

<b>Attendees</b>	Paddy Bradley (PB), SWLEP CEO Tim Burghes (TB), Growth Hub Alison North (AN), SWLEP Board Director (Chair) Alison Edgar (AE), Sales Coaching Solutions Rachel Finlay (RF), TEN Chris Stevens (CS), Growth Hub Manager Andrew Wells (AW), SBC representing Julia Stuckey Chris Parsons (CP), SBC Jane Purdy (JP), BusinessWest
<b>Guests</b>	
<b>Apologies</b>	Claire Alexander (CA), SWLEP / Charlotte Boole (CB), Greenway Training / Mandy Clarke (MC), SWLEP / Ruth Lambert (RL), FSB / Julia Stuckey (JS), SBC / Christopher Thompson (CT), TechB
<b>Minutes</b>	Sandy Evans (SE)
<b>Venue</b>	Via Microsoft Teams Meeting

Item	Narrative	Deadline
<b>1.</b>	<b>Welcome</b>	
	AN welcomed everyone to the meeting, her first as Chair, and thanked everyone for joining via Teams. No-one expressed any objections to the meeting being recorded.	
<b>2.</b>	<b>Conflict of Interest Declaration</b>	
	None advised.	
<b>3.</b>	<b>Minutes/Matters Arising</b>	
	The minutes of the meeting held on 14 January 2020 were approved.	
	<b>ACTION: SE to send a clean copy for Chair signature.</b>	<b>26/6/20</b>
<b>4.</b>	<b>Growth Hub Governance going forward</b>	
	AN advised of the changes in the SWLEP, and the new Governance Framework being finalised. New Terms of Reference (ToR) would be circulated together with a Non-Disclosure Agreement.  It was hoped to attract some additional business members to make it a tighter group and have productive meetings. General catchups could be done via email if required. PB commented that the key part we value from external members was the honest comments and feedback, along with suggested improvements. This could then be taken to the Performance Committee.	
<b>5.</b>	<b>Growth Hub Manager Update</b>	
	CS introduced himself as the new Growth Hub Manager, taking up the role on 1 April 2020 and updated the meeting as follows:	

- a round-up of the finances for spend FY 19/20 and the forecast for FY 20/21;
- the SWLEP response to COVID-19;
- that core funding of £205k had been spent in full. Jo Minnaar had left SWLEP in November 2019. Subsequently ID, who had left the organisation in January 2020, and now Claire Alexander had taken over this role of monitoring spend;
- the marketing and events budget had been cut and transferred to delivery, IT, and the portal for the current year, 20/21;
- BusinessWest was supporting the Triage Plus service. Website and portal development were in this figure; and
- the budget forecast had been completed for the year ahead. Monthly finance reviews had been factored in into the timetable to ensure work was on track.

The team was asked whether it could provide a breakdown on the figures and what was forecast for delivery. This would help with governance and understanding to know the allocated amount, particularly because of COVID-19, where funds were being detailed, and what marketing was being done.

The Chair apologised that this had not been picked up from the previous set of minutes.

**ACTION: CS and SE to provide a detailed breakdown FY19/20 and allocated spend for FY20/21.**

**14/07/20**

CP commented that it would be interesting to see the breakdown of costs and the projection of the Swindon vs Wiltshire split with each of the headings apportioned. CP felt this would show how much time had been spent with Swindon businesses. TB commented it would be hard to split the spend without a lot of additional work, but that a geographical analysis of COVID-19 assistance was available. Trying to audit the costs would be difficult and a process would need to be in place to define the split. PB added that Growth Hub funding was spent against the priorities regardless of where they were, and you could easily see where events had been held. Priority rather than geography was the important factor.

### **COVID-19**

At the start of the crisis, it was clear that businesses would need more detailed specific support. There had been a 300% lift in traffic to the website with 100 requests for call backs. Previously, the Growth Hub had offered digital assistance via the portal and there was a big step-change in how we needed to provide more comprehensive support. Now Growth Hub provided the Triage Plus business support service. Four staff from Wiltshire Council's skills team had been redeployed to the Growth Hub and CS and Amanda Peach (AP) were

working across the whole area. BusinessWest had also provided the basic triage service as front-end support including:

- telephone;
- webchat; and
- direct email.

If there was a need for a next stage, businesses email if they needed additional support requesting a referral. They were sent to the navigator team. SWLEP was acting as a barometer for BEIS and holding a daily call to feedback key issues being experienced in the business community and thus lobby for change. SWLEP had seen some good positive change as a result that. The SWLEP's main position was to serve as the government's messaging vehicle. We were all cogs in the wheel for the distribution of the small business grant via Local Authorities. If businesses were not eligible, we could help provide additional support. The SWLEP has a GRANT Finder Licence which could be accessed to look up provision of this additional support. This support would continue when the Discretionary Grants went live.

Up to the end of May, 550 businesses came through frontline contact, of which 320 were referred to the navigators as a caseload. Swindon had the most referrals, where CS was working to deliver the support. Wiltshire Council staff members had now returned to their usual roles. Andrew Mercer from BusinessWest was giving generalist support in the Swindon area, with AP in the South of the county and Rob Creer in the north but excluding Swindon. Now working with only three navigators.

SME Competitiveness Programme contract of £2.5m grant had been awarded and was now in the final stages of mobilisation with the inception meeting on 16 June. It was an ERDF contract and had three strands:

- Business Start-up being delivered by YTKO;
- Growth being delivered by Set Squared; and
- CP from SBC would support staff in Honda who wanted to look at new ideas of employment.

Additional funding of £257k had been awarded for COVID-related support. Some of this would be used for the response but mainly it would help with recovery. The SWLEP was currently working on what was required and would welcome thoughts on what the members believed would be productive and effective use of funds. Further recruitment would be undertaken.

The Higher Futures Programme funding elapsed at the end March 2020. SWLEP was planning to retain the Higher Futures brand and bring it into the Growth Hub offer with a dedicated Skills Support Advisor. Dragana Houston was currently working on the Skills Plan which would drive and mould this

activity. The Programme had previously been focussed on higher level skills, but with the current crisis, it may be that it needed to be remoulded on lower level skills as the workforce retrained or on specific digital skills for the workplace of the future.

AE offered congratulations to the team at such a difficult time and asked when the Wiltshire Council staff members were integrated into the Growth Hub whether their salaries had been under an independent cost centre. The meeting was informed that this had been delivered under the Wiltshire Council partnership model and was enrichment for the staff. Dates for the Discretionary Fund package were given as this week from Wiltshire Council and following week for Swindon Borough Council.

CP expressed massive thanks from SBC to the Growth Hub team around the triage process. The team had worked well. He asked whether there were any expectations on timeliness and whether there was anything SBC could do from its side to ensure setting the right expectation. CS explained that the intention was to respond to any business within 24 hours. If the Growth Hub received a referral, the Growth Hub would aim to make contact the same day. Although nothing was formalised, they would expect to revert to businesses within 48 hours.

SetSquared was running Tech Swindon's Digital Accelerator Programme and now also delivered the Growth part of the SME Competitiveness Programme. It could be confusing for businesses. There was a difference in the service being delivered on the two programmes and SetSquared would ensure that businesses were aware of this distinction. RF commented that there had been online meetings with Claire Alexander, Julia Stuckey and SetSquared around the Digital Accelerator Programme on points of difference on marketing. The Digital Accelerator was to provide 12 hours of support to feed a smaller cohort with a further 12 hours of much more intense digital support linking into universities and mentorship for businesses from that sector which would benefit from rapid digitalisation. The SME Competitiveness Programme was much more general support aimed at early stage business to accelerate their growth.

RF reported that the Support Hotline at the Wiltshire Council call centre had received 2,750 individual business contacts, with a proportion coming back to submit a grant application. Lots of general enquiries which had been passed to the Growth Hub. SBC had been doing the same. However, there was a big difference from the 2,750 individual contacts made to the 550 registered as Growth Hub contacts. If analysis were carried out going forward, it would be good to know where these were from. CS advised that SWLEP had some geographical split on businesses and where they were based. It was difficult to say whether this was in line with expectations as the Growth Hub had not

	<p>delivered in this capacity before. The fact that there was funding available to businesses had injected some calm to the situation. At the beginning there were significant numbers of enquiries as organisation had heightened anxiety.</p> <p>With regard to the SME Competitiveness Programme, it would be interesting to know how the delivery mechanisms had changed given that it had originally been due to be face-to-face workshops and 1:1 consultations. An update on the delivery mechanisms and any changes to the content of the programmes would be useful. Other money would become available to fund business support initiatives, but businesses always felt that the business support landscape was too complicated.</p>	
<p><b>6.</b></p>	<p><b>Growth Hub Marketing Update</b></p>	
	<p>It was no surprises to find that traffic to the Growth Hub had increased since the Covid-19 pandemic was announced. TB presented to the meeting and the presentation can be accessed by using the following link to the website:</p> <p><a href="https://swlep.co.uk/news/news-story/meeting-of-the-growth-hub-governance-group-2-june-2020-">https://swlep.co.uk/news/news-story/meeting-of-the-growth-hub-governance-group-2-june-2020-</a></p> <p>Key findings were:</p> <ul style="list-style-type: none"> <li>• 300% up, busy online, with a record number of visitors.</li> <li>• page views people reading much more.</li> <li>• the home page was not our top performing page, but rather COVID-19 and business support directly;</li> <li>• Council colleagues linked to site and also signposted businesses through via online searches;</li> <li>• My Hub is the login page for community members. Top content was knowledge articles, looking at changing direction of business, and financial help. Businesses were coming to look for specific information;</li> <li>• Community membership had increased significantly with a spike when the pandemic first hit. It had now levelled with just under 2,000 engaging;</li> <li>• downloads were high with the majority being COVID-19 support, environmental, Health &amp; Safety etc;</li> <li>• the Twitter channel was the largest referral, with both followers and engagement hitting record levels;</li> <li>• LinkedIn engagement rates were also higher than normal;</li> <li>• lots of Newsletters had been issued. The top was click-through rate;</li> <li>• geographical analysis corresponds to the population centres of Swindon and Salisbury with Trowbridge far down the list; and</li> <li>• BEIS requested industry support information – retail was skewed to industries that did not receive support.</li> </ul>	

	<p>TB explained that Personas were used if people accepted cookies, then the Growth Hub would watch what they do. They were then categorised and personalise what they see in the future. Qualify for categories, pages they look at and items they are interested in. We are loading as we go. Higher Future Fred for example would be when we pull that brand across to the Growth Hub site.</p> <p>TB showed the results from February, March and April where every one was COVID-related. May saw a decrease in COVID-related issues with more interest shown in Scale-Up, Prestart and Entrepreneur. This showed a change in pattern.</p> <p>Acquisition: that is, where the traffic came from. The largest referrer for traffic was Wiltshire Council.</p> <p>The Chair commented that this was very interesting, and thanked TB for the explanations.</p>	
<b>7.</b>	<b>Terms of Reference</b>	
	<p>The Terms of Reference were sent to the group last week and feedback was requested to the Chair. We are now working to a Governance Framework as a private company limited by guarantee.</p> <p>PB noted that 10.1 had ToR typo.</p> <p><b>Action: change to Growth Hub Governance. COMPLETED</b></p> <p>PB stated that a potential change might be to have a Chair as well as a Deputy Chair like the other Subgroups, meaning two members from the Board would be available. One person would then report back to the Performance Committee and Board.</p> <p>There was a question from members about the constitution of the Performance Committee, its purpose and attendance. The Chair advised it was made up of Board Directors and would be part of the internal governance of SWLEP. The Governance Framework was currently in Draft format. Once published it would be used as the framework going forward and members were encouraged to review as it would form the basis of all SWLEP groups. Information would be made available in between meetings to allow members to know what the Growth Hub was doing, and the varied issues CS was dealing with. It would have to remain agile to cope with an ever-changing environment and landscape.</p>	July 2020

	<p>We were looking at ideas and new things to put in place to best use the £257k and what it would support. We would keep members informed.</p> <p>If members had any questions, they could email CS or the Chair. The Chair asked that if anyone has any specific questions they would like to ask, or would like to discuss before the meeting, please to let her know. It is sometimes easier to answer questions whilst the topic is in mind.</p> <p>The Chair was keen to meet members on a 1:1 basis. DKH would be touch in due course to arrange.</p> <p><b>Action: SE to ask DKH to arrange 1:1s with group members.</b>  <b>Action: ALL to send comments on TOR to AN</b>  <b>Action: SWLEP Governance framework link for Growth Hub Governance members</b></p>	<b>26/06/20</b>
<b>8.</b>	<b>AOB</b>	
	None	
<b>9.</b>	<b>Actions</b>	
	<ul style="list-style-type: none"> <li>• <b>SE to send a clean copy of Minutes from 14 January 2020 for the Chair to sign. COMPLETED</b></li> <li>• <b>CS and SE to produce more detailed breakdown of the spend.</b></li> <li>• <b>SE to ask DKH to arrange 1:1s with group members.</b></li> <li>• <b>Action: ALL to send comments on TOR to AN</b></li> <li>• <b>Action: SWLEP Governance framework link for GH Gov members</b></li> </ul>	
<b>10.</b>	<b>Date of next meeting</b>	
	Tuesday, 14 July 2020	
	<b>Future Meetings</b> Tuesday, 13 October 2020	

*Aziza North*

23 July 2020