

South East Innovation & Growth Teams

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and Growth Teams

GUIDANCE NOTES FOR THE GRANT APPLICATION FORM

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These Guidance Notes are intended to support partners in submitting a grant application form. They provide information on the areas that should be covered within each answer, give general and technical guidance on the form itself and provide examples and supporting information.

This document should be read in conjunction with the Invitation to apply for Grant Funding document since it gives valuable background on the programme and the grant application process.

General Guidance

1. Length Of The Project

The funding period for the bid is set out in the invitation for grants application paper. Please note that all your expenditure and activity must be both incurred and defrayed within the period of your project. All outputs must be completed within the length of time set out in the invitation for grant applications paper. Any outputs and milestones falling outside the set period will be deemed ineligible.

2. Partnership Capacity

We will need to establish the track record that your managing partnerships has in terms of successful work in this area or an explanation of how your organisation has the capacity to deliver the project. Further information on the provision of track record can be found in the section entitled 'Track Record' below. If you are chosen to go through to the next stage you will be required to provide details on Health & Safety, Equality Opportunities, sustainability and environmental policies.

3. Using Consultants

Some partners may choose to use consultants to put together the grant application form and subsequent business plan (if selected). If you do this, as the contracting organisation, it is your responsibility to make sure that the information entered on any form is accurate. It is also your responsibility to deliver the project in line with the information stated on your grant application form and business plan. You cannot claim consultancy fees for activities such as filling in applications, management fees or commissions.

4. Filling In Your Grant Application Form

When completing the grant application form, applicants should use Arial font size 10 and work within the word limit set. The purpose of the application form is to outline the partnership arrangements, provide detail on the proposed delivery model and the estimated costs. **It is not intended to be a full business proposal. Partnerships that are selected to go to the next stage will be required to expand on their application and will be required to submit a full business plan at a later date.**

All sections of the grant application must be completed in full.

In exceptional circumstances, for instance if the applicant has no access to a computer or word processor, SEEDA will accept a handwritten grant application form but only where prior written approval has been provided by SEEDA. Handwritten forms must be legible or they will be disregarded.

5. Technical Information

The grant application form has been produced using Word and the text boxes have been created using tables. Please add additional rows/columns as required in the sections indicated.

1 Innovation and Growth Zone	
Geographical Zone	<p>Please indicate the zone in which your partnership wishes to establish an Innovation and Growth team e.g.</p> <ul style="list-style-type: none"> • Oxfordshire • Kent and Medway • East Surrey and West Sussex • East Sussex and Brighton & Hove
2 Lead Partner/Organisation acting on behalf of the partnership	
Name of Lead Partnership organisation	The name of the organisation submitting the grant applications on behalf of the partnership and who will be accountable to SEEDA for delivering the project.
Address and postcode	The address of the named contact to which correspondence can be sent (this must not be a PO Box).
Contact name	The name of the person who completed the grant application form or who will manage the project. This should be the best person for SEEDA to contact in the case that there are any technical/ logistical queries regarding the application form.
Position in organisation	The position of the named contact submitting the grant application form.
Telephone number	The telephone number of the named contact. This may be either a mobile or landline number.
Email Address	The email address of the named contact.
Nature of business	This is a description of the types of activity undertaken by the lead organisation.
Legal structure	Legal status of the lead partnership organisation including confirmation that this organisation is a legally constituted body (or proposed legal entity if it will be constituted after grant approval is given).

3 Membership of the Partnership

Grant applications should be made on behalf of a collaborative partnership which may comprise key stakeholders, businesses and delivery organisations from the sub-region.

These could include:

- local authorities, a sub regional partnership of local authorities or a nominated representative
- research establishments, universities or higher education institutions, further education establishments
- economic partnerships
- Business Link
- at least one local business leader
- specialist local providers of services that complement and add value to the SEEDA funded activities

Please list the partner name and the role they will undertake in both the partnership and the delivery of the Innovation and Growth Teams objectives. Full contact details for each member of the partnership will be required in Appendix A. SEEDA reserves the right to verify membership as part of the assessment of proposals and may contact individuals listed.

In addition each member will be required to complete a declaration of collaboration in Appendix B which will need to be submitted with the grant application form

4 Track records of partners

Please give examples of experience of the partners in supporting and delivering innovation and business growth objectives.

This should include:

- relevant expertise in providing innovation and business growth expertise to high growth businesses
- Track record of working with the target market (identifying which segments of the market you have worked with previously i.e. early stage start-ups, step change small or medium businesses, and large businesses)
- Business experience – knowledge and understanding of business needs
- Working with businesses either on a one to one basis or in a group
- Provide tangible results and impact on those businesses which the partners have supported

SEEDA reserves the right to check the details. All providers (if successful) are subject to quality checks during the project delivery phase.

5 Governance Structure	
a	<p>At this initial application stage, SEEDA understands that partners may not yet have finalised their partnership or partnership agreement. SEEDA will accept an indicative proposal at this stage, as long as there is clarity about who the partners are, and there is evidence of commitment from each one. The formal nature of the partnership will need to be finalised by all the relevant parties by the time a full business plan is submitted to SEEDA for approval.</p> <p>Please provide an indication of what proposed governance structure will be implemented in your partnership and how this will be managed. For example:</p> <ul style="list-style-type: none"> • memorandum of understanding • consortium agreement • company limited by guarantee • community interest company
b	<p>Please state the legal entity that will be contracting with SEEDA. This will need to be the party who will be responsible for;</p> <ul style="list-style-type: none"> • signing the grant agreement with SEEDA • contracting with employees or other partners etc. • managing the funding including: a robust accounting system (which allows Innovation and Growth Team funding to be separately accounted for from any other activity it currently carries out), submitting quarterly claims with evidence required to support the claim, reporting on leverage • submitting quarterly output/outcome information • ensuring they attend all project review meetings with SEEDA • providing ad hoc information about the project as requested by SEEDA, i.e. to allow Freedom of Information Act or Parliamentary questions to be answered • co-ordinating any co-located services/offerings • Provision of information to inform evaluations <p>This list is not exhaustive and is intended to be an indicator; greater clarity will be given at both the business planning and subsequently the contracting stage if the grant application is successful.</p>
c	<p>Please detail the arrangements that will be put in place to ensure that all partners are involved in the management of the project. This should include how the partnership will manage decision making, setting the strategic direction for the project and dealing with potential conflicts of interest.</p>
6 Leadership and Business Focus	
<p>The managing partnership and team will be expected to champion innovation as a part of the key objective to develop and attract relevant parties to a local community of innovation focused on business growth. Please demonstrate how you expect to undertake this leadership role. Examples might include:</p> <ul style="list-style-type: none"> • How you would work within the growth potential business community to identify common needs and how the potential can be unlocked • How you would input to the development and implementation of the sub-regional innovation strategy/framework • Programme of innovation and business growth activities • The promotion of innovation as a business growth enabler via case study materials etc. • Develop local innovation challenges <p>Your answer should address how you will ensure a business focus through engagement with influential business representatives in your community and business representation within the managing partnership .e.g. through the use of Business Champions or Ambassadors.</p>	

7 Added Value	
a	Please explain how support to businesses will be improved by organisations within the partnership working together for example; using skills/expertise/equipment/technical knowledge across the different partner organisations. The intention is for the SEEDA funding to act as a catalyst to encourage collaboration and streamline support available to target clients in each area. This could include more effective targeting and account management, a smoother customer journey, less duplication and sharing knowledge.
b	Please detail what each of the partners will bring to the innovation and growth team in terms of delivery capacity and expertise. This could include access to academia, incubator space, skills, knowledge and additional services.

8 Geographical Coverage

Please provide a comprehensive description of the economic priorities in the proposed area in respect to innovation and growth. This could reference any relevant strategies covering this activity such as:

- Local economic partnership/board targets for innovation and growth
- Local economic growth strategies
- Local innovation and growth strategies
- Local Area Agreements/ Multi Area Agreements
- Links with the Regional Economic Strategy
- Inward investment strategies and targets

9 Assessment of business base and business needs in your area

Please provide a detailed assessment of the business base that your Innovation and Growth Team will support.

This should include:

- evidence of the potential size of the market, particular local challenges/needs of businesses within your area, and priority business sectors in the area. Where possible please provide the source of your statistics/data.
- The information of overall size of the target market should be broken down to represent the segmentation model described in the specification i.e.
 - High growth start-ups and scaleable micros (£0 -£1m turnover)
 - Small to Medium (£1m+ turnover)
 - Medium to Large (£10m+ turnover)
 - Large Knowledge Generators (£100m+ turnover)
 - Please indicate the approximate number of clients you expect to engage with in each of these segment groups.

Please note estimates will be adequate.

10 Staffing of the Innovation and Growth team and delivery of services	
a	<p>It is envisaged that the Innovation and Growth Teams will have a core team to allow the majority of resources to be channelled into people undertaking the activities. There may also be a need to source varying types of expertise dependent on the needs of individual clients.</p> <p>Based on this please provide the proposed roles within the core team, the extended team and any other sub-contracted activities.</p> <p>You should also explain the basis on which they will be employed e.g. directly (full or part time), self employed staff, secondees, linked delivery partners or sub contractors. Please provide an indication of which staff are already in post and how many staff may need to be recruited and the proposed recruitment process.</p> <p><small>*This could be represented by an organogram</small></p>
b	<p>The four BSSP products that the teams will be delivering in full or in part and the access the team can provide to other BSSP products as set out in the Invitation to Apply for Grant Funding should enable the staff to address the key barriers to innovation and growth faced by the target clients.</p> <p>Based on your understanding of the priorities in your local area, your proposed segmentation of target clients and the BSSP products please explain how you will organise and deploy the staff, employed or otherwise, to deliver the services.</p>
11 Account Management	
<p>Please outline the approach you will adopt with regard to client account management, this should briefly describe how each of the following functions will be undertaken (further details will be required during the business planning stage):</p> <ul style="list-style-type: none"> • Application of filtering criteria and decisions on acceptance of the client as a network member – i.e. satisfaction of the growth and innovation potential requirement • Managing the caseload of clients so that those with the most potential receive the optimal service from the resources available and impact is maximised • Initial assessment of the client’s growth and innovation needs • Preventing the duplication of diagnoses • Agreement with the clients of a documented plan of actions and interventions • Deployment of SEEDA funded, co-located and other services to meet the agreed actions • Regular review with the client of progress towards agreed targets with revision of the plan as necessary • Regular review of the current caseload with key stakeholders <p>Collection of qualitative and quantitative information from the client and collation of aggregate reports to allow measurement of the success indicators.</p>	

12 Relationship with Business Link

Acknowledging the role of Business Link within the Business Support Simplification Programme, please describe how your Innovation and Growth team will build effective relationships with Business Link to enable:

- Good understanding within Business Link of the Innovation and Growth Teams highly targeted business support offer and the type of client for whom it is suitable, so as to ensure a regular flow of referrals and introductions
- Referral to Business Link of clients who need help with other business issues

In addition the narrative in this section should include how the client's expectations will be managed.

13 Access to additional expertise and services

Please describe how your Innovation and Growth Team will use and access external expertise and services offered by the private sector. For example, building a local network of financial experts, patent lawyers, banks etc.

14 Adopting Best Practice

Please outline how best practice will be incorporated in your delivery model. Good practice might come from current SEEDA funded programmes or other local, regional, national, or international activities. Typical examples might include:

- Using signed terms of engagement to register clients and set expectations
- Holding client case review meetings
- Peer- to peer mentoring
- Using web tools to publish requests within a network for information, expertise or resources
- Facilitated and secure intellectual property showcasing events

15 Location

a	Please state where the innovation and growth team will be based detailing the location of physical premises and delivery locations.
b	Please state if it is intended to co-locate the team with another agency /provider. Alternatively if it would be possible to offer other services/providers co-location with the team e.g. the facility to offer a hot desk which could be used by a member of the MAS, UKTI or Sector Consortia team.

16 Outputs/Outcomes

Against each proposed measure, please indicate the anticipated outputs that your team will be able to achieve for each year of the project. It is appreciated that this will be your best estimate, at this time.

Type	Measure	Definition
Output	No. of portfolio businesses	<p>This is the number of Portfolio clients supported by the team at the time the quarterly or annual performance report is produced. It is not a cumulative figure.</p> <p>All clients must have registered, and provided a minimum level of customer data (as defined by the CRM), to be counted.</p> <p>Clients may only be counted once they have signed a standard application/registration form setting out the terms on which support is offered to them.</p>
Outcome	Value of Investment funding raised by clients	Any investment raised by an entrepreneur or company whilst they are a registered Portfolio client. This may be an equity investment, loan (including loans from friends and family) or a grant.
Outcome	Cumulative GVA growth of client companies	GVA = Total wage costs + net profit before tax and interest + depreciation. Plus personal wealth earned by the entrepreneur if, and when, they exit the business (common with early stage commercialisation ventures). Data will be reported for clients whilst they are being actively supported by the Innovation and Growth Team as Portfolio clients and for up to 2 years after they have graduated.
Outcome	Number of businesses reporting increased turnover due to new products or significant improved products or services	This is the year on year comparison of the annual sales revenue by identified product/service lines to indicate increased turnover generated from new or significantly improved products where the increased revenue comes from products introduced during the previous two years.
Output	Customer Satisfaction rating of 85% or more	This is the overall satisfaction index figure generated by the annual client satisfaction survey which is sent to all clients. The figure is the weighted average of aggregate satisfaction plus perceived impact.

17 Regional collaboration	
a	<p>Please indicate which of the seven regional lead activities your team would be interested in leading. The list includes:</p> <ul style="list-style-type: none">• Leadership development• Investment readiness and fund finding• Internationalisation• Women led High Growth Businesses
b	<p>Please describe how your team will deliver this activity; this should include the methodology which would be applied and the support that would be on offer to other teams. And how you would expect to engage with specialist providers of elements of these core activities.</p>

18 Breakdown of project costs and leverage

Please provide breakdown of project costs. Applications should demonstrate how the project will ensure maximum effectiveness, promote excellence and high quality delivery and avoid unnecessary bureaucracy.

Realistic – costs should be calculated using the previous experience of the organisation/ collaborator(s). Costs of the audit of the project should also be included.

Actual – Your budget should only include costs that are directly related to the delivery of the project described in the application and are above and beyond the normal running costs of the organisation. Please note that SEEDA will not pay management fees above the actual running costs.

Further information on project costs, covering eligible and ineligible expenditure, is contained in **Annex 6** of the Invitation for Grant funding.

A standard percentage allocation of overheads will not be accepted. Overhead costs must be broken down in order to demonstrate eligibility.

Recoverable VAT may not be included as a project cost. VAT that is not recoverable may be claimed.

Please indicate the breakdown of levered funding from other organisations e.g. Sponsorship, in kind contributions such as rent, this should include the source of funding and the actual cost of the contribution.

18 Breakdown of project costs and leverage

Please read the declaration carefully to ensure you understand the statements and any implications. The person signing should be the person who will be signing the contract, if the grant application is successful.

APPENDIX A

Appendix A should be completed in line with the guidance set out in section A, Question 3.

APPENDIX B

This is a declaration of collaboration which will need to be completed by each partner listed as a member and is used to demonstrate the commitment and support of the grant application submitted. **These must be submitted at the same time as the grant application form.**