and evaluation	Employer Recovery Group	

<b>Amendments</b>	Proposal updated to include % modelling scenario and identification of the preferred 25% scenario as identified on the Finance Subgroup meeting 24 <sup>th</sup> September	<b>Date</b>	28/09/20
<b>Amendments:</b>	Proposal updated to include ONS business data for districts and associated level of financial modelling based on potential need.	<b>Date</b>	10/09/20
<b>Amendments:</b>	Revised following feedback from subgroup	<b>Date</b>	13/08/20
<b>Amendments:</b>	First draft completed.	<b>Date</b>	03/08/20
<b>Amendments:</b>		<b>Date</b>	

### Outcomes/Success Measures

Measure	Target	Purpose
Number of COVID Business relief contacts by category		<ul style="list-style-type: none"> <li>Capture and understand level of interest/demand for the product for each of the defined major categories.</li> </ul>
Number of businesses by category allocated Grant supported		<ul style="list-style-type: none"> <li>Retention of number of business contacts converted into grant payments by category.</li> </ul>

		<ul style="list-style-type: none"> <li>• Provide understanding of level of qualifying demand</li> </ul>
Number of COVID Health Checks completed		<ul style="list-style-type: none"> <li>• Maintain a record of number of businesses completing Health Checks</li> </ul>
Total amount of grant issued by category		<ul style="list-style-type: none"> <li>• Provide monitoring of grant allocation against available resource</li> </ul>
Number of jobs safeguarded		<ul style="list-style-type: none"> <li>• Evidence base around the number of jobs safeguard. Critical success measure based on grant allocations.</li> </ul>
Number of jobs created		<ul style="list-style-type: none"> <li>• Expected to be minimal based on intervention being a response but grant funding may potential result in job creation.</li> </ul>
Number of businesses signposted to other support packages		<ul style="list-style-type: none"> <li>• Specialist business support</li> <li>• Wider COVID business support offer</li> <li>• People, Employment &amp; Skills</li> </ul>

<b>References/Data Sources</b>	
<b>Area</b>	<b>Definition</b>
Businesses that have not previously accessed a COVID grant	Numbers provided by district finance teams
Businesses that have enquired about Business Rates Relief and/or Business Rates Holidays within the 2020 Financial Year	Numbers provided by district finance teams
Business numbers by category and district	Extracted from 2019 ONS data
Eform and CRM integration	Based on quotation secured by BMBC with 50% contingency.
Financial modelling % ratios	Existing business demography % breakdown with the district of Barnsley utilised to undertake modelling work with appreciation that there may be some variation across other districts.
High Risk Sectors	Sheffield City Region at Risk sectors 13/08/20
High Risk Sectors Business Numbers	Derived from ONS data
Business Starts	Derived from ONS data
Staffing Structure	Based on emerging ERDF Business support project of PM at Grade 9 and 2 x PMO at Grade 7 (BMBC)

## Appendix C.2: Backing employers to accelerate growth and deliver a jobs led recovery: Flexible investment and recapitalisation – Capital Fund Grant

### Renewal Plan – Delivery Project Proposal

<b>Renewal Plan Section</b>	Employer	<b>Support Area:</b>	Direct Financial Support -																					
<b>Proposed Intervention:</b> Provision of project grant funding in the range of £15,000 - £250,000 to SCR indigenous businesses with the primary focus of safeguarding employment within the context of our Jobs First recovery and supporting growth of businesses during the recovery phase.																								
<b>Date Completed:</b>	18/9/2020	<b>Priority:</b>	1																					
<b>Recommended Delivery Approach</b>																								
<ul style="list-style-type: none"> <li>It is proposed that the Growth Capital Fund (“GCF”) is available through grants in the range of £15,000 to £250,000</li> <li>It is suggested that outputs are based on a blend of outputs based on factors identified in the latest published Strategic Economic Plan which is open for consultation until 18 September 2020. Whilst high quality jobs are important, projects that improved productivity would be eligible as would those that were in recovery phase with social inclusion/zero carbon impact/health benefits. One suggestion is that a weighted matrix of factors could be considered in assessing applications.</li> <li>Supply chain impact could also be a factor to consider when assessing applications, for example the applicant may be improving productivity growth but not increasing jobs directly, however by increasing activity suppliers in the region would see jobs benefits.</li> <li>It is considered very unlikely that any company whose plans included job reductions would be supported.</li> <li>It is not yet known whether State Aid criteria will have to be applied to grants. It is suggested that whether or not this is the case a tiered approach is taken to the intervention rate based on the size of company, with a greater contribution being given to smaller companies. Consideration could also be given to how in depth the application process is dependent on the size of grant.</li> </ul>																								
<table border="1"> <thead> <tr> <th colspan="2">State Aid</th> <th colspan="2">Non-State Aid</th> </tr> <tr> <th>Employees</th> <th>Max rate</th> <th>Employees</th> <th>Max Rate</th> </tr> </thead> <tbody> <tr> <td>&lt;49</td> <td>30%</td> <td>&lt;100</td> <td>50%</td> </tr> <tr> <td>50-249</td> <td>20%</td> <td>100 -249</td> <td>30%</td> </tr> <tr> <td>250+</td> <td>10%</td> <td>250+</td> <td>10%</td> </tr> </tbody> </table>		State Aid		Non-State Aid		Employees	Max rate	Employees	Max Rate	<49	30%	<100	50%	50-249	20%	100 -249	30%	250+	10%	250+	10%			
State Aid		Non-State Aid																						
Employees	Max rate	Employees	Max Rate																					
<49	30%	<100	50%																					
50-249	20%	100 -249	30%																					
250+	10%	250+	10%																					
<ul style="list-style-type: none"> <li>It may be considered that the rate is affected not only by the number of employees but also by expected outputs, for example if the project is expected to achieve a high jobs growth, significant productivity improvement and high social inclusion in line with the Strategic Economic Plan then</li> </ul>																								

perhaps an additional 10% could be awarded. There is a risk this could be a subjective decision and all projects would then 'push' if this proceed so it would need to clear what these exceptional projects would look like to qualify for this

- Types of Eligible Expenditure
  - Capital expenditure. Typically grants similar to this have mainly supported manufacturing machinery and it is suggested that this continues to be included. There has historically been a demand for support towards capital items, for instance deposits where asset finance will only cover 70% of the equipment value. Capital expenditure can however cover a broad range of items including capitalised software costs, both third party and inhouse costs, and it suggested that these would be eligible. It is expected that property purchase costs would be excluded other than in exceptional circumstances.
  - Research and Development. It is suggested that the commercialisation of R&D is eligible under a new GCF grant, with emphasis on the Development rather than the Research. This could include revenue costs such as salaries. Innovate UK publish a broad range of costs they allow as eligible for claims for the grants that they award, and this could be used as a guide. It is envisaged that the development of new apps, platforms and ecommerce capabilities would be eligible whereas "business as usual" costs such as revamping an existing brochure website would not be.
- To manage demand, a proposal is that regular assessment rounds take place. This would avoid an open-ended nature of a programme and encourage applicants to submit by a prescribed date. These could take place every six weeks/quarterly.
- It is also proposed that Expressions of Interest are submitted to filter out potentially unsuitable applicants at an early stage. The filtering of the EOI will be dependent on who is selected as the delivering agent, with the Growth Hub and LA business advisors being a potential source.
- Growth Hub could provide support to the business whilst it goes through the application process to increase chances of success and also identify other areas of potential support.

### Supporting Reasoning for Initiative

- The previous Business Investment Fund ("BIF") grant was predominantly used for capital expenditure until being suspended in November 2019. Over 95% of successful applicants had capital expenditure projects resulting in new jobs being created. This was a popular programme with SMEs. Over £10m of grants were awarded to around 70 businesses supporting projects with a combined project value in excess of £100m.
- Presently SCR has no capital grant scheme putting businesses in the region at a disadvantage to those in surrounding LEPs.
- The most common question AFCOE advisors get asked is for this type of grant and given the suspension of the previous scheme in November 2019 it is believed there is significant built up demand even in the current climate. An informal "waiting list" of businesses is in place (collected on a passive rather than proactive basis) and it is anticipated that there will be significant interest should further details be available. This list has projects totalling in excess of £40m and has not been updated for over 3 months.
- Whilst businesses have taken on debt through CBILS and BBL, for further investment debt serviceability will become tighter. Even if additional debt was available, which is doubtful given lenders appetite in the current circumstances, businesses may not be able to fully fund the required scale of investment. Previous BIF demonstrated that grant funding de-risked lending for funders and unlocked financing thereby allowing the projects to happen at a speed and scale that would not otherwise be possible.
- A Productivity grant has been launched within the SCR September 2020 with a grant size of £2,500 to £12,500. There is currently no significant grant scheme available above this size other than

niche schemes, such as the Manufacturing Growth Programme which has a very limited number of capital grants which have already been allocated.

#### Identified Pros/Cons:

<p><b>Pros:</b></p> <ul style="list-style-type: none"> <li>• Ability to dovetail funding outputs with Strategic Economic Plan and other objectives</li> <li>• Would meet a known demand</li> <li>• Proven successes based on previous scheme</li> <li>• Good opportunity for engagement with business as projects invariably part of wider expansion plans</li> </ul>	<p><b>Cons:</b></p> <ul style="list-style-type: none"> <li>• Possibility of getting overwhelmed with initial take up from pent up demand</li> <li>• Getting balance between “incentive” and “absolute need for grant” to manage fund allocation to businesses from funding pot will be a fine balance</li> <li>• Defining R&amp;D eligibility could be a grey area</li> <li>• Current uncertainty over State Aid for intervention rate (although can mitigate through use of DeMinimis if required)</li> </ul>
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#### Resource Requirements with Explanation

GCF could be delivered to businesses either internally through SCR staff resources or externally. Options to consider include;

1. **DIRECT DELIVERY THROUGH SCR.** This is how the previous fund was delivered, albeit towards the end of the scheme before it was suspended changes in governance took place. Initially an external Panel was appointed comprising of a mix of public and private sector representatives. This was replaced by a new structure for the last couple of application rounds. It is considered that within the decision-making process that commercial understanding of SMEs is necessary. An option within this is that a filtering stage takes place with the submission of Expression of Interest based on eligibility criteria to reduce the administrative burden further down the process. Whichever route would still require various committees, representatives etc. to make approval decisions.
2. **LOCAL AUTHORITIES COULD BE RESPONSIBLE FOR THE PROCESS, EITHER COLLECTIVELY OR INDIVIDUALLY.** The mechanics and politics of this are beyond this draft paper.
3. **EXTERNAL DELIVERY.** A third party could be appointed to deliver the programme according to procurement rules and terms of engagement. Could be a time-consuming process and likely to be problematic should there be any perceived discrepancies or changes of scope required as the programme is flexed.

In all cases a Growth Hub Advisor could be embedded into the process to engage with the applicant and understand if further support is required.

#### Identified Pros/Cons of these options:

##### OPTION 1 – DIRECT DELIVERY THROUGH SCR

**Pros:**

- The quickest option as can be decided internally
- Experienced in delivering similar programmes
- Enables flexibility should the programme need to be flexed and balanced with other streams as decision can be taken internally

**Cons:**

- Requires internal resource at a time of change with potential for initial high input requirement

<p><b>OPTION 2 – DELIVERY THROUGH LOCAL AUTHORITY</b></p> <p>Pros:</p> <ul style="list-style-type: none"> <li>• One point of contact and responsibility</li> <li>• Experienced in programme delivery</li> </ul>	<p>Cons:</p> <ul style="list-style-type: none"> <li>• Potential perceived conflict in priorities?</li> <li>• Need to flex resources dependent on demand</li> </ul>
<p><b>OPTION 3 – EXTERNAL DELIVERY</b></p> <p>Pros:</p> <ul style="list-style-type: none"> <li>• Full responsibility for staffing and resource lies outside SCR</li> <li>• Independent delivery and monitoring</li> </ul>	<p>Cons:</p> <ul style="list-style-type: none"> <li>• Lack of flexibility if needed in the future as tied to contract</li> <li>• Will still require some input and monitoring</li> <li>• More expensive</li> <li>• Will take longer to have delivery mechanism in place</li> </ul>

### Anticipated Costs with Explanation

#### INTERNAL DELIVERY COST

It is difficult at this stage to assess the size of team internally required to manage however costs could include;

- Time of senior SCR staff together with representatives from LAs and partner organisations to both
  - set up the scheme processes and parameters
  - participate in the appropriate quarterly application review committees
- 1 FTE for monitoring delivery against agreed outputs for approved projects
- Cost related to marketing of product
- Support required to review Expressions of Interest
- Support required to businesses accessing the scheme

A 5% allocation of fund costs towards administration of the funds including advisors, processing of EOI, managing agent etc. could be considered (in line with previous Business Investment Fund).

#### SIZE OF POTENTIAL FUND

As stated earlier the previous GCF awarded over £10m of funds to 70 businesses over 4 years. It is anticipated that post Covid-19 demand will be relatively high due to factors such as:

- Lack of debt finance available and therefore grant funding required to de-risk projects
- Pent up demand following suspension of the previous scheme in November 2019
- Businesses looking to re-invest in new ways of working in response to changes in markets caused by Covid-19

Additionally, it is anticipated that there will be more of an incentive effect from this grant i.e. slightly less challenge on the ability to obtain funding from elsewhere and an encouragement to proceed with projects that accelerate and scale outputs that dovetail with the region's Strategic Economic Plan.

The Productivity grant launched in the SCR September 2020 has a fund size of £2,715m. With a grant award range of £2,500 to £12,500 it is expected that 321 business will be supported with an average grant size of £8,457.

On a rough assumption the average GCF award is anticipated to be 10x that of the Productivity Grant. The average grant award is estimated at £100,000 based on both the range of grants available and the previous BIF grant scheme. As the Productivity Grant scheme is funded to £2.7m it seems reasonable that approximately 10x more funding will be required for a similar number of projects.

Based on 300 projects at an average of £100,000 over 2 years, the potential size of the GCF required is estimated at **£30m**.

	Next Steps	By whom	By when
1			

Outcomes/Success Measures		
Measure	Target	Purpose
Number of businesses supported with grant, grant size and submitted outcomes	200	<ul style="list-style-type: none"> <li>Understand demand for product</li> <li>Predict potential future outcomes</li> </ul>
Number of Expressions of Interest received		<ul style="list-style-type: none"> <li>Understand level and type of demand</li> <li>Understand application of eligibility criteria.</li> </ul>
Number of businesses signposted to other support packages	200	<ul style="list-style-type: none"> <li>Impact of wider business support</li> </ul>
References/Data Sources		
Area	Definition	

## Appendix C.3: Backing employers to accelerate growth and deliver a jobs led recovery: Flexible investment and recapitalisation – Repayable Loan

### Renewal Plan – Delivery Project Proposal

Renewal Plan Section	Employer	Support Area:	Direct Financial Support - Micro Loan Fund
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**Proposed Intervention:** Provision of repayable loan funding in the range of £5,000 - £100,000 to SCR businesses with the primary focus of safeguarding employment within the context of our Jobs First recovery and supporting growth of businesses during the recovery phase.

**Date Completed:** 18/9/2020

**Priority:**

1

#### Recommended Delivery Approach

- It is proposed that the Micro Loan Fund will be a series of repayable loans with the primary aim of addressing cashflow challenges in order to stabilise/safeguard businesses and jobs and support businesses needing growth capital where opportunities exist.
- Funding would be delivering up to £100k of repayable loan, including the £5-£25k range which is currently underserved in the market.
- Delivery via an established fund manager, further detail in this area provided below. Initially the loan fund would be available for a 12-month period with an option to extend this should demand exist.
- Loans to be on repayment terms of up to 5 years.
- Interest rate and terms to be in line with the fund manager's recommendation and in line with similar offerings such as the Northern Powerhouse Investment Fund (NPIF) existing Microfinance Loan.
- *Consideration to be given to whether a small interest/fee subsidy could be provided by the SCR similar to the grant provided towards interest and fee costs under both the Coronavirus Business Investment Loan (CBIL) and Bounce Back Loan schemes. This could be time limited.*
- Growth Hub could provide support to the business including investment readiness whilst it goes through the application process to increase chances of success and also identify other areas of potential support.

#### Supporting Reasoning for Initiative

- Government backed schemes Coronavirus Business Interruption Loan (CBIL) finishes 30/9/2020 and Bounce Back Loan (BBL) finishes 6/11/2020 with no replacements identified at this stage. As at 7/8/2020 c£741m of funding had been accessed by businesses based in the Yorkshire and Humber from the CBIL scheme and c£2.1bn from the BBL scheme, a total of £2.84bn. Figures from NPIF performance to date indicate that c22% of funds invested in Y&H have come to SCR businesses, on this basis it is not unreasonable to assume that businesses in the SCR could have accessed 20% plus of the £2.84bn accessed through the Government backed schemes which equates to c£570m, the majority of which will be Bounce Back loans which are capped at £50k. The withdrawal of these schemes leaves a potential gap in available funding to SCR businesses.
- Withdrawal of the above Government backed schemes could see the possibility that Banks retrench as they have done in previous recessions leaving business struggling to access funding from Banks.
- Whilst NPIF does offer the Microfinance Loan in this region for amounts between £25k and £100k, there is not significant headroom in the fund unlike the larger Debt fund. Without additional funding from other sources or additional allocation from NPIF then businesses may struggle to fund sources of funding in this area.
- There is little provision of funding up to £25k across mainstream and sub-prime lenders. There is the Government backed Start-Up loan fund, this provides lending to directors to inject into the business for businesses up to 3 years old, however it does not support directly to business or established businesses.
- Finance Yorkshire have previously operated in this field; however, their fund is closed at the moment. Proposals being considered to deliver a similar fund but are not yet formulated and

could take time to come to fruition, the SCR Micro fund could bridge the gap until FY do launch their fund.

- All businesses applying for loans could be required to complete a 'light touch' COVID Health check which will provide enhanced intelligence of wider need, to be shared with the Growth Hub so support can be provided where necessary.

**Identified Pros/Cons:**

**Pros:**

- Would help to address ongoing identified key post COVID challenge for businesses relating to cashflow.
- Opportunity to engage with businesses and establish long term relationships.
- COVID health check would provide key intelligence around impact and future needs of business
- If money is defrayed as loan, then a significant proportion should be repaid enabling the money to be recycled into other initiatives
- Covers a gap in the market for funding that could be exacerbated once CBIL and BBL no longer on offer and banks potentially retrench from the market
- Supplement existing NPIF offer which has limited funding
- Can prioritise outputs to be achieved from loans, e.g., jobs created/safeguarded, new businesses created

**Cons:**

- Do we have a robust evidence base to justify proposed product?
- Short term financial quick fix would not necessarily address significant underpinning business viability issues.
- Businesses might view interest and fees as excessive and be put off from borrowing
- Process to apply can be unwieldy for small amounts of loan.
- Some of funding would be lost and not recycled as some businesses will fail.
- Fund manager would likely request personal guarantees to support loan.

**Resource Requirements with Explanation**

The loan fund would need to be delivered to businesses either through existing fund managers in the region (or beyond) or internally through SCR staff resources. Options that could be considered include;

1. Provision of a "loan" to existing Fund Manager Finance for Enterprise ("FFE" - more detail on them below). This could be on a low or nil interest rate basis (state-aid dependant) for a period to cover deployment of funds and collection back from business. FFE already deploy funds up to £100k from their own limited resources and funds between £25k and £100k under the NPIF Micro Loan Fund. This new loan fund could sit alongside the existing funds for FFE to deploy but subject to certain criteria that we would set such as location or outputs agreed. Interest and fees would be set and charged by FFE to the business to cover their own costs without further input from SCR. There would need to be an acceptance that not all loans will be repaid by the business which could see a reduction in the funds that are returned to the SCR for recycling (would need to be documented)
2. Direct procurement of an experienced Fund Manager to deliver the loan fund on behalf of the SCR. Terms would be identified within the bid document however the SCR could specify attributes of the scheme for delivery. Likely to be a time-consuming process and there could be limited applicants outside of FFE.
3. Delivery by the SCR team which would potentially need to be recruited. Would need a specific skillset to be able to assess/underwrite loan applications and also collect debt that falls into arrears. Numbers of loans could be significant which could be an issue in terms of resourcing.

In all cases a Growth Hub Advisor could be embedded into the process to support with the completion of the COVID "Health Check" to engage with the applicant and understand if further support is required such as Investment Readiness.

Identified Pros/Cons of these options:

**OPTION 1 – LOAN TO FFE**

Pros:

- Can be completed quickly subject to FFE agreement
- Experienced in delivering similar programmes
- Cost effective delivery method potentially
- Fund can be delivered seamlessly alongside existing funds including NPIF and own resources

Cons:

- Less control potentially on which businesses are supported

**OPTION 2 – PROCURE A FUND MANAGER**

Pros:

- Able to specify terms of how the fund will be delivered
- Would benefit from interest costs/fees subject to paying costs of fund manager
- Experienced in delivering similar funds (it is assumed)
- Fund can be marketed alongside other funds being delivered potentially (if they are in the SCR region)

Cons:

- Could be time consuming in procuring meaning a delay in getting funds to market
- Could be more costly method as would result in more monitoring
- Costs of Fund Manager could be significant and outweigh any potential gains from interest or fees.

Option 3 – deliver directly to business by SCR team

Pros:

- Maintain internal control on how fund is loaned into the market
- SCR would benefit from interest/fees charged

Cons:

- Need to recruit team to manage delivery as skillset to lend and collect loans may not exist in SCR at the moment
- Would need to market the product, with potential confusion/competition against NPIF offering

**FINANCE FOR ENTERPRISE**

- Established and successful Fund Manager delivering a number of funds including the NPIF Microfinance Loan and the Start-Up Loan.
- Funding for SMEs is delivered up to £250k.
- Established in 1985 have reserves of c£9m and a loan of book of almost £10m at March 2019
- They have a successful track record with the SCR having delivered a loan fund for SCC and also borrowed and fully repaid a loan from SCR that was used to fund investments/loans into business.
- Information provided shows they have completed around 170 loans in this range for a total c£8m in the 12 months to March 2020 so are heavily experience in this sector

**Anticipated Costs with Explanation**

## INTERNAL DELIVERY COST

It is difficult at this stage to assess the size of team internally required to manage delivery if this is not outsourced as per options 1 and 2 above, however costs could include;

- Additional FTE required to manage delivery and collection of loans
- Cost related to marketing of product
- Support required to businesses trying to access the scheme
- Bad debt write offs (could be a higher figure if managed internally due to lack of experience of managing a high number of relatively small loans)

## SIZE OF POTENTIAL FUND

As stated earlier it is reasonable to assume that SCR businesses accessed 20% of the Bounce Back Loans delivered to the beginning of August, meaning c£400m could have been accessed by businesses in the SCR.

Assuming a fund of say £10m for the 1<sup>st</sup> 12 months and an average deal size of £40k (target set by NPIF for the Microfinance Loan) then we could support up to 250 businesses in the SCR, around 21 per month. Dependant on demand then this could be extended beyond the initial 12 months with an additional allocation.

## POTENTIAL LOSSES

Whilst the fund would deliver repayable loans, it is a function of the market that a % of these will not be repaid and given the present economic conditions then we would potentially see a higher figure than during a normal economic cycle.

Investigations from previous deliverers of similar funds suggest the industry would expect write off of around 5%, would see £0.5m of losses from a £10m fund, however for prudence it would be likely the actual figure would be at a higher level than this given economic conditions, say double, 10% meaning a £1m loss on a £10m fund potentially.

	Next Steps	By whom	By when
1			

Outcomes/Success Measures		
Measure	Target	Purpose
Number of businesses supported with loan		<ul style="list-style-type: none"><li>• Capture and understand level of interest/demand for the product</li></ul>
Number of COVID Health Checks completed		<ul style="list-style-type: none"><li>• Maintain a record of number of businesses completing Health Checks</li></ul>

Number of jobs safeguarded		<ul style="list-style-type: none"> <li>Evidence base around the number of jobs safeguard. Critical success measure based on loan allocations.</li> </ul>
Number of jobs created		<ul style="list-style-type: none"> <li>Expected to be minimal based on intervention being a response but loan funding may potentially result in job creation.</li> </ul>
Number of businesses signposted to other support packages		<ul style="list-style-type: none"> <li>Specialist business support</li> <li>Wider COVID business support offer</li> <li>People, Employment &amp; Skills</li> </ul>
Number of new businesses created		<ul style="list-style-type: none"> <li>Evidence base around the number of jobs created. Critical success measure based on loan allocations.</li> </ul>

## Appendix C.4: Backing employers to accelerate growth and deliver a jobs led recovery: Flexible investment and recapitalisation – Equity Fund

### Renewal Plan – Delivery Project Proposal

Renewal Plan Section	Employer	Support Area:	Direct Financial Support - Equity Fund
<b>Proposed Intervention:</b> Provision of equity funding to early stage businesses via 3 seed funding products.			
<b>Date Completed:</b>		<b>Priority:</b>	<b>1</b>
<b>Recommended Delivery Approach</b>			
<ul style="list-style-type: none"> <li>It is proposed that the Equity Fund will be a series of equity investments with the primary aim of addressing cashflow challenges in order to support businesses needing growth capital where opportunities exist, where they are not able to fully access the equity capital they need to move the business forward.</li> <li>This is predominantly aimed at early stage seed investments through 3 proposed funds;</li> </ul> <p><b>ANGEL CO-INVESTMENT FUND</b></p> <ul style="list-style-type: none"> <li>Smaller seed investments alongside Angel investors where there remains a gap in the funding package.</li> <li>Angels would likely be using SEIS or EIS schemes as a means of tax efficient investment. The maximum total SEIS investment is £150K and EIS is £1m subject to scheme criteria.</li> <li>Investment range £50k-£250k with a minimum of 2 other Angels investing in the business.</li> <li>Application to come from lead Angel rather than the company requiring investment. Some reliance on lead investor due diligence has potential to speed up investment.</li> <li>Terms of SCR investment to match those agreed by the Angel</li> <li>Passive investment with no board involvement.</li> </ul>			

## CO-INVESTMENT PRE-SEED & SEED FUND INCORPORATING EARLY STAGE SCALABLE BUSINESSES

- Investment range of £50-£250K (with potential of follow on funding at future stages)
- The tax efficient SEIS and EIS schemes would be applicable here as well
- Typically, a seed investment scheme is looking at a 2-3-year period before seeing any return and 7-8 years before an exit. The Mercia EIS scheme models are that 1/3<sup>rd</sup> of investments will fail. The balance between risk and regional investment support will be a fine one.
- SCR do not have in-house resource to manage such a scheme. Developing such resource, if chosen, will require long term commitment.
- Whilst procuring a third party to manage a scheme may initially take longer, they would have the due diligence, legal and other services already established
- Aim would be to find other investors (other funds or Institutional for instance) that would match the SCR investment into this pot. This would piggyback onto the feasibility study that Capital Enterprise are already undertaking on behalf the SCR following the awarding of ERDF Grant that would support businesses looking towards equity investment.
- Could have mini funds within funds to support specific sectors, for instance a Tech Fund which is a significant sector for the SCR

In all 3 funds there is an opportunity to work with the Universities to support spinouts

**FOR DISCUSSION** - Within co-funding the potential for crowdfunding could exist. EIS/SEIS schemes require a potential investor to lead the investment and this could be done by SCR. By definition crowdfunding is a co-investment model. Having the facility to providing pre-seed/ seed capital within an equity crowdfunding model would strengthen the offer in the region. Developing an eco-system around this with skills and experience could facilitate investment growth opportunities for businesses in suitable sectors and growth stage

### Supporting Reasoning for Initiative

- Even before C19 early stage businesses were struggling to access equity funding and Equity Investment Funds are now focusing on their existing portfolio health and not open to new opportunities
- By adopting a co-investment model the funds introduced will be leveraged by third party investors
- The Northern Powerhouse Investment Fund Equity Fund is more focused on revenue generating and established businesses due to the stage the fund is at in the cycle of the overall NPIF lifecycle. The NPIF Equity Fund has invested c£8m to date in the SCR across 11 deals, only 3 of these for c£1.5m has been completed in the last 12 months.
- Government backed Future Fund has been very successful and over-subscribed. However only funds with previous investments are eligible for this fund.
- Speaking to the local Angel Group there have been a number of opportunities that are not fully subscribed by Angels, with a small gap meaning the opportunity has not been funded.
- One of the few local institutional equity investors at the sub-£250K level was UKSE. There was a reluctance to invest in pre-revenue businesses before C19 and now the risk appetite has likely decreased further.
- A search of the Beauhurst database was undertaken and in the last 12 months only 17 investments of under £250K were identified as having taken place in SCR LEP. This compares with 57 in Leeds LEP and 73 in Greater Manchester LEP. This would indicate that SCR is underperforming. (The figures for the calendar year 2019 were 88 GM, 63 Leeds, 17 SCR illustrating that C19 does not seem to have impacted the volume of activity at this level

significantly). More detailed analysis can be undertaken on Beauhurst if required. Some external work is being undertaken on behalf of the SCR by Capital Enterprise.

- Of the SCR investments identified on Beauhurst, only two were listed as having institutional investors these being UKSE and the Connecting Capability Fund. The rest are highly likely to be angel investors who are rarely disclosed publicly.
- Capital Enterprise are undertaking a feasibility study in this area on behalf of the SCR as this area will be a significant growth opportunity for the region. A ERDF grant has been awarded to build support programmes for early stage and innovative businesses, having co-investment equity funds would be a key necessity to support businesses in raising funding.

**Identified Pros/Cons:**

**Pros:**

- Opportunity for some high growth success stories which could see significant return to the fund
- Fills a funding gap not being met at a local or national level
- Opportunity to support “incubator” activity in BBIC, Sheffield Technology Park, Universities, etc.
- Leverage additional equity funding within region
- Would support the work that the ERDF funding is to deliver for early stage businesses

**Cons:**

- No specific research showing scale of need for fund in SCR (hence Capital Enterprise work)
- Investments can be high risk so fund could lose money (financial and governance/public perception implications)
- Timescale for exit from investments could be uncertain
- No obvious quick route to launch

**Resource Requirements with Explanation**

Funds would need to be either delivered internally or via a procured fund manager route such as Mercia or Maven.

If delivered internally would need extra resource to manage investments and procure potentially expensive due diligence and legal work for each investment that we consider.

If we were to procure a fund manager then they would deliver and undertake all due diligence and legal work, however time to set up fund could be significant.

The work being undertaken by Capital Enterprise would provide some guidance in this area once complete, would suggest taking this into account when deciding on the best delivery model.

In terms of Angel CoFund, then assuming there are other Angels taking the majority of the risk and therefore are likely to have undertaken significant due diligence ahead of their decision, in these circumstances a light touch SCR due diligence could be undertaken (or none at all potentially in some cases?). A fund manager may not find the fund an attractive proposition as it may not make sufficient return given some of the investments may be very small (sub £100k), on this basis it may be appropriate to consider running this in-house. Guidance in this area could also come from the Capital Enterprise report.

**Anticipated Costs with Explanation**

Size of potential funds

### ANGEL COFUND

Investments would likely be smaller and maybe in the range of £50k to £250k, sitting alongside Angels who are investing the majority of funds. Assuming an average investment of c£100k then 50 investments over a 3-year period would need a fund of c£5m.

### CO-INVESTMENT PRE-SEED AND SEED FUND INCLUDING TECHNOLOGY FUND.

Based on the Beauhurst report, which will not capture every investment, to get to 75% of Leeds LEP current activity would mean an additional 30 investments per year. Over a 3-year period if an assumption is 50 investments per annum at an average of £100,000 each, including associated fees and management costs, the funding requirement would be **£15m**. £20m is suggested here to allow for follow-on investments and high levels of demand, plus a larger fund would be more likely to attract co-investment from institutional investors due to scale.

In considering the size of potential fund, it is worth considering that NPIF expects follow-on investments to be made to a sizeable proportion of the companies it supports. It would be worth considering whether a longer term for the fund was appropriate to allow for follow-on investment.

	Next Steps	By whom	By when
1			

Outcomes/Success Measures		
Measure	Target	Purpose
tbc		

## Appendix D: Backing employers to accelerate growth and deliver a jobs led recovery: Employer leadership support -

### Renewal Plan – Delivery Project Proposal

<b>Renewal Plan Section</b>	Employer	<b>Support Area:</b>	Formal Leadership Training
<b>Proposed Intervention :</b> Provision of Formal Leadership Training for 1,000 organisations in SCR.			
<b>Date Completed :</b>	10/12/20	<b>Priority:</b>	1
<b>Recommended Delivery Approach</b>			
<p><b>THE VALUE OF LEADERSHIP SUPPORT</b></p> <p>‘Leadership support or development’ is a purposeful intervention with business people to help them lead themselves, other people and organisational change in order to effect positive outcomes for their business, their employees and other stakeholders. Leadership support helps organisations to improve their productivity, resilience and sustainability through improved operations, strategic positioning, decision–making, change implementation and employee engagement.</p>			



Delivered well, leadership support delivers significant leverage in that the leader's *individual behaviour change* – through learning and applying new skills – which then delivers wider benefits for their *organisation*.

## EMPLOYERS' NEEDS

Experience working with hundreds of employers at all levels seniority (for example: Scale Up, SIP Webinars, CABS Small Business Leadership Programmes) tells us that employers require leadership support training that is:

1. Time effective – employers are already over–stretched.
2. Delivered by tutors who have a good grasp of their subject and, importantly, who are able to engage the employers in a meaningful way that builds the relationship and adds value.
3. Designed to help them get beneath their presenting issues to determine the underlying causes and effects.
4. Provides a range of practical, case study–based examples, that address these underlying issues.
5. Delivered with other employers so they can share experiences, build mutual support and not feel alone (as so many do).
6. Supports employers creating their own developmental journey as they trust the provision (and tutors) and learn more what is on offer how this can be addressed by their evolving and emerging needs.

*This document proposes a set of specialist informal and formal courses from entry–level “try it and see” options right through to specialist, high–commitment Senior Leadership Team offers, as summarised below.*



These options are outlined and costed later in this document.

## ENGAGEMENT & PLANNING

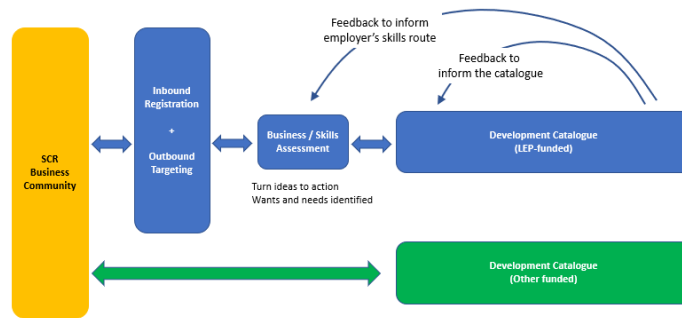
The following diagram proposes how employers will engage with the programme in order to maximise the impact of any investment.

There will be a proactive outbound and inbound mechanism to stimulate and respond to demand. Employers will be required to pass through a form of assessment to question and

validate their needs and to recommend development options. Employers can sign up directly to those programmes funded outwith the LEP.

Feedback loops will help ensure that the employer’s needs have been addressed as well as helping to evolve the development options according to the region’s emerging needs.

**Engagement & Planning Process**



**Supporting Reasoning for Initiative**

Examples of rationale:

The Scale–Up project run in autumn 2019 and received very positive outcomes for the 20 participants:

- 100% participants agreed that “my experience on the programme is proving to be transformational in support of my Scale–Up ambitions”.

The SIP webinars which ran during summer 2020 were very popular and received excellent feedback:

- All participants agreed that “participating in this webinar will help me to lead more effectively through these turbulent times”

The STEP programme ran as a pilot in late summer and also received excellent feedback.

- All participants agreed: “Participation meant that we talked about important things we otherwise would not have”, and “beneficial working with the other 2 management teams”
- 90% of participants stated “Participation on the programme will help us to weather the storms of Covid-19”

**Identified Pros/Cons:**

**Pros:**

- Flexible to employers’ needs
- Establishes a baseline for employers to work from against which evaluation / value–add can be determined
- Provides for an explicit development plan that employers (and their tutors) can work to
- Underpinned by teaching / learning approach that has been tried, tested and now being used by the CABS Small Business Leadership Programme

**Cons:**

- Risk that certain employers will monopolise the available opportunities [Need oversight in scheduling to prevent this and smooth the available capacity]
- Risk that it will get flooded by people who are not decision–makers i.e. able to drive fewer overall benefits [Need to promote senior level case studies]
- More difficult to measure impact but not impossible

- Provides ‘touch points’ when 1x1 support (e.g. NED, coaching and mentoring) can be offered
- Provides a growing set of marketing data that can steer future leadership offers

## Resource Requirements with Explanation

Category	Details	Target Client	Volumes 20/21	Target 21/22
1	<p>Entry-level Leadership Webinars</p> <p>2 hour, entry-level webinars based on successful SIP webinars.</p> <p>Example include:</p> <ul style="list-style-type: none"> <li>• Leading Self</li> <li>• Leading Change</li> <li>• Leading Innovation</li> </ul>	<p>Open entry for all to try out.</p> <p>Expectation that people will try out new webinar topics as their true needs emerge.</p>	<p>87 people</p> <p>(Total of 376 hours Contact Time)</p>	<p>500 people</p> <p>(Min of 3000 hours Contact Time)</p>
2	<p>Short Workshops, skill acquisition, non-accredited</p> <p>Examples:</p> <ul style="list-style-type: none"> <li>• Organisational alignment</li> <li>• Growing Confidence</li> <li>• Building Culture</li> </ul>	<p>Open entry. Open programmes.</p>	<p>TBC</p>	<p>200 people</p> <p>(20 people per cohort, 10 workshops)</p>
3	<p>Short courses, accredited</p> <p>ILM / CMI for example:</p> <ul style="list-style-type: none"> <li>• Coaching Basics</li> <li>• First Line Management</li> <li>• Managing Individual Development</li> </ul>	<p>Open entry. Open programmes.</p>	<p>TBC</p>	<p>100 people</p> <p>(20 people per cohort, 10 courses)</p>
4	<p>Transformational CPD Programmes – accredited</p> <p>CPD modules in a range of leadership transformational topics such as:</p> <ul style="list-style-type: none"> <li>• Leading Change</li> <li>• Digital Organisation</li> <li>• Developing Professional Practice</li> </ul> <p>Circa 24 hours contact time over 2 months with expectation of work-place application, learning and assignment.</p> <p>Open cohorts, maximum cohort size 25 people.</p>	<p>People who have not studied leadership but who need depth of insight and transformation e.g. if going for promotion.</p> <p>People in their organisation’s Talent pipeline.</p>	<p>0</p>	<p>100 people in 4 cohorts covering a range of 6 modules</p>
5	<p>CABS Small Business Leadership Programme</p> <p>9 week mini-MBA</p>	<p>Senior business leaders (such as business owners, MDs, CEOs or main board directors).</p>	<p>125</p> <p>(5 cohorts)</p>	<p>175</p> <p>(7 cohorts)</p>
6	<p>Senior Leadership Team Effectiveness Programme</p> <p>Programme for MDs to collaborate to develop their senior team effectiveness plan</p>	<p>MDs with at least 5 direct reports who are prepared to collaborate with others and their leadership teams.</p>	<p>3 MDs</p> <p>(Total of 36 hours Contact Time)</p>	<p>40 MDs</p> <p>(Total of 480 hours Contact Time)</p>
7	<p>MBA / MA Leadership</p>	<p>People qualifying as ‘Senior Leaders’ e.g. Heads of, Director-level and MD</p>	<p>TBC</p>	<p>30</p>

8	Senior Leader L7 (Post-January Levy Apprenticeship)		People qualifying as 'Senior Leaders' e.g. Heads of, Director-level and MD	N/A	80
9	Top-Up Masters		The top 25% of Senior Leader graduates		20

## Anticipated Costs with Explanation

Costs are best estimates and they exclude room hire, marketing and admin support

Category		Target 21/22	Funded Elsewhere	Cost Components	Cost Estimate
1	Entry-level Leadership Webinars	500 people  (Min of 3000 hours Contact Time)	No	<p>DELIVERY</p> <ul style="list-style-type: none"> <li>No. webinar variants = 20</li> <li>Hrs / webinar = 2</li> <li>No of outings / webinar = 10</li> <li>Total no of webinars = 200</li> <li>Total webinar hours = 400</li> </ul> <p>DEVELOPMENT</p> <ul style="list-style-type: none"> <li>Development cost / webinar = 7.5 hours</li> <li>Total development hours = 150</li> </ul> <p>PROGRAMME MANAGEMENT</p> <ul style="list-style-type: none"> <li>Over 1 year = 150 hours</li> </ul> <p><b>TOTAL HOURS = 700 hours</b> <b>TOTAL DAY = 93 days</b></p>	£139,500
2	Short Workshops, skill acquisition, non-accredited	200 people  (20 people per cohort, 10 workshops)	No	<p><b>ESTIMATED FIGURES:</b></p> <ul style="list-style-type: none"> <li>Delivery – £100 per learner, each learner takes 3 workshops</li> <li>Preparation 4 hours / workshop = 40 hours</li> </ul>	£70,000
3	Short courses, accredited (e.g. ILM3)	100 people  (20 people per cohort, 10 courses)	No	<p><b>ESTIMATED FIGURES</b> £1300 per person</p>	£130,000
4	Transformational CPD Programmes – accredited	100 people in 4 cohorts covering a range of 6 modules	No	<p>No of module variants = 6</p> <p>Cost per module = £2,000</p> <p>No people = 100</p>	£200,000
5	CABS Small Business Leadership Programme	175  (7 cohorts)	Yes  CABS	N/A	0
6	Senior Leadership Team Effectiveness Programme	40 MDs  (Total of 480 hours Contact Time)	N	<p>DELIVERY</p> <p>Contact time (hours) / cohort = 12 Delivery hours per cohort = 22 Total cohorts = 40</p> <p>Total Delivery Hours = 880</p> <p>PROGRAMME MANAGEMENT</p> <p>Total Management Hours = 52</p>	£176,000

				TOTAL HOURS = 932 hours TOTAL DAYS = 124 days	
7	MBA / MA Leadership	30	90% levy funded	£1,800 pp = 10% of fee (assuming SMES not corporates)	£54,000
8	Senior Leader L7 (Post-January Levy Apprenticeship)	80	90% levy funded	£1,400 pp = 10% of fee (assuming SMES not corporates)	£112,000
9	Top-Up Masters	20	N	£4,000 pp	£80,000
				TOTAL COST	£961,500

<b>Amendments:</b>	Second draft incorporating comments from the Leadership sub-group and (initial) input from the LEP Skills Advisors. Author – Vincent Traynor	<b>Date</b>	10/12/20
<b>Amendments:</b>	First draft for review by sub-group. Author – Vincent Traynor	<b>Date</b>	8/11/20

<b>Outcomes/Success Measures</b>		
Measure	Target	Purpose
TBC		

## Renewal Plan – Delivery Project Proposal

<b>Renewal Plan Section</b>	Employer	<b>Support Area:</b>	Coaching & Mentoring Support
<b>Proposed Intervention :</b> Provision of Coaching and Mentoring to support 100 senior business leaders in SCR.			
<b>Date Completed :</b>	10/12/20	<b>Priority:</b>	1
<b>Recommended Delivery Approach</b>			
<p><b>WHAT IS COACHING &amp; MENTORING?</b></p> <p>Coaching and mentoring is a specialist, formal and purposeful relationship between a coach / mentor and their client which is focused on resolving a particular objective the client seeks to address or unlocking their potential.</p> <p>Coaching / mentoring recognises that clients frequently do not know what specific help they need until they start talking and reflecting with another person who is giving them their undivided attention. As a result, coaching / mentoring practitioners are required to be highly skilled in active listening, relationship-building, empathy and awareness-raising. In addition, some practitioners will be specialist in human psychology, organisation psychology and organisational resistance and change.</p> <p>Effective coaching / mentoring relationships normally include a chemistry / contracting meeting, a series of 1x1 meetings and a review at the end.</p>			

The coaching and mentoring profession has gone through significant developments in recent years. Where once it was undertaken by anyone calling themselves a “coach”, it has now been professionalised – by such bodies as the European Mentoring & Coaching Council ([EMCC](#)) – with standards of efficacy and professional practice for practitioners and training providers alike.

Practitioners are expected to complete training by an accredited training provider, gain individual accreditation at different levels of standing, work under regular professional supervision and adhere to the [Global Code of Ethics](#).

The list of coaches and mentors holding individual accreditation is available at the EMCC website [here](#).

## THE DISTINCTION BETWEEN COACHING & MENTORING

For the purposes of this proposal, the following distinctions are drawn between coaching and mentoring:

- A **coach** may or may not have expertise in the client’s subject matter but is highly skilled in non-directive and non-judgmental coaching techniques, psychology and change which have been demonstrated to release people from unhelpful beliefs and find new energy and purpose. Their key skill is managing the process by which the client opens up to her / his underlying feelings, energy and insights and thus enable deep personal and organisational change.
- A **mentor** has more knowledge and experience of the client’s subject area which they share in order to support their (less-experienced) client’s insight and development. This knowledge may be firm-specific, from the same function, same sector, same supply chain or equivalent. One of the mentor’s key skills is knowing when and how to bring this expertise into the conversation without undermining the client’s own emerging ideas and self-efficacy. In addition, the mentor needs to ensure any suggestions are not inadvertently driven by his / her own ego i.e. promoting out of date ideas in service of their own self-promotion.

## WHEN TO PROVIDE COACHING / MENTORING?

It is proposed that coaching and mentoring, as a specialist service, is only offered to the most senior level of business leader (such as business owners, MDs, CEOs or main board directors) who face the following specific situations:

- Where the individual’s thinking is stuck or blocked in some way that is limiting his / her own potential and that of their organisation. They may, for example, not know or realise their own or their firm’s potential or their inner desire to grow.
- Where they are demonstrably unable to take on the responsibilities of their role i.e. where they have disengaged in some way or where their actions are negatively impacting on their organisation’s performance and wellbeing.
- Where they are facing a major decision or change (e.g. a process re-configuration overhaul) but they can not get traction and / or they are too highly defended.

### Supporting Reasoning for Initiative

As above.

### Identified Pros/Cons:

#### Pros:

- Unlocks potential which few other interventions are able to achieve
- Highly skilled offer backed by a credible professional body (EMCC)
- Coaching / mentoring is tailored to individual’s needs

#### Cons:

- It can be difficult to measure impact
- Risk of client becoming dependent on the coach (though accredited coaches are trained to prevent this)

- The offer can be delivered in alignment with the other LEP Growth Hub projects
- Sheffield has particular expertise in the development, supervision and evaluation of coaching / mentoring programmes

## Resource Requirements with Explanation

### 1/ PROVISION OF COACHING / MENTORING

In order to control quality, for the first year at least, it is proposed that the LEP aligns itself with one professional body, the EMCC.

Coaches / mentors will be selected from the list of individually accredited people on the EMCC website [here](#) with some filtering for those with organisational experience who are locally-based in the Sheffield City Region.

There will be two EMCC grades of coach / mentor available to employers:

#### ***a. Those with Individual EMCC Accreditation at Practitioner level***

These coaches / mentors have been trained and accredited to work competently and ethically with a wide range of potential client scenarios. They hold a certificate stating that they EMCC Individual Accreditation (Practitioner-level), they have completed 7 days of experiential training, have at least 150 hours of coaching / mentoring practice, are committed to ongoing continuing professional development and have experience of professional supervision.

#### ***b. Those with Individual EMCC Accreditation at Senior Practitioner (or higher) level***

These coaches / mentors have been trained and accredited to work competently and ethically with an advanced and wide range of potential client scenarios. They hold a certificate stating that they EMCC Individual Accreditation (Senior Practitioner-level), they have completed circa 16 days of experiential training, have at least 500 hours of coaching / mentoring practice, are committed to ongoing continuing professional development and have experience of professional supervision.

Please note that coaching / mentoring can be delivered successfully using Zoom technology.

### 2/ UP-SKILLING BUSINESS LEADERS IN COACHING / MENTORING

A 7-day EMCC Practitioner training programme will be provided for current and former SCR business leaders who would like to join the coaching / mentoring programme.

## Anticipated Costs with Explanation

Costs are best estimates and they exclude room hire, marketing and admin support

### PROVISION AND MANAGEMENT OF COACHING / MENTORING

First year, provide coaching / mentoring for 100 employers (specific criteria above).

Each engagement will comprise 1 x 1 hour chemistry meeting, 4 x 2 hour coaching sessions and 1 hour evaluation / wrap-up. This equates to 10 hours per engagement.

Thus, the engagement for 100 clients is 1000 hours.

The hourly rate for the Practitioner–level / Senior Practitioner–level coaches would be = £150 / £200 and it assumed that they would undertake no more than 3 coaching / mentoring sessions in 1 day equating to a notional day rate of £450 / £600.

Assuming 75:25 split between Senior Practitioner and Practitioner allocations the outlay equates to:

- Senior Practitioner (75% of 1000 hours @ £200 ph)
- Practitioner (25% of 1000 hours @ £150 ph)

It is assumed that the coaching / mentoring for 100 people can be provided by circa 20 people (roughly 5 clients per person).

- Programme Design – 15 days
- Programme / Evaluation Manager – 20 days
- Supervisor to provide 2 hour Group Supervision sessions – 48 hours

3 times per year, 4 sessions each time (5 coach / mentors per session). No of Group Supervision session = 12 sessions, each 4 hours = 48 supervision hours. Hourly rate for accredited supervisor = £250 hence cost = (£250 x 48 hours) = £12,000.

- Assuming coaches / mentors are not paid for supervision but it is a requirement.

**Total Delivery & Management cost – £245,000**

### PROVISION OF 7–DAY PRACTITIONER TRAINING TO EMCC STANDARDS

1 accredited Practitioner programme for circa 20 participants – £40,600

<b>Amendments:</b>	Second draft incorporating comments from the Leadership sub–group and also Nigel Brewster (who is a graduate of SHU’s PgC Coaching & Mentoring and EMCC qualified at Senior Practitioner level). Author – Vincent Traynor	<b>Date</b>	10/12/20
<b>Amendments:</b>	First draft for review by sub–group. Author – Vincent Traynor	<b>Date</b>	8/11/20

## Renewal Plan –Delivery Project Proposal

<b>Renewal Plan Section</b>	Employer	<b>Support Area:</b>	Non-Executive Support
<b>Proposed Intervention :</b> Non Executive Leadership support			
<b>Date Completed :</b>		<b>Priority:</b>	NA
<b>Recommended Delivery Approach</b>			
The ability to access a Non -Executive Director to the business - providing support, focus and accountability.			



Non-Exec's (NEDs) are generally appointed to provide companies with advice and support. They can check and challenge strategies to ensure the best results from the management team for the business. The role is often a difficult one and requires the individual NED to be equipped with a range of knowledge and expertise, but also confidence and analytical skills, whilst maintaining an external and objective viewpoint in order to contribute to an effective Board.

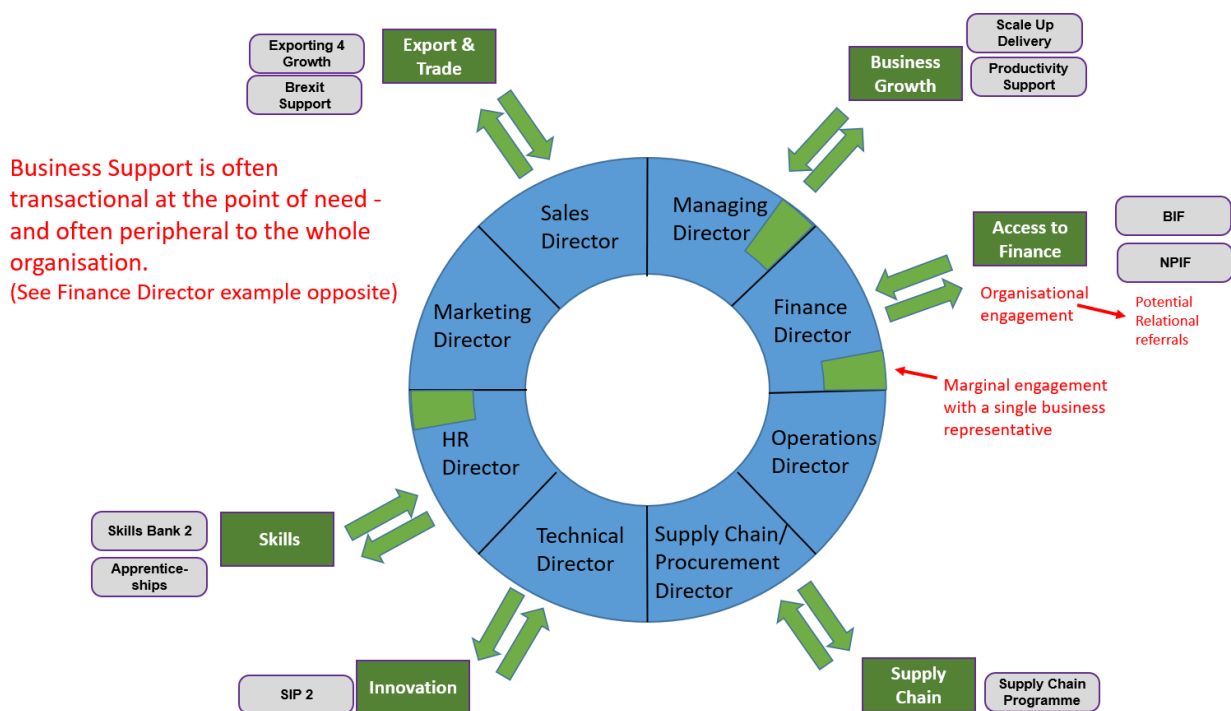
Legally, there is no distinction between an Executive and Non-Executive Director and, for this reason in the UK NEDs share the same responsibilities, legal duties, and potential risks as executive directors so need to be well versed in governance and get to understand the business. NEDs should be regarded as leadership support and business leaders should harness Non-Executive Directors to provide check, challenge and seek their guidance on particular issues before they are raised in Board meetings. Non-Executive Directors are proven to support the development of business strategies and business growth as they have the ability to be objective but retain a focus on the key aspects requiring attention.

There is a growing argument to suggest where significant sums of public monies are being invested into scaling and high growth businesses, that this should also be accompanied by Non executive board appointments to ensure the business is objectively focussed on growth and good governance, as is best practice where the commercial and Private Equity market invests in businesses.

It is therefore recommended that a programme to appoint NEDS into those high potential businesses receiving investment across Sheffield City region.

Much business support is provided with peripheral engagement with the full board or leadership team and often engagement sits with the MD/FD – CEO/CFO where significant investment and financial support is provided should be done so with the board and supported by the appointment of the NED.

It is not expected that this will be widely available for all businesses and only those where significant investment is made in resources or finances and anticipated to be approximately the leading 200 businesses across the region.



In business support whether strategic advice, technical or operational support or consultancy, often (but not always) the engagement and relationship is held in a single functional area with the work having marginal exposure to other interdependent parts of the organisation. Non executive directors can help bridge this gap, by not only ensuring good governance, effective strategic planning and accountability, but also an independent view and having visibility of all functional areas whilst potentially encouraging and facilitating external support etc.

An approach to ensure growth potential businesses have the best opportunity to achieve their potential goals is to provide access to non-executive directors to support businesses with effective planning and ensure a key focus for the board or senior team.

**Supporting Reasoning for Initiative**

After a number of high profile corporate level failures over the past decade, the new Corporate Governance Code states that all FTSE 350 boards must be made up of over half Non-Executive Directors. The reason for this is to ensure all boards are populated with executives that have the right skill set and knowledge to lead companies in the right direction. With advancements in technology gathering pace, the digital age is transforming industries across the board. As a result, businesses need to find increasing levels of value from independent perspectives. According to the Financial times , there has been a push to get more women on to company boards over the past decade and this is also being seen more with Non Exec’s. The Spencer Stuart 2017 UK Board Index published in December 19 reported that 34.7 per cent of all non-executives in the top 150 companies were women compared to 16.7 per cent in 2007. Also the average age of non-executives is coming down and is now well below the 60-year threshold. There is also a large proportion of newcomers to being a NED with many having less formal experience of a board before but make up 34 per cent of newly-appointed non exec directors. In terms of requirements, the ask of a non exec is generally 15 to 20 days a year and will involve much more than simply attending scheduled meetings and reading in preparation for them but getting under the skin of the business understanding the Leadership team where the strengths and weaknesses are and understanding where the business operates.

There is a growing body of evidence and research to suggest that non-executive participation can lead to enhanced business performance with successive governance codes stressing the need for significant non-executive participation on boards. Bringing in a non-executive director strengthens a business in many ways, with NEDS able to challenge, bring an independent view, ensure good governance, provide a useful sounding board and act as an independent focussed on business growth and sustainability.

There are a number of organisations in the market that facilitate the provision of a NED these include [www.NEDonboard.com](http://www.NEDonboard.com) [www.Nonexecutivedirectors.com](http://www.Nonexecutivedirectors.com) and also [www.mosaicned.com](http://www.mosaicned.com) all who provide a NED sourcing service at a cost and there are many more organisations that are involved in this space all fee based.

For such an important and integral service for businesses – this is seen as a service to enable and support larger SME’s to grow and be competitive.

**Identified Pros/Cons:**

**Pros:**

- Brings independent views to businesses we are investing into, not tied to the traditional way of thinking

**Cons:**

- Potentially some businesses may not want to have a NED on board
- Will need extra resource internally to manage and implement

<ul style="list-style-type: none"> <li>• Challenges and scrutinises management plans to ensure SCR investments are being well managed</li> <li>• Ensures financial controls are in place</li> <li>• Ensures risk management systems are rigorous and appropriate.</li> <li>• Brings check and challenge into the board where SCR is deploying significant resources and finance</li> </ul>	<ul style="list-style-type: none"> <li>• Some may see the cost prohibitive and where a business should pay themselves</li> </ul>
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**Resource Requirements with Explanation**

The resource requirements and costs below are indicative at this stage and are for discussion

In order to run a NED programme of delivery it is expected that alongside resources to manage the programme, an addition would involve partnerships with wider organisations that operate in this space, providing guidance , support, training and access to resources. Therefore overall, would potentially require at least one full time role to oversee and manage the programme, a full member of staff to manage the partnerships and NED resources, one project manager for implementation and delivery, and one liaison officer as a point of contact for NED and businesses in receipt of a NED. Internally this would also require a 0.5 role in contracts and performance team who manage the contract with businesses and the NED.

Basic requirement would include -

- Programme manager –
- Partnership manager
- Project delivery officer
- Project admin staff at 0.5
- Contract manager at 0.5

**Anticipated Costs with Explanation**

The IOD states a range up to £36,000 for experienced NED’s with many other sources ranging from £16k - £26k pa.

Taken an average range of £26,000 for an equivalent of 15-20 days per annum,  
Multiplied by 150 of the regions key businesses  
Equates to a project fund of £3.9m pa, supporting ongoing investments for up to 5 years.

Project delivery costs

- Programme manager – £65,000
- Partnership manager £50,000
- Project delivery officer £45,000
- Project admin staff at 0.5 £35,000 pro-rata
- Contract manager at 0.5 £55,000 pro-rata
- Delivery costs - £50k

Anticipated project cost per annum -

# Renewal Plan– Delivery Project Proposal

<b>Renewal Plan Section</b>	Employer	<b>Support Area:</b>	Leadership
<b>Proposed Intervention:</b> To create a way for Sheffield City Region’s business leaders to come together to ‘ <i>Think Together</i> ’ and develop practices to enable them to meet their business and leadership challenges.			
<b>Date Completed:</b>		<b>Priority:</b>	
<b>Recommended Delivery Approach</b>			
<b>Learning tighter -Thinking together: A plan to build a SCR Business Leader Community of Practice</b>			
<p><b>The Story</b></p> <p>The development of these proposals are to help businesses access the best possible business support in the fields of business development, industry support and learning and development opportunities when they need it the most and within the shortest timeframe.</p> <p>This document has been written to present a proposal for the development of a community approach to leadership development in support of the Sheffield City Region Renewal Action Plan.</p> <p><b>The Vision</b> – the vision for this proposal is to create a way for SCR’s business leaders to come together to ‘Learn Together and Think Together’ and develop practices to enable them to meet their business and leadership challenges.</p> <p>We believe that the best way to achieve this is by <b>fostering an inclusive, collaborative business leader learning community</b> led by SCR business leaders, supported by business growth, industry experts and learning and development providers and facilitated by Sheffield City Region MCA.</p>			
<b>Supporting Reasoning for Initiative</b>			
<p><b>What is our learning community approach?</b></p> <p>In terms of learning and development our approach is one that is focused on developing people and social structures that enable them to learn with and from each other.</p> <p>A community approach facilitates the creation of groups of individuals who are informally bound to one another through exposure to a common class of problems, common pursuit of solutions, and thereby themselves embodying a store of knowledge that will assist other members of the community. The diagram below provides a summary of the type of activity that could be included within our learning community.</p> <p>When talking about communities of learning there are some common characteristics that we will adopt:</p> <ul style="list-style-type: none"> <li>• It will not just online, sites, blogs etc, we will be looking to bring together people who interact and are willing to share experiences and learn from and with each other</li> <li>• Community membership will be voluntary, the aim is be compelling in our offer and develop a brand as a ‘go-to place’ for Business Leadership Learning in the region.</li> <li>• Our activity will span organizational, functional and geographic boundaries to encourage a broad engagement.</li> <li>• Whilst in the first stage the content and conversation will be led by a management group, in time the content will be directed by the Business Leadership community to ensure that we are able to engage in real-life issues and provide relevant and timely support.</li> </ul> <p>Figure 1 below provides an overview of the type of content and activity that would be made available through and community hub and for the Sheffield Business Leadership Community.</p>			

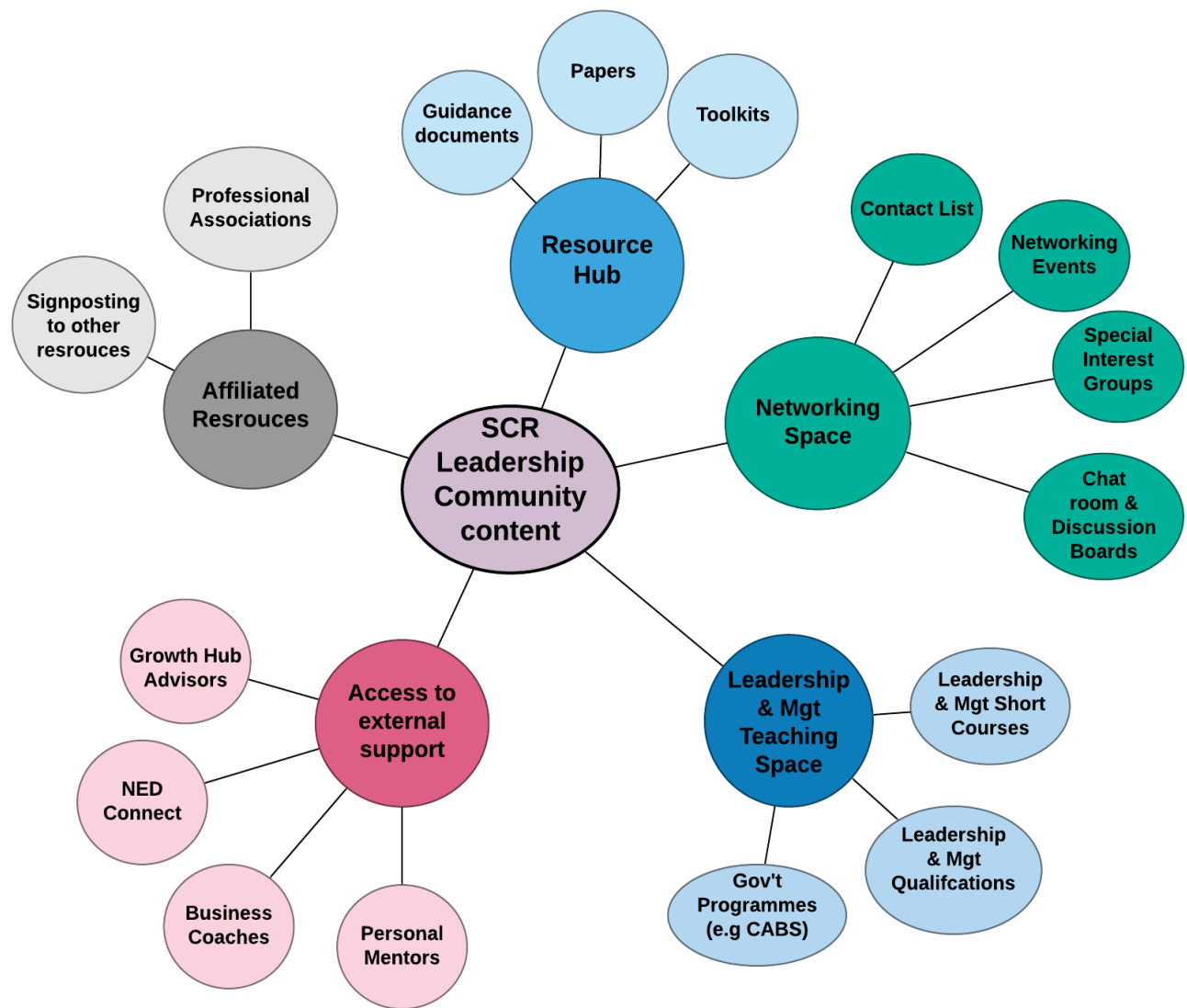


Figure 1: Sheffield City Region: Business Leader Learning Community Hub: Content



Identified Pros/Cons:	
<p><b>Pros:</b></p> <p><b>It will help serve some emotional needs during this period of socially distancing</b> - It is recognised that many of our potential audience feel alone and are missing the ability to connect. And, whilst it is true that human emotions are complex and human contact is king at meeting emotional needs of support, the SCR Business Leaders community could help to provide a sense of connection and belonging.</p> <p><b>It is scale-able</b> – There are many practical limitations to how much face-to-face support we can provide, particularly in the current climate. By creating a blended community approach, we can remove the limitation of space and accessibility. Geography becomes irrelevant and we can begin to talk to community members by interests, dilemmas, product or service range, we could, if it adds value, speak to other City hubs.</p> <p><b>SCR Growth Hub and SCR Recover Plan ‘brand’ will be front and central</b> - Feedback through previous initiative (such as LEP 1) has indicated some disconnect between the different providers which resulted in a shadowing of the SCR brand which arguably should have been front and centre. In creating a SCR Business Leaders Community, we put the SCR brand central whilst providing access to support resources through partners (such as private training providers, and the two city Universities – Sheffield Business School and Sheffield University Management School).</p> <p><b>We would be ‘practicing what we preach’</b> - Use of technology is important for the recovery brand and we could encourage greater adoption of technology through hub interaction.</p> <p><b>We could evaluate ‘on the go’</b> - There are a number of ways in which an on-line system can provide performance data, from number of ‘members’, to participation, access to particular events, resources and post activity feedback. Discussion boards can help us to determine emerging needs too</p>	<p><b>Cons:</b></p> <p><b>This is not a short term solution:</b> The costs to support the development of the community approach may be prohibitive if it is linked to a short-term solution.</p>

## Resource Requirements with Explanation

### Thinking together pillars

The core purpose of the SCR Leadership Community is to create a space and place to facilitate ‘thinking together’ to enable business leaders to develop their ‘know-how’. These equally important four pillars underpin our community vision:

<p><b>One Community</b></p> <p>Multiple resources working to support one <i>community</i> under a shared vision</p>	<p><b>Thinking together</b></p> <p>Recognising the value of tacit knowledge and knowing in practice</p>	<p><b>Space and place</b></p> <p>The provision of space to support learning</p>	<p><b>Community Management</b></p> <p>Supporting the building of leadership networks</p>
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### Enablers

On-line community platform and membership management system

Community Manager

### One community

The community approach is centred on the knowing that when people come together with different views, approaches and insights, it leads to more creative and innovative learning. The SCR business leader’s community will be a diverse community of advisors, education providers, coaches and mentors and business leaders from a broad range of demographics, cultures and industries. What unities them is the value of thinking together to support business growth.

<p><b>Priority 1 - Participation</b></p>	<ul style="list-style-type: none"> <li>We will foster a collaborative culture where all members of the community are active participants in the success of the SCR Business Leaders Community.</li> </ul>
<p><b>Priority 2 Diversity and inclusion</b></p>	<ul style="list-style-type: none"> <li>We will build a diverse community that recognises and values the abilities, backgrounds, beliefs and ways of living for everyone in our community. Every member of our community should feel they belong and are respected.</li> </ul>
<p><b>Priority 3 Wellbeing</b></p>	<ul style="list-style-type: none"> <li>We will create a positive environment that supports and encourages the wellbeing of our community.</li> <li>We will provide appropriate and accessible development and training on well-being including training for individuals and business leaders</li> </ul>



**Thinking together**

“Thinking Together” is central to SCR Business Leaders Community. It describes an environment where community members have mutually recognized real-life problem. Through ‘*thinking together*’ they are able to ‘share’ tacit knowledge and together develop new knowledge and practices to help resolve real life problems and dilemmas.

<p><b>Priority 1 – Understanding and collaboration</b></p>	<ul style="list-style-type: none"><li>• The support we will provide will be informed by a shared understanding of the common of problems and pursuit of solutions of SCR Business Leaders. To achieve this, we need to implement some form of diagnostic to determine common themes and wants of community members (business leaders)</li><li>• We will develop mechanisms for sharing good practice and intelligence across community</li><li>• We will facilitate collaboration and co-creation between all members of the community with an aim of enhancing practice and know-how.</li></ul>
<p><b>Priority 2 Structured input</b></p>	<ul style="list-style-type: none"><li>• We will facilitate solutions to enable community members to develop their knowledge and practice. These solutions will include but not limited to:<ul style="list-style-type: none"><li>○ formal theory input;</li><li>○ coaching and mentoring</li><li>○ peer group learning through networking activities</li><li>○ through signposting to other services and opportunities (Such as not but limited to professional bodies and government programmes such as the Small Business Leadership Programme).</li></ul></li></ul> <p>Note-this requirement interlocks with the Education and Learning Proposal, the NED proposal and the coaching/mentoring proposal.</p>

<p><b>Community management and engagement</b></p> <p>Communities must be nurtured if we are to facilitate the building of a sustainable SCR Business Leaders community and networks. SCR already has a diverse set of networks and a good tacit understanding of different business owners needs and wants. Under the community we will strengthen our knowledge of the key drivers, opportunities and threats being experienced by SCR business leaders so that we can support their ability to ‘think together’ and develop their know-how.</p>	
<p><b>Priority 1 – Systems</b></p>	<ul style="list-style-type: none"> <li>We will develop a relationship management platform to provide SCR with an all-in-one tool to manage their interactions with community members and to have a consolidated view of the community users. Note-this requirement interlocks with the Digitalising Engagement for the Sheffield City Region proposal.</li> </ul>
<p><b>Priority 2 People</b></p>	<ul style="list-style-type: none"> <li>We will invest in Growth Hub resources to manage the Leadership Community</li> </ul>
<p><b>Space and place</b></p> <p>The provision of space to support learning is critical for the SCR Business Leadership Community. Currently this will be on-line by necessity as we are in the COVID19 pandemic but, in term the intent is to provide a blended solution with on-line and face to face spaces.</p>	
<p><b>Priority 1 – On-line system</b></p>	<ul style="list-style-type: none"> <li>We will develop an on-line system to facilitate learning and network. Note-this requirement interlocks with the Digitalising Engagement proposal.</li> </ul>
<p><b>Priority 2 Physical hub</b></p>	<ul style="list-style-type: none"> <li>In time, we will develop a physical hub to support formal in-person learning, mentoring and informal learning through networks and social events.</li> </ul>

**Operationalisation Plan**

Pillar	Goal	Activity	Cost
One community	We will create a positive environment that supports wellbeing of our community.	Invest in a well-being resource to support the community members (similar to an EAP)	Has SCR / CC got an EAP which can be expanded?
Thinking together	The support we will provide will be informed by a shared understanding of the common set of problems and pursuit of solutions of SCR Business Leaders	Implement some form of diagnostic to determine common themes and wants of the SCR Business Leaders community members	? VT diagnostic questionnaire?
		Curriculum of education / training	NB: requirement interlocks with the Ed & Learning; NED & coaching/mentoring proposals.
Community management and engagement	We will strengthen our knowledge of the key drivers, opportunities and threats being experienced by SCR business leaders so that we can support their ability to ‘think together’ and develop their know-how.	We will develop a relationship management platform to provide SCR with an all-in-one tool to manage their interactions with community members and to have a consolidated view of the community users.	Note-this requirement interlocks with the Digitalising Engagement for the Sheffield City Region proposal.
		Recruit; knowledge management/relationship manager, administrator	
Space and Place	The provision of space to support learning is critical for the SCR	We will develop an on-line system to facilitate learning and network.	Note-this requirement interlocks with the Digitalising Engagement proposal.

	Business Leaders Community.	In time, we will develop a physical hub to support formal in-person learning, mentoring and informal learning through networks and social events.	?
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**Timeline** – We envisage the community hub to be developed in five key phases taking us to full community led solution within 12 months, during this time the content and provision will move from being project team led to community led.

#	Focus	Leading activity	Activity	Months												Notes			
				1	2	3	4	5	6	7	8	9	10	11	12				
1	Resourcing	Project Team (PT)	Recruitment of key staff	█															
			Sourcing of on-line platform and management system		█														
			Populate online site with initial content			█													
2	Launch	Project Team (PT)	Community recruitment (marketing)				█												
			Launch event(s)					█											
			Provision of initial services (see notes)						█										
3	Explore	PT & Community	Diagnostic															Determine dilemmas / problems & what 'thinking together' activities would be used.	
4	Source	PT & Community	Source appropriate providers																Such as: key practitioners, local training education providers, coaches etc.
			Setting up community led steering group																
5	Community	Community & Community Manager	Business as usual																Recruitment and retention plans; full training education and event programme, specialist groups set up etc.

### Anticipated Costs with Explanation

#### Investment Plan

The table below provides an indicative summary of costs for year 1 and 2. A full breakdown of costs and assumptions can be found at Appendix 1.

Year		£	Total	Notes
1	Project costs related to developing the community hub	£ 80,200	£ 278,012	Excludes any costs associated with formal coaching, mentoring, NED, training and educational activity.  Assumes the need to procure ICT – these may already be in place.
	Operational costs	£ 79,000		
2	Operational costs	<b>£ 118,812</b>		

	Next Steps	By whom	By when
1	Submission of proposal		
2	Agreement of plans		
3.	Recruitment of implementation team.		

<b>Amendments: V0.1</b>	Document origination and circulation to working group	<b>Date 9/11/20</b>	Carole Bain
<b>Amendments: V0.2</b>	Amendments from feedback from meeting on 12/11/20	<b>Date 16/11/20</b>	Carole Bain
<b>Amendments: V0.3</b>	Aligning headings with master document (not able to merge due to template)	<b>Date 18/11/20</b>	Carole Bain
<b>Amendments V0.4</b>	Transfer V0.3 draft proposal on to proposal document template	<b>Date 24/11/30</b>	Karen Dixon
<b>Amendments V0.4</b>	Addition of figure 1 and ICT costs	<b>Date 2/12/202</b>	Carole Bain

Outcomes/Success Measures		
Success Measure	Target	Purpose
% of businesses that are members of the community		Proxy indicator that we are providing appropriate resources
% of community by different demographics		Indication of levels of engagement
Total number of different demographics		Proxy indicator if we are representing all stakeholders
Numbers of people who are 'active'		Level of engagement / influence
Number of events/feedback from events		Provision of service. Ensure continuous improvement, learning of what matters for the stakeholders
Number of knowledge resources available		Indication of level of engagement, content of conversations
Net promoter score of people who are using the SCR Business Leaders Community Who would recommend it to others		Indication of value of resources and provision

## Appendix E: Backing employers to accelerate growth and deliver a jobs led recovery: Supply chain and procurement support

### Renewal Plan – Delivery Project Proposal

<b>Renewal Plan Section</b>	Employer	<b>Support Area:</b>	Supply Chain
<b>Proposed Intervention:</b> Provision of a regional wide supply chain programme, focussed on opportunity development - capability building and regional mapping.			
<b>Date Completed:</b>	05.10.2020	<b>Priority:</b>	
<b>Recommended Delivery Approach</b>			
<p>Help with developing supply chains is a key ask of Sheffield City Region businesses post COVID-19. Lack of new business, the inability to engage with potential customers and suppliers on a global scale and a need to reduce costs has become a real concern for businesses.</p> <p>We are looking to address this by the provision of a regional wide supply chain programme, focussed on opportunity development, capability building and regional mapping which can be accessed by businesses competing in priority sectors within the Sheffield City Region.</p> <p>A focus on developing effective supply chains, regardless of whether they are regional, national or further afield requires significant planning, collaboration, co-operation, support &amp; investment, and developing initiatives to support businesses to become part of successful supply chains requires many of these attributes are not limited to the challenge presented by COVID-19</p> <p>There are a number of key components which have been discussed in developing a regional Supply Chain initiative, these include:</p> <p><b>WORKSTREAM 1 - OPPORTUNITY DEVELOPMENT</b></p> <p>This strand of work will cover helping businesses to be able to access supply chain opportunities via a range of different mechanisms and different support in place to facilitate this. This will include:</p> <ul style="list-style-type: none"> <li>• Access to procurement specialists willing to deliver ‘<i>Masterclass</i>’ style events, initially on a virtual basis, prior to moving to the delivery of physical events spread across the SCR.</li> <li>• Development of opportunities such as more traditional ‘Meet the Buyer’ type events, as well as challenge-based programmes addressing supply challenges with larger companies.</li> <li>• Awareness raising of existing opportunities. This will include dedicated e-newsletters; dedicated pages on the SCR and partner webpages; a coordinated campaign of regular posts highlighting current opportunities across Social Media (LinkedIn; Facebook, Twitter etc.). In addition, provision of regular information on the main Portals; Framework Agreements and</li> </ul>			

other such tools that organisations use to publicise contract opportunities on a local / national / international basis

- Engaging with public sector procurement teams within the LAs; LEP; the 2 Universities; NHS; Fire; Police etc. to gain a better understanding of their processes and how we can work better to raise awareness of opportunities and to educate businesses in respect of submitting successful bids
- Engagement with existing national organisations (representative bodies; trade associations; member organisations etc.) to raise awareness of events and opportunities, and also to consider collaborating to develop specific supply chain-themed events within the City Region.

This area would potentially form a sub programme of events under a Supply Chain Programme of activity.

This could include a range of support to help upskill businesses and help them to be able to understand the process and how to write effectively and understand the bid writing process. This will require access to Procurement specialists willing to deliver 'Masterclass' style events, initially on a virtual basis, prior to moving to the delivery of physical events spread across the SCR. Initial sessions could be delivered by key public sector organisations within the SCR (see comments below re: potential collaboration).

Development of opportunities such as more traditional 'Meet the Buyer' type events, as well as challenge-based programmes addressing supply challenges with larger companies etc.

Knowledge sharing on the vast array of areas to register and be able to respond to opportunities etc.

Awareness raising of existing opportunities (effectively a tiered support approach as some businesses will know where to look but some will not). This may include dedicated e-newsletters; dedicated page(s) on the SCR and partner webpages; a coordinated campaign of regular posts highlighting current opportunities across Social Media (LinkedIn; Facebook, Twitter etc.). In addition, provision of regular information on the main Portals; Framework Agreements and other such tools that organisations use to publicise contract opportunities on a local / national / international basis.

Given the significant combined annual spend of the public /quasi-public sector within the Region, it is felt that a key element of this work will include engaging with the Procurement teams within the LAs; LEP; the 2 Universities; NHS; Fire; Police etc. to gain a better understanding of their processes and how we can work better to raise awareness of opportunities and to educate businesses in respect of submitting successful bids. Initial discussions with the Sheffield Progressive Procurement Group and Doncaster's Anchor Institution Group, should assist in taking this forward, however, it will need the buy-in of senior individuals within each of the institutions (not just Procurement) to take this forward. We also need to determine whether there are similar groupings within Barnsley and Rotherham. Also, note that some organisations (the NHS, especially) do not necessarily operate solely within established LA boundaries, so we need to ensure that we engage with all appropriate organisations.

An initial suggestion is to look at the feasibility of delivering a virtual pan-SCR Public Sector 'Meet the Buyer' event, in collaboration with Doncaster and Sheffield Chambers, who have recent experience of using this technology in respect of delivering virtual Trade Missions during the COVID pandemic. Another element of this workstream could be to explore the potential to develop a monthly e-newsletter highlighting public sector tender opportunities across the SCR.

Another aspect is to engage with existing national organisations (representative bodies; trade associations; member organisations etc.) to raise awareness of events and opportunities, and also to consider collaborating to develop specific supply chain-themed events within the City Region. Examples of suggested organisations include the SMMT (The Society of Motor Manufacturers and Traders) and NDI (part of Make UK – *formerly EEF*).

## WORKSTREAM 2 - BUSINESSES SUPPLY CHAIN DEVELOPMENT

**Businesses do not compete, Supply chains do!** Is a phrase that is often used to demonstrate the power of supply chains to be able to compete effectively in a global marketplace. Supply chains obviously stretch well beyond the boundaries of the SCR, however enabling our regional SMEs and helping them build capability will help to improve productivity of our regional businesses, increase the attractiveness of the region and ensure we are supporting continual improvements and growth for our key clusters and their businesses.

This strand of the programme will be aimed at raising awareness levels of SMEs within the SCR that have potential supply chain capabilities to be able to develop and focus on putting in place the business systems and processes which are prerequisites of businesses winning work.

- This will involve procurement professionals carrying out basic diagnostics which will identify business gaps that need to be addressed. Generally, these would be working towards ensuring businesses have the right skills, business planning and strategic focus, basic accreditations, the implementation of quality management systems and other cluster specific requirements helping businesses to achieve supply chain readiness.
- Supply Chain readiness will include working with businesses that may already have a basic level of readiness and may already be part of a key cluster supply chain, but where improvements are required to grow or move up the supply chain. This, for some businesses, will include support for diversifying into other supply chain clusters - so gaining a specific kite mark or accreditation which the business currently does not possess, or simply looking at how to make a significant step change for growth in the current cluster.
- It may also mean facilitating the process for businesses looking into their own supply chains and ensuring they are fit for purpose going forward.

There is some merit in looking at this supply chain strand on three basic levels:

**1** - Supply Chain Readiness **2** - Supply Chain Development **3** - Creating and Managing SC Opportunities.

**Supply Chain Readiness** would be raising awareness levels of local SMEs that have potential supply chain capabilities to be able to develop and focus on putting in place the business systems and processes which are prerequisites of businesses winning work. The delivery process would involve basic diagnostics with suitability/eligibility assessments which then identify business gaps that need to be addressed. Generally, these will be working towards ensuring businesses have the right skills, business planning and strategic focus, also gaining basic accreditations, the implementation of quality management systems and other cluster specific requirements helping businesses to achieve supply readiness. Examples include achieving the 'Fit for Nuclear' standard for the Nuclear Industry as we have discussed – but this is a narrow sector focus.

**Supply Chain Development** will include working with businesses that may already have a basic level of readiness and may already be part of a key cluster supply chain, but where improvements are required to grow or move up the supply chain. This may also include some aspects of the supply readiness programme but may also include the requirements for diversifying to other supply chain clusters - so gaining a specific kite mark or accreditation which the business currently does not possess, or simply looking at how to make a significant step change for growth in the current cluster.

It may also mean facilitating the process for businesses looking into their own supply chains and ensuring they are fit for purpose, who are their suppliers – how many are using local or UK based and is this appropriate – cost effective delivering the right quality etc. – depending on the business, are there support modules we can deliver for businesses looking into developing or consolidating their own supply chains? – (other side of the coin for the Meet the Buyer events – i.e. some of the larger businesses in the region etc.?)

Supply chain development is not just a process of matching opportunity with potential providers, to carry out the process effectively there needs to be a strategic approach in preparing business to be ready for when the opportunity arises. To do this would mean carrying out reviews with businesses to look at what they need to do to prepare to take advantage of these opportunities and to build this into some sort of business plan. This may mean obtaining relevant accreditations that are required to enter specific contracting agreements, it may mean looking at opportunities outside their normal sphere of activity (supply chains often function outside sector specific activity) and it may also mean collaborating with other businesses to provide a service or product.

Relevant experience on the part of Supply Chain Specialists (SCS), or an intuitive, investigatory approach to carrying out research from key members of a back office support team, to identify these regulatory issues, and passing the data on to SCSs following a request for information from that person, will be important when linking supply opportunities for companies entering a new market.

**Opportunity Management** is ensuring that activity is taking place to create supplier opportunities, without creating the opportunities there is little point in simply 'capacity building' therefore, this needs to be part of any supply chain initiative, so Workstream 1 is key.

**Examples of Delivery elements which may form part of a Supply Chain initiative could include:**

- **Supply Chain Diagnostic** - Upfront diagnostic models commonly developed across any/all deliverers

Businesses would undergo assessment of suitability and key areas for development.

- **Benchmarking** - Benchmarking current capabilities and current supply chain involvement

Businesses assessed against a benchmark model to understand their product/services and where they currently supply and benchmark against an agreed framework and a key strategic approach developed.

- **Knowledge Development** - Delivering tailored training modules that fit the business need. One to many and one to few.



Businesses would take part in knowledge development workshops which would be tailored from the output of the previous two stages – e.g. 5S – Problem Solving - Bid writing - Supplier requirements also access training grants for key staff from Skills Bank - aimed at middle management & the labour force.

- **Embedding and Readiness (certification) - Provision of key support which is supported with financial or direct help to deliver.**

Businesses supported to embed key development areas and to improve productivity, could include - Implementing Lean systems - Quality Management, OEE - Right First Time - Achievement of Supplier Excellence models for key sectors. Could also include all the areas above all bespoke to each company in return raising productivity and enabling growth, as well as ensuring the businesses to be SCR supply chain ready. (SCR – SCR).

- **Opportunity Planning - Business Planning reviews - ensuring planned and targeted approaches are adopted.**

Businesses supported with developing a longer-term supply chain strategy, including development of ongoing training requirements, attainment of continuous improvement milestones and the development of opportunity action plans, promoting growth and also cluster growth regionally.

- **Industry Partnership Development**

The University of Sheffield AMRC, along with a number of large companies involved in the rail industry in the region such as Unipart, (or bringing external OEMs to also showcase the regional capabilities etc.) to focus on key developments in the rail industry - while simultaneously developing capability within our local SMEs to be involved.

As suggested, these are just a few and there are many aspects which may form part of a programme, some may be sector specific, some may be based upon regional or international aspects, or upon the size and nature of the businesses that are being supported, the above is not an exhaustive list but hopefully gives a straw man on which to review and build a regional plan and approach.

A business will only be as good as its supply chain. If it is let down consistently by part of that chain it can, and will, have a direct effect on a business' ability to deliver goods or services on time. Therefore, it will be important to constantly review distances travelled, quality and price to ensure supplies and suppliers are fit for purpose. If these can be improved by sourcing local goods and services, then a business has a much better chance of surviving and growing in its chosen markets. It will also reduce carbon footprint and potentially allow a business to reduce stock holdings and enable them to call in the relevant goods or services at shorter notice.

The benefits of a coherent, intelligent supply chain initiative to the regions inward investment portfolio cannot be underestimated. Inward investment activity is often very bland, every area claims to be close to motorways, every area promotes quality of life, some even promote their low wages locally, the package often majors on premises with a plethora of industrial units all available to meet a business' requirements. Attendance at events promoting premises, motorways and the relevant skills of our workforce does not differentiate us from a number of other areas looking to target the same companies. However, if we can nail down our supply chains we can proactively target potential inward investors and include this information into our

offer. An offer based on right premises, right skills and solid supply chain opportunities looks better researched, more specific and more efficient.

To develop a credible supply chain initiative will require the appropriate, potentially substantial, resource. The supply chain activity is only as good as the data it accumulates, the ability to promote and disseminate this data and the ability to interpret this data into business opportunities. It needs to be credible, trustworthy and on top of its brief. Otherwise it will fail.

A strong web presence with up to date information is essential, the point at which our information is deemed to be out of date is the point at which local business will lose faith in what we are trying to achieve.

To be credible will mean both a substantial marketing budget to make businesses aware of the activity and what we aim to achieve (including finance to put on meet the buyer events, business challenges and hackathons), a budget to help with any activity a business may need to take to improve its opportunities (such as training or accreditation, or help with submitting a tender) and a good “people infrastructure”, probably sector based supply managers with a knowledge of procurement and/or buying. To this end, we would suggest the following Supply Chain Specialists:

- Health (*it became clear during the pandemic that local supply chains in this area were limited*)
- Engineering (includes Rail and Automotive)
- Digital
- Food/Services
- Construction/Logistics
- Aerospace/Space

The Supply Chain Specialists would be supported by 4 x Supply Chain Research and Development Officers (one per LA), and an overall Project Manager, who collectively would be responsible for:

- Website maintenance
- Research activity
- Promotion of Events and Marketing

The team would predominantly be “out in the field” across the City Region so it’s equally important that we have back office support to manage data and update the website to keep it contemporary, and to carry out marketing and events activity, which will be a vital tool to enable supply chain sector managers to engage with clients, and to promote business networking.

SCSs could be devolved into local partners but work across the region to support business in their specific allocated sectors. The back-office team could sit at SCR or be based in one of the local authority partners. Location of the team is not as important as their proficiency to stay on top of data, and their ability to engage with the local business stock, to win confidence and credibility.

Whilst it makes sense to “piggyback” on to the existing supply chain websites it will also be worth engaging directly with procurement teams to look at re-invigorating a “Buy South

Yorkshire” initiative. Again, this is only as good as the information on it, so there is a key role to play in ensuring the data is kept up to date and we should look at good practice across the UK to see what works best. The key is to promote local sourcing on the basis that it may not always be the cheapest, but supporting local suppliers means local wages are spent in local facilities.

### WORKSTREAM 3: SUPPLY CHAIN MAPPING PLATFORM

The programme will also look to carry out a mapping exercise in order to understand the regional clusters and the number of companies that are involved at specific levels of supply chains in these specific clusters **Rail, Construction, Aerospace, Automotive, Energy, Food & Drink, Defence, Space, Logistics, Design and Digital.**

This would form an essential regional knowledge base and will be used to develop greater awareness of the capabilities that exist across the region, also to support inward investment opportunities and for identifying cross business opportunities.

Across all strands of the proposed supply chain programme there is the requirement to develop an online platform which will promote businesses in the SCR, create linkages between businesses and house the supply chain opportunities locally - regionally - nationally etc. that companies will register for, see and be able to bid in for. The platform will also be used as an inward investment tool as investors will be able to see the capability of the SCR business community in order to aid decision making on whether to invest in the region.

The platform will also help us to understand the regional clusters and the number of companies that are involved at specific levels of supply chains in these specific clusters regionally. (Also possibly spreading further afield to understand more region-wide, include collaboration from NPH Growth Hubs and other supply chain initiatives).

There is a benefit to mapping the businesses that are involved in our key clusters - for example: **Rail, Construction, Aerospace, Automotive, Energy, Food & Drink, Defence, Space, Logistics, Design and Digital.**

This would form an essential regional knowledge base and could be used to develop greater awareness of the capabilities that exist across the region, also to support inward investment opportunities and for identifying cross business opportunities. At present, the only similar resource available within the City Region is the Made in Sheffield Capability Index, which is limited to member manufacturing businesses, within the ‘S’ postcode area.

If looking at developing an ambitious supply chain programme across the region then as discussed there is a potential requirement to develop a platform which manages some or all of these elements. Initially it could be kept simple but could develop into enable accurate mapping of key clusters and sub clusters, creating geographic heat maps, creating tiered cluster reports, being able to manage and keep these up to date and for use as a key inward investment tool, but also getting key insight for the region on key and important sectors for the region. The platform could/should also be able to create the linkages between businesses and house the supply chain opportunities locally; regionally; nationally etc.

SCR already have the offer of us being able to join with <https://www.thesupplychainnetwork.co.uk/> for free. This seems a sensible option, however, additional financial resource will be required, as with this model, the Portal is backed up by the provision of specialist Supply Chain Advisors that cover the existing geography of York, North Yorkshire and the East Riding.

We have also been talking to a number of other providers including Maven who have offered to work with the City Region on a supply chain tender, new business and mapping portal which SME's in the region would subscribe to, possibly on subsidised basis for the initial six months of membership.

To have the greatest impact, this specialist provision would need to be replicated for South Yorkshire, which links back to the role of the Supply Chain Specialists outlined under Workstream 2.

**Identified Pros/Cons:**

**Pros:**

- Support Inward Investment;
- Create the opportunity to more effectively map the City Region activity and competences;
- Opportunity to engage with businesses and establish long term relationships.

**Cons:**

- Do we have a robust evidence base to justify proposed offer?  
Steer ED work.. ? NP11 work.. ? SCR Work.. ?
- Will require significant resources to implement and deliver effectively.
- Supply Chain delivery framework does not currently exist in SCR other than F4N.

**Resource Requirements with Explanation**

4 x Supply Chain Research and Development Officers to sit in each LA, working on organisation of Workstream 1 events, marketing plus supply chain business engagement and Workstream 3 tender exercise and development, plus marketing of web portal.

1 x Project Manager to oversee individual referrals and brokerage into framework, ensuring access to the right specialists, processing applications, project completions and administration requirements.

**Anticipated Costs with Explanation**

**Workstream 1 - Opportunity Developments**

6 x large scale meet the buyer events (2 per year) at £5000 per event = £30,000  
 12 x supply chain masterclasses (4 per year) at £3000 per event = £36,000  
 Supply Chain Research and Development Officer (1 per authority, grade 9) = £600,000  
 Marketing of events and opportunities at £2000 per year = £6000  
 Subscription to membership organisations and tender sites at £5000 per year = £15,000

**TOTAL = £687,000**

**Workstream 2 - Supply Chain Development**

Access to dedicated specialist supply chain advice, delivered through Supply Chain Specialists (procured through the Bloom Framework), based on 30 referrals per month, per LA, across 36 months = £5,443,200  
 Project Manager to support the programme = £45,000 x 3 years = £135,000

**Total = £5,578,200**

### Workstream 3 - Supply Chain Mapping

Mapping of regional expertise report (Tender exercise) = £50,000

Development of SCR dedicated supply chain and opportunity web portal = £100,000

Subsidy for companies registering on web portal 4000 companies at £300 per company over 3 years = £1,200,000

Marketing of portal at £1,000 per year = £3,000

**Total = £1,353,000**

**Total cost of 3-year programme = £7,618,200**

	Next Steps	By whom	By when
1	NA		

Outcomes/Success Measures		
Measure	Target	Purpose
Businesses engaged	9520	Engage as many businesses in the programme – (light Touch)
Individual businesses supported	4320	One to one extended support to develop supply chain readiness
Jobs created / safeguarded	8640	Jobs safeguarded or created by SCR companies through direct engagement with the programme
New contracts awarded	£50,000,000	New contract value awarded to SCR companies through supply chain interventions

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