

As at 1 August 2008

BUSINESS SUPPORT IN THE SOUTH EAST

BUSINESS SUPPORT SIMPLIFICATION PROGRAMME

SOUTH EAST TRANSITION MANAGEMENT PLAN

August 2008



Working for England's World Class Region

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BUSINESS SUPPORT SIMPLIFICATION PROGRAMME SOUTH EAST REGION TRANSITION MANAGEMENT PLAN

INTRODUCTION

This Plan sets out the arrangements for bringing publicly funded business support in the south east region into compliance with the Business Support Simplification Programme.

The Plan covers the period May 2008 to December 2010. The Plan will be reviewed quarterly by the South East Business Support Advisory Board and revised as necessary.

VISION

A framework of business support services which is easy to understand and to access by all types of business, which delivers the right high quality support to the businesses that need it, which secures maximum impact for the use of public funds and which has the active support and commitment of all stakeholders and funders.

PURPOSE AND PRINCIPLES

The purpose of this Transition Management Plan (TMP) is to facilitate the transition of business support to the new framework required by BSSP.

The following principles will apply to the transition of the portfolio of services:

- All services must contribute to the RES objectives and headline indicators and should be in line with the emerging regional business support strategy
- Services must be customer oriented and responsive to business requirements
- Full account will be taken of the Government's Enterprise and Innovation Strategies, published in March 2008
- The Transition must involve all public sector funders of business support
- Full account will be taken of the Sub National Review (SNR):
 - o Involvement by Local Authorities and other local economic partners
 - o Business support that operates within a common regional framework should be targeted and tailored to address local needs.
 - o Publicly funded business support should be delivered in the places where businesses are located.
- The delivery of Local Area Agreements (LAAs) and Multi Area Agreements (MAAs) will take account of the revised portfolio.
- Business Link will be the main access point for all services, will provide IDB services, and will offer a platform for all service funders and delivery organisations

- High intensity services will be focused on those businesses where they can have most impact
- Issues of equity for under-represented groups and more deprived areas will be addressed
- We will aim to make better use of resources:
 - o Securing maximum value for money, with more funding reaching the end user
 - o Duplication will be eliminated
 - o Short life span programmes dependant on annual funding will be avoided where possible – sustainable services is the objective
 - o SEEDA investment should attract additional resources from sub-regional partners.

SOUTH EAST BUSINESS SUPPORT STRATEGY

The South East Business Support Strategy is being developed to set out the strategic approach to business support in the South East region from 2008 to 2011. The strategy will provide a framework for all business support in the region.

This period will see significant changes to business support in the region because:

- There is a new Regional Economic Strategy with new priorities
- The Business Support Simplification Programme (BSSP) will radically change business support throughout England
- The Sub National Review has put new emphasis on the importance of sub-regional and local economic development priorities
- Business Link has been confirmed as the primary access point for all publicly funded business support, including the transfer of the skills brokerage service

The Regional Economic Strategy 2006-16 (RES) recognised that there is substantial business support available in the region but that businesses perceive that the business support offer is fragmented. SEEDA undertook, in the RES, to develop an integrated and simplified approach to business support.

It is intended that this strategy will provide direction and common purpose for all those who are involved in funding or delivering business support and in developing economic development and regeneration policies in the region, leading to a more efficient and effective arrangement which is more closely integrated.

To meet its purpose successfully, this strategy must:

- Provide a framework and clear direction which can be used by all parties in the region working to support businesses
- Shape business support services in the region to focus on contributing to the achievement of the RES priorities, which have been agreed by all parties

- Respond to external policy drivers, including the sub national review, the business support simplification programme and recent Government strategies
- Be informed and shaped by the needs and views of businesses themselves

In summary, the vision and strategic objectives for business support in the south east are:

Overall vision

The vision for business support in the south east region is:

A mixture of high quality support for businesses and potential businesses, which is customer oriented, easy to access, which allows all businesses to improve their performance and which provides excellent value for money

Strategic objectives

Increase the rate of business formation and survival

Help all businesses improve their performance by increasing the take up of all types of business support from the public, private and voluntary sector

Enterprise for all – address issues of equity and sub-optimisation in relation to under-represented groups and disadvantaged areas through provision of targeted services

Target high intensity business support on those businesses and sectors with the greatest potential for growth, innovation and internationalisation

A consultation draft is being prepared for presentation to the SEEDA Board in September with the intention that it will then go out to partners for a 6-week consultation period. It is planned that the South East Business Support Strategy will be launched in early 2009.

BACKGROUND and SCOPE

The BSSP is a national programme to make publicly funded business support easier to understand and easier to access by businesses. Duplication should be eliminated and a better return on investment of public funding should be obtained.

The number of business support services visible to the client will be reduced from around 3,000, to less than 100. A portfolio of circa 30 products is in the final phase of development which will be concluded by 31 March 2009.

A background note on BSSP is at [Annex 1](#), together with the current list (June 2008) of the proposed products.

The BSSP programme includes all business support services funded by public bodies at national, regional and local level (as per the agreed national definition of business support). The following are within scope of this Transition Management Plan:

- SEEDA funded programmes which deliver a service to a business
- Local Authority funded programmes which deliver a service to a business
- Nationally funded and delivered programmes sponsored by Government departments which are active in the region and deliver a service to a business
- All EU funded programmes that deliver directly to business clients
- LSC and JCP funded programmes that deliver directly to business clients
- Further Education funded programmes aimed directly at business end users
- Government Office funded programmes for businesses (none, currently)
- It is an aspiration that HEI funded programmes that deliver a service to business, as per the national definition, will align with BSSP, subject to national discussions.

TIMESCALE

The regional TMP was first presented to the national Transition Management Board on 15th May 2008 and will be presented again on 6th August 2008. The transition period runs until December 2010 by which time all business services in the region are expected to be fully BSSP compliant.

- The timescale will enable new services to be properly introduced, with full consultation with partners and delivery organisations at regional, sub-regional and local level, whilst existing services will either migrate to the new portfolio, shut or, in some cases, be allowed to run to their contract end point. This process will be handled within the understanding of product “Go-Live” (see definition below).

The “Go-Live” dates for the new BSSP products range from October 2008 to February 2009 (with one early launch in March 2008). These dates will influence when existing services can be withdrawn or migrated to the new portfolio, and the transition plan for each existing service will reflect this. The design for new services must be available before existing services can be migrated or phased out. The current timetable for “Go-Live” is below, but this is subject to change.

March 2008	Export Credit Guarantee
October 2008	Skills Solutions for Business, Capital Investment Grants, Preparing to Export, Investigating New Overseas Markets, Getting the Most from Foreign Direct Investment
November 2008	Business Collaboration Networks, Shared Business Support Environments
December 2008	Business Creation, Business Expertise for Growth

January 2009	Debt Finance, Risk Capital, Finance Awareness and Capability
February 2009	Promoting Resource Efficiency and Sustainable Waste Management, Protecting the Natural Environment, Local Community Business Coaching, Innovation Finance, and Innovation Collaborations

Detailed milestones for each element of the transition process are shown later in the Plan and in the detailed action plan at Annex 2.

Go-Live

The following are the minimum requirements that will (all) have to be met for a product to go-live/launch:

- Definition – product eligibility criteria (what is on offer to whom) detailed (enabling State Aids assessments, registrations, and any notifications, to have been completed). Product signed off by Transition Management Board (TMB).
- Ready for use – product named, businesses can find out about it, can apply for it, and then can receive it (i.e. product branding and marketing identity defined; funding in place to sustain applications of support; procurement/delivery mechanisms operational).
- De-proliferation – cessation of branding and marketing of existing (old) products (those superseded by new product). Plans (schedules) for the closure of existing products agreed, and implementation begun.
- Customer journey – branding, marketing and other sign posting (such as web sites etc) rationalised and joined-up so that businesses are steered towards the new product and away from the old. (Business Link advisers fully briefed on new product.) The scheduled transfer of any generic IDB to BL commenced (and in some instances completed).
- National, regional and local – spatial level(s) for both the procurement and delivery mechanisms for product defined, and agreed by TMB. Plans (schedules) for change agreed, (implementation of plans may not have begun).
- Stakeholder buy in – regional flexibility discussions complete, including with Local Authorities (i.e. stakeholders content with product design etc.)
- Monitoring and evaluation – criteria agreed for the collection and assessment of performance (including financial) data for product

HEADLINES

SEEDA funded products as at JULY 2008

Number of existing products identified- 177

Number of products closed - 120

Number of products migrating or merging – 57

PROCESS

The transition process will involve four elements:

- Migration of existing products and creation of a new BSSP compliant portfolio of services
- Implementation of the revised vision for Business Link
- Ensuring the branding and marketing of the new portfolio is compliant with the national framework
- Setting up delivery and procurement arrangements that reflect the new portfolio and any national decisions on procurement

The national Transition Management Board has agreed key principles of flexibility to allow RDAs and their partners to meet regional and local needs and priorities as set out in the Regional Economic Strategy (RES). The principles are as follows:

- It is for funders, including RDAs to decide how much money to put into each product and whether or not to make all of them available in a region. This will largely be decided through regional transition plans
- Access will be primarily through enhanced Business Link
- For each product the spatial level for procurement and deployment will be recommended by the national product design teams (in which RDAs are fully involved) and agreed by the national Transition Management Board.
- A small number of lead “national” brands will be established, after a process that tests brand penetration. Co-branding with a regional or local name will be allowed within a BSSP marketing and branding framework (being developed).

In the south east region it is intended to ensure regional flexibility is used to meet the requirements of the RES and to allow effective business support at sub-regional and local level, within the terms of the national framework and the eligibility criteria of each product.

STRATEGIC MANAGEMENT

The South East Business Support Advisory Board (SEBSAB) has been established, in line with national requirement for each region to set up a body to oversee the transition. Its purpose is:

To oversee the development of a Regional Business Support Simplification Programme (BSSP) Transition Management Plan and the development of a regional business support strategy

The objectives of the Advisory Board are:

- To advise on the scope and principles of the Transition Management Plan in line with the principles and policy framework developed at national level
- To act as champions of business support simplification in the region
- To monitor progress towards milestones in the Transition Management Plan

- To ensure business support in the region is made simpler for businesses by reducing the number of services on offer, making them easier to understand and improving access
- To advise on the migration of existing services to the new BSSP portfolio
- To provide ongoing review of business support in the region and to ensure it meets regional, sub-regional and local needs
- To ensure effective links between this Board and Local Authorities
- To be alert to re-proliferation of business support services and to act as the guardians of a simplified business support structure
- To advise on the development of a regional business support strategy within the national BSSP framework
- To advise on future arrangements for Business Link and to champion Business Link as the primary access channel for business support
- To engage all parties with an interest in business support and to ensure there is effective communication with them
- To ensure effective links between this Board and the regional Employment and Skills Board.

The full terms of reference are at [Annex 3](#). The membership of the Advisory Board is drawn from all bodies that fund business support services in the region, together with organisations representing business interests.

In terms of Local Authority representation, there are three representatives from each of the three tiers of local government representing the interests of the South East's 74 Local Authorities (7 County, 12 Unitary and 55 District) as well as a geographical, tier and political spread. They are Eastleigh District Council, Slough Borough Council and East Sussex County Council (with Eastleigh also being part of the PUSH partnership – Portsmouth and Urban South Hampshire – which has the only MAA in the region). This builds on the involvement of Local Authorities in the Simplification process, started at the Business Support Simplification Programme South East Stakeholder Event on 2nd March 2007, and built up through subsequent updates and individual meetings and communications since then. Involvement has been increasing through the LAA/MAA negotiations, and discussions to ensure that the delivery will take account of the revised portfolio.

The South East Business Support Advisory Board is playing an important role in championing BSSP and in collecting the consent and goodwill of all the bodies involved.

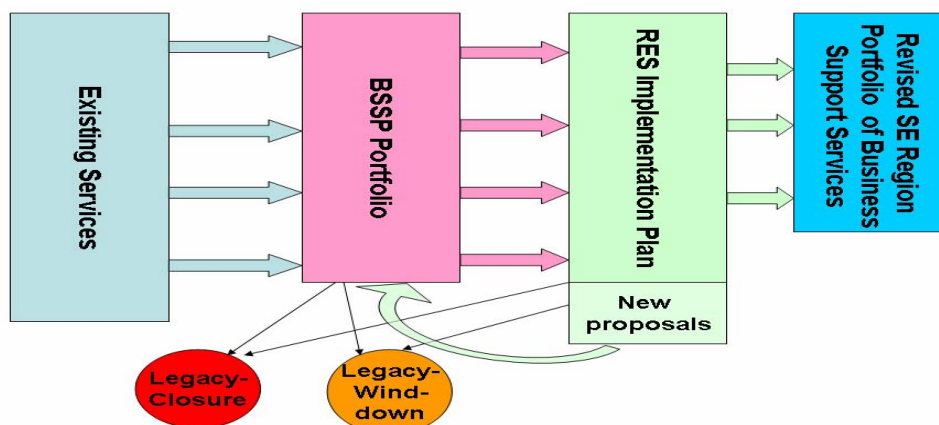
The full membership of SEBSAB is included at [Annex 3](#).

PRODUCT MIGRATION

To complete the migration of the current pattern of business support services to the BSSP framework the following three stages will have to be undertaken:

- Map existing services in the South East funded at national, regional and local level.
- Match each to the BSSP portfolio and make one of four decisions:
 - o Good match – migrate to new BSSP offer
 - o Fair match – consider amending in line with BSSP then migrate
 - o No match – move to immediate closure
 - o No match – wind down
- Manage the wind down and closure of legacy services and the introduction of new BSSP compliant services

In addition to compliance with the BSSP framework, it is intended that all services in the region will also contribute to the goals and objectives set out in the RES and RES implementation plan (see diagram).



Map existing services

A Transition Progress Log has been developed that captures publicly funded business support at a scheme by scheme level. As a first step, the log records a full list of current SEEDA funded services. The next step, currently underway, is to capture business support services funded by other public sector bodies, particularly Local Authorities but also the LSC, Jobcentre Plus and Association of South East Colleges, who are recognised as funding a significant part of the South East offer. This will be achieved with the consent of, and in partnership with, the appropriate funding bodies.

SEEDA is working through its five Area Teams (Sussex, Kent, Surrey/Berkshire, Hampshire/Isle of Wight and Milton Keynes/Oxfordshire/Buckinghamshire) to engage local and sub regional partners. The engagement began in April 2008 with the objective of completing all mapping by September 2008. It builds on LAA/MAA discussions and is reflecting the developing South East Business Support Strategy (including SNR decisions). Their role of the five Area Teams is building contacts and networks and working with external partners such as local authorities, economic partnerships, Learning & Skills Councils and

Business Link Providers, within the defined geographic area, in order to deliver the Regional Economic Strategy (and the developing Business support Strategy, encompassing BSSP principles). They develop sub-regional strategies and policies across a number of regeneration and economic development matters with a wide range of public, private and voluntary sector partners. This activity creates focus and capacity within partners to ensure the RES is delivered through an appropriate range of local mechanisms, partners and partnership arrangements.

Engaging Local Authorities and Other Funders and Providers

There are four strands to engaging local authorities and other sub regional funders and providers:


- Through membership of the South East Business Support Advisory Board (SEBSAB). All tiers of local government are represented, as are higher education, further education, Jobcentre Plus and the LSC. Through membership of SEBSAB all parties will be engaged in steering the implementation of BSSP and this Transition Management Plan
- Through effective communication – see the section below setting out the communication plan for this Transition Plan.
- Through the process for mapping existing products, matching to the BSSP portfolio and migrating or closing them.
- Through the Business Support Strategy consultation process.

The process for engaging sub regional and local authority funders and providers is as follows:

- The SEEDA Area Teams have communicated with all Local Authority Chief Executives (cc Heads of Economic Development) seeking their involvement in the implementation of BSSP (see [Annex 6](#)).
- A template has been produced to allow sub regional and local providers and funders to provide details of existing and planned services and to do an initial match against the BSSP portfolio – see [Annex 7](#). This is due for completion by 31 July 2008.
- SEEDA Area Teams will then discuss with local partners the decision about closure, merger or migration.
- SEEDA will work with local funders to draw up individual implementation plans for each product.
- SEEDA Area Teams will facilitate the discussions between sub regional and local authority funders and providers and Business Link about transition to the new BSSP framework.

Match and decide

Starting with the SEEDA services, mapping began in March 2008 to match all existing services (regional, sub- regional and local) to the BSSP portfolio. The process of matching and making the decisions is as follows:


Initial match of product to BSSP products and RES		SEEDA
Recommend: <ul style="list-style-type: none"> • Migrate • Amend and merge • No match – wind down • No match – close 		SEEDA and Funder
Discussion with funder to agree/amend decision and milestones for implementing		SEEDA and Funder
Disputes considered by SE Business Support Advisory Board and makes advisory recommendation		SE Business Support Advisory Board

Manage transition

Following the decision on each existing product, a *transition path* for each existing product will be agreed with the funding body. The duration and milestones on this path will be influenced by the product “Go-Live” date. SEEDA and the appropriate funding body will collaborate on the determination of each transition path. The considerations that will be included in each transition path are:

Transition Path for existing services	
Fit or partial fit to BSSP products	No fit with BSSP products
<ul style="list-style-type: none"> • Release of BSSP design • Application of procurement routes for each offer and duration of procurement process • Duration of existing contracts • Termination clauses in contracts • Necessary consultation periods • Any bundling decisions for groups of BSSP products • Availability of funding for new product introduction, including redeployment of funds from wind down or closed services 	<ul style="list-style-type: none"> • Duration of existing contracts • Termination clauses in contracts • Necessary consultation periods • Closure costs and implications people considerations • Duration of support for client and completion of “contract” with client

In parallel an *introduction path* will be determined for each new BSSP product. This will be led by SEEDA. Other bodies that fund business support in the area will be encouraged, via SEBSAB and SEEDA Area Teams, to indicate where they also wish to fund the new BSSP products for sub-regions and localities.

INTRODUCTION PATH FOR NEW BSSP PRODUCTS		
Product design released by national design teams		National design teams
SEEDA consider potential contribution of the product to RES targets and decide level of funding		SEEDA
Sub regional and local partners consider contribution to targets and decide level of funding (if any)		Sub-regional and local bodies
Procurement methodology decided in light of funding and number of funding bodies		SEEDA with other funders
Introduction path agreed		SEEDA and funders Endorsed by SE Business Support Advisory Board

The Go-Live date for each new BSSP product will be an essential determinant of the Introduction Plan and the Plan for each product will ensure that Go-Live is effectively executed.

Tracking progress

The Transition Progress Log will capture every existing business support service, the decision made in relation to BSSP and progress along the transition path. The log will also show the status of each new BSSP product and progress on its introduction path.

Through this log the National Transition Management Board and all interested stakeholders will be able to see the status and progress of each existing offer and new BSSP product.

The log has been created and will be updated by SEEDA. It will be reviewed by SEBSAB at each meeting. The log will form the basis of the regional report to the National Transition Management Board.

The format of the progress log is shown at [Annex 4](#). The progress log itself is a separate document and should be considered as part of this transition plan.

TRANSITION IN PRACTICE

The following examples illustrate the action already being taken to simplify business support in the South East

Innovation and Growth Teams

SEEDA is proposing to establish a network of 8 Place –Based Innovation Teams to drive business innovation and growth in the South East. A key purpose is to integrate the numerous existing national, regional and local innovation and growth programmes into one regionally implemented, locally delivered service. This proposal was driven by discussion and feedback from customers, the Sub National Review and the drive to simplify business support in the South East.

Managing partnerships will bring together national, regional, sub regional and locally funded services to create a powerful and easily understood package of support.

SEEDA consulted extensively on the proposal during April and May 2008 and received an excellent quality of response from a wide range of stakeholders. The consultation document was issued on the 7th April 2008 and 7 consultation workshops were conducted during May. 94 written responses were received and over 150 people attended the workshops including Local Authorities, strategic sub-regional partnerships, business organisations, Business Link Providers, practitioners and suppliers. Support for the model is very high and the proposal is now being refined on the basis of the feedback received and the final proposition tested with businesses in the South East.

Enterprise Gateway Network

SEEDA has migrated its highly successful Enterprise Gateway Network programme, focused on stimulating a culture of enterprise and business start-up in the region's most underperforming communities, into the Business Link Service. The migration has included the closure of the brand. As part of Business Link, the activity will spearhead the outreach work to traditionally hard to reach groups.

BUSINESS LINK

The role of Business Link is changing in response to BSSP. These changes reflect the positioning of Business Link as the primary access channel for all business support services for all client groups. Business Link will focus solely on its Information, Diagnostic and Brokerage role (IDB). All aspects of generic IDB have been stripped out of the BSSP products and transferred to Business Link.

The revised vision for Business Link is at [Annex 5](#).

First of the confirmed changes is the migration to Business Link of all generic information, diagnosis and brokerage services associated with other publicly funded business support services. This includes the full integration of the Train 2 Gain skills brokerage by April 2009 (as stated in the Government's October 2007 Pre Budget Report) and all Regional Development Agency (RDA) support by March 2009, UK Trade and Investment (UKTI) support by June 2009, Protecting the Natural Environment support by April 2010, and Resource Efficiency support by October 2009 (as stated in the Government's March 2008 Budget).

SEEDA is working with the six South East Business Link Providers, through the South East Business Link Consortium, to enhance the service in line with the timetable. The South East Business Link model, built on a sub-regional infrastructure, has continuity with, and is well placed to make connections with, locally based funders and partners. The South East Business Link model has 'Information, Diagnosis and Brokerage' as its core function.

The core information, diagnostic and brokerage service will be retained, but the core role of Business Link will be enhanced. It will include:

- The consolidation of the position of Business Link as the primary access channel for all publicly funded business support. From 2009 Business Link must be capable of responding to all types of business irrespective of: size (from owner managers to large corporates); type of businesses (sole traders, limited companies, social enterprises, and publicly listed firms); ownership (priority and underrepresented groups); or stage of business (pre-start, to growth, to sale and closure).
- Although Business Link is a national service, managed regionally, it must also be able to respond to local business issues and to offer a platform to local/sub-regional organisations who will be encouraged to rely on Business Link for access rather than establish their own access routes.
- Business Link will play a pro-active brokerage role - currently the clients' needs are identified and they are provided with information to make a choice - a future arrangement might see greater involvement, for instance, in pre-qualifying customers for the products, with an account management capability.
- Business Link will proactively support Government policy drivers, for example, skills enhancement
- Business Link will enhance its insight capability, responding to Government demands for reliable customer intelligence and insight

The Enterprise Strategy (Unlocking the UK's Talent published in March 2008) noted the Government's ambition to improve the performance management of local Business Link providers, resulting in higher levels of business satisfaction and a *doubling of their customer base*, helping to ensure that

more entrepreneurs are able to access the high quality support they need to start and grow.

In the South East, SEEDA and the BL Providers have worked together to create one regional BL service delivered through the six local Business Link Providers. This arrangement is supported by a Business Link Provider co-owned structure (the Consortium). The Consortium model strikes a balance, in tune with SNR, in the relationship between regional and local ownership and delivery. The Consortium model has proved to be an effective and innovative approach to the delivery of consistent BL services and economic development support in the South East.


SEEDA retained the six Business Link Provider (BLP) structure as it reflected the size and complexity of the region. This policy also recognised that Business Link Providers, with their independent business-led boards, brought a strategic business input to the sub-regional level (e.g. previously through Area Investment Frameworks; Local Skills for Productivity Alliances; etc and now through LAA/MAAs and the soon to be set up Local Employment and Skills Boards).

All services, with the exception of local economic development activity which works within the context of a regional framework, are regionally defined and specified. This model retains the Strategic Added Value (SAV) of having six Business Link Providers led by local business people whilst at the same time ensuring the delivery of a more efficient and consistent service to customers.

The current Business Link contracts expire on the 31st of March 2010. SEEDA, in consultation with SEBSAB and other key stakeholders over the summer, will develop an approach to contracting the service from April 2010. An independent evaluation programme of the current BL arrangement, commissioned by SEEDA in 2007, will inform the effectiveness of the current model.

Business Link must be able to respond to local business issues and to offer a platform to local and sub-regional organisations who will be encouraged to rely on BL for access rather than establishing their own access routes

The regional implementation began in April 2008 and is ongoing:

Strategic engagement		<ul style="list-style-type: none"> • Agreement of principles with SE BL Consortium CEOs
Agree necessary changes		<ul style="list-style-type: none"> • Agree schedule of changes and responsibilities
Build <u>Access</u> for new BSSP services		<ul style="list-style-type: none"> • Agree single customer journey for all new BSSP products as part of Implementation Path
Build <u>platform</u> for other funders of services		<ul style="list-style-type: none"> • SEEDA Area teams support development of agreements with local authorities and other funders • Identify IDB to transfer to BL from other services
Build delivery capability		<ul style="list-style-type: none"> • Build knowledge bank of new services • Train staff, including customer facing staff and advisors • Implement regional CRM

Building Business Link Capacity

An essential element to implementation of BSSP is building the capacity of Business Link to respond to the new agenda for business support. The following are the key elements in the South East:

Strategic capacity	<ul style="list-style-type: none"> • Agreement with BL Consortium CEOs on overall approach to BSSP 	August 2008
Information	<ul style="list-style-type: none"> • Every BSSP product introduction plan to include dissemination of product details to BL 	Sept 2008
	<ul style="list-style-type: none"> • Agree with BL CEOs how staff will be inducted 	Sept 2008
	<ul style="list-style-type: none"> • Schedule Go Live dates with BL 	Dependent on national schedule
	<ul style="list-style-type: none"> • Agree legacy read across to new products for Go Live implementation 	
Delivery	<ul style="list-style-type: none"> • Agree training and induction approach for BL customer facing staff • Schedule training according to Go Live dates 	Sept 2008 Dependent on national schedule
Providing access and platform for other providers and funders	<ul style="list-style-type: none"> • SEEDA Area teams complete mapping of local and sub regional programmes 	July 2008
	<ul style="list-style-type: none"> • Area Teams work with BL and funders to agree transfer of IDB functions 	September 2008 to December 2008
	<ul style="list-style-type: none"> • Area Teams work with BL and funders & providers to agree BL access and brokerage role and targets 	September 2008 to December 2008

DELIVERY AND PROCUREMENT

At national level, four models of procurement are proposed:

- National product, national procurement
- National product, regional procurement

- Regional product regional procurement
- Regional product, local-procurement/ co-procurement

Each national BSSP product framework will include a recommendation of which procurement route should be used. RDAs and other funders are expected to observe these recommendations.

In the South East, for each new BSSP product, a fundamental review of the best method of achieving high quality provision for clients with the best value for money will be undertaken, even where there is a close fit with existing services. It will not be presumed that existing procurement arrangements will just roll forward.

At regional level the procurement route for each BSSP product will be considered as follows:

Issue	Determined by:
Recommendations from national design groups	National framework
Level of funding from SEEDA and other partners	Contribution to RES targets and priorities Contribution to sub regional and local targets and priorities
The appropriate geographical level of delivery	Target client group
The degree of blending of products	The need to offer holistic services to clients or groups of clients
Potential for co-procurement: <ul style="list-style-type: none"> • Region/region • Region/local 	Degree of common goals, targets and priorities

Blending

In some instances, BSSP products will be blended in order to offer a holistic service to clients. There are three circumstances where this might occur:

- At the level of an individual client – Business Link or another body working with a client might bring to bear for the benefit of the client a number of BSSP products
- At regional level, certain clients groups, or business issues might be addressed by bringing together a number of BSSP products in order to present a seamless service to clients. For example, the creation of an innovation and growth team which will offer to highly targeted clients a seamless range of support
- At sub-regional or local level where funding bodies or their stakeholders might wish to see a seamless service to clients. For example, where a number of providers of support might be brought together in a particular locality which has prominence among the local business community

Blending will be recorded in the Transition Log, and reviewed by SEBSAB. In no circumstances will blended BSSP services be given a brand of their own.

APPLICATION OF MARKETING AND BRANDING

National guidelines on branding and marketing are being finalised. It is agreed that there will be a single unified brand for all publicly funded business support "Solutions for Business". All products will be offered under this single name and brand. All marketing materials will have the same look and feel across the whole BSSP portfolio.

There will be no separate brands for individual products in the portfolio, except for a very small number of well established key brands which can prove their value to the business community. However, products may have names and straplines which tell clients what they do. Branding guidelines, expected by 25 July 2008, have been slightly delayed.

Co-branding to reflect the identity of the delivery organisation and, in some instances, geographical location is allowed.

In the South East, conformity with the branding guidelines will be included in the transition path for all existing products, and the introduction path for all new BSSP products.

SEEDA will be responsible for receipt of the branding guidance and have overall responsibility for implementation in the South East region, with oversight by the South East Business Support Advisory Board.

Blending – where blending of BSSP products takes place to deliver a holistic service to clients, the service will not be given a separate brand or name.

MONITORING AND EVALUATION

National guidelines on monitoring and evaluation are in preparation. All products will adhere to the monitoring and evaluation guidelines once known. This will form part of the transition plan for all existing products, and the introduction path for all new BSSP products.

The monitoring and evaluation framework for business support in the South East region will be based on the following principles and building on existing good practice.

- Each business support product will adhere to the monitoring and evaluation framework set out in the product description.
- Where products are blended, each product will retain its monitoring and evaluation framework as above. Additional objectives and evaluation measures will be established to evaluate the added value of a blended approach to delivery.
- Cumulatively, the impact of business support in the South East will be monitored and measured by its impact on the regional and the local priorities
- We will work towards a shared framework of performance measures and targets across the region
- An integrated Regional Customer Relationship Management and Information System (RCRMIS) is a fundamental tool to simplifying business support- for Business Link to be the primary access channel and to supporting

partnership working and referral see below for details of the proposed system for the South East

- The region will continue Insights, the regional SME research programme. It provides high quality intelligence on business needs and concerns across the region. The programme draws on a regional survey of over 1,200 SMEs and is conducted 3 or 4 times a year, as well as qualitative interviews with businesses, analysis of Business Link management information, desk research on economic and business challenges. This tool enables SEEDA and its partners to respond to the changing needs of businesses.

Regional Customer Relationship Management and Information System (RCRMIS)

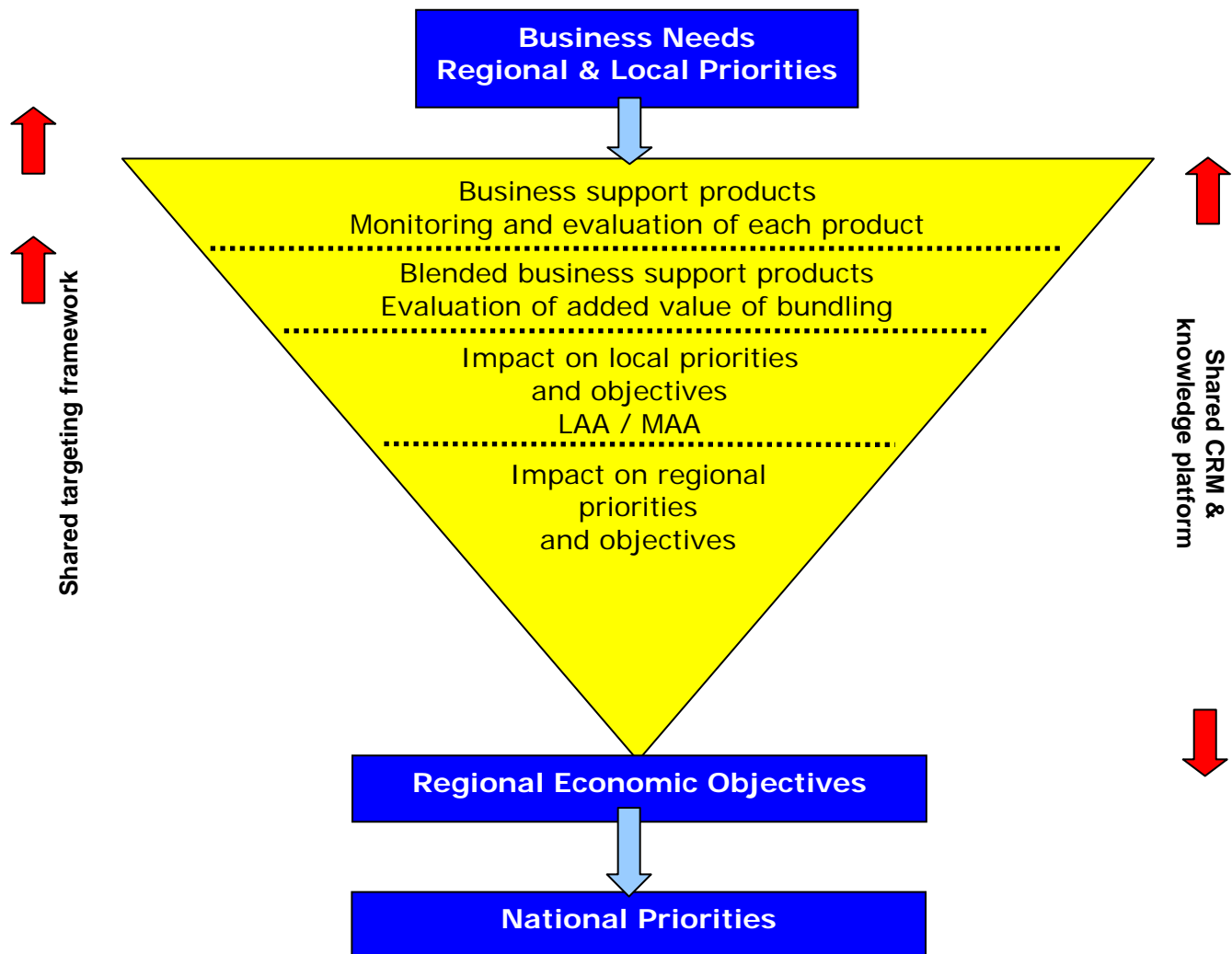
The linking of programmes and development of seamless handovers from organisation to organisation is a key objective of making the business support system work better for customers. SEEDA is committed to developing a customer relationship management arrangement for the region which will be used by all publicly funded organisations involved in delivering business support services, including Business Link. This infrastructure will be underpinned by robust business processes which will ensure alignment with the business support strategy.

SEEDA is in the process of procuring the Regional Customer Relationship Management and Information System (RCRMIS). The intention is to implement an integrated SEEDA owned RCRMIS working across both the breadth of publicly funded, non-commercial business support infrastructure on a phased basis from October 2009, starting initially with the South East Business Link Provider network and Skills South East.

The RCRMIS will facilitate a regional approach to Business Support which for the first time will support:

- The planning and monitoring of business support at regional level
- Aligning our collective service offer (from access into delivery channels)
- A clear market segmentation
- Implementation of BSSP and SNR objectives
- Provide the infrastructure to support Business Link as the primary access channel for business support delivery

A Regional Framework for Monitoring and Evaluation



COMMUNICATION & ENGAGEMENT PLAN

The purpose of the communication and engagement plan is threefold:

- To keep all funders and providers of business support in the South East fully briefed on business support simplification and the plans for transition
- To achieve full engagement and gather feedback from partners which will make the transition process smoother and result in a more simplified business support environment
- To achieve the actions set out in the Transition Management Plan by December 2010

Communications will be as focused and as straightforward as possible.

The SEEDA Area Teams

The SEEDA area teams are the lynchpin to the communication strategy across the region. The 5 area teams have been restructured and their role is at a higher level than previously and now focuses on relationship building and management, communication and influencing. The majority of communication with regional partners will be through the Area teams. The Area Teams are regularly briefed on BSSP and transition planning by the SEEDA BSSP lead.

Transition in Practice

The Area Teams are leading the mapping of existing Local Authority business support programmes (Refer Annex 6). This information is being followed up with one to one meetings between the business support funders/providers and the Area Team. This in depth review will ensure all business support has been captured, matching information validated and understanding reinforced across the region's Local Authorities. This exercise will be complete by September 2008, as per the timeline in the overall plan

South East Business Support Advisory Board (SEBSAB)

SEBSAB has a pivotal role in the overall communication and engagement strategy and this is reflected in its membership and in its terms of reference. The board will meet quarterly or at intervals agreed by its members.

Business Link

The South East region has sub-regional Business Link Providers. Communication at a sub regional level will be through the Area Teams and collectively through the Business Link Consortium of CEOs. The Chair of the South East Business Link Consortium sits on the South East Business Support Advisory Board.

Supporting Information: Website, collateral, briefings

Communication and engagement will be delivered most effectively through the transition process itself, by working closely with the regional funders and providers of business support to map existing services and to collectively develop transition plans to achieve simplification. The Transition Management Plan, SEBSAB membership and minutes will be posted onto the SEEDA website.

ISSUES, ASSUMPTIONS & RISK ASSESSMENT

An assessment of the issues, assumptions and risks associated with the transition are detailed in Annex 8.

Annex 1

BACKGROUND NOTE ON BSSP AND THE BSSP PORTFOLIO

BSSP Context

1. The 2006 Budget announced the Government's commitment to reduce the number of publicly-funded business support schemes from over 3000 to no more than 100 by 2010. A consultation held between 22 June and 14 September 2007 on 'Simplifying Business Support' set out how Government proposes to simplify publicly-funded business support in England.
2. Over 300 organisations and individuals responded. There was very strong endorsement of the need for a smoother, simpler experience for businesses seeking support. There was strong support for public sector organisations intervening only where there was a market failure or where it achieved a social justice aim.
3. The "Initial Response to the Consultation" was announced as part of the government's pre-budget report in October 2007. The "Government's Response" to the consultation was published in December. Full copies of these documents can be accessed through <http://www.berr.gov.uk/bbf/simplifying-business-support/page44805.html>

Key Conclusions of the Consultation

Business Link – the primary access channel to business support

4. Business Link will be developed as the primary publicly-funded access channel to business support. This will require further development of the service in some areas, to ensure it meets the needs of a diverse range of businesses and sectors. In the spirit of simplification, Business Link will aim to build on best practice partnership working with Local Authorities, business support providers, business membership organisations and other key partners. The RDAs will continue to have responsibility for managing Business Link. As set out in the Sub-national Review, RDAs will have an important role in coordinating business support in each region.
5. Government announced the integration of the skills brokerage service, currently provided through Train to Gain into Business Link from April 2009, to include skills brokerage as a major component. Central Government is committed to consolidating other specialist business-facing brokerage into the Business Link Information, Diagnosis and Brokerage (IDB) service. BERR will work closely with the RDAs to ensure that the service evolves to meet the needs of all groups, sectors and backgrounds.

The new portfolio of publicly-funded business support

6. The Pre-budget Report on 9 October 2007 announced the high-level summary of the "products" which will comprise the future portfolio of business support. These products define the broad areas where the Government believes there is a case for intervention. They summarise the rationale identified for intervening and the nature of the support to be provided.
7. The products in the identified portfolio target support where there is a clear rationale, evidence of effectiveness and evidence of business demand.

8. The products approved and included in the portfolio are listed below (as at April 2008).

BSSP Offer	Products
Debt Finance	Community Development Loans
Debt Finance	Small Firms Loan Guarantee
Finance and Investment Readiness	Finance and Investment Readiness
Risk Capital	Investment Funds
Risk Capital	Regional Venture Capital Funds
Business Collaboration Networks	Business Collaboration Networks
Shared Business Support Environments	Shared Business Support Environments
Capital Investment Grant	Capital investment grants
Export Credit Guarantee	Export Credit Guarantee
Local Community Business Coaching	Local Community Business Coaching
Business Creation	Additional Help for high growth Potential Startups
Business Creation	Additional Help for Under Represented Groups & Priority Areas
Business Creation	Business Creation - Universal
Business Expertise	Priority Sectors
Business Expertise	Technical/Specialist & Advanced Business Management
Promoting resource efficiency and sustainable waste management	Low carbon resource efficient business
Promoting resource efficiency and sustainable waste management	Low carbon resource efficient products and services
Promoting resource efficiency and sustainable waste management	Low carbon economy, resource efficient business culture
Protecting the natural environment 1	Support for environmental land management delivered through RDPE
Protecting the natural environment 1	Environmental advice to farmers and land managers in support of agri-environment schemes
Getting the most from foreign direct investment	Getting the most from foreign direct investment
Investigating new overseas markets	Investigating new overseas markets
Preparing to Export	Increasing Internationalisation Capabilities
Innovation Collaboration	Collaborative R&D
Innovation Collaboration	Networking for Innovation
Innovation Collaboration	Partnerships for Innovation
Innovation Collaboration	Vouchers for Innovation
Innovation Finance	Large Scale Energy Demonstrators
Innovation Finance	Single Business R&D
Skills Solutions for Business	Skills Solutions for Business

Annex 2

SOUTH EAST REGION BSSP TRANSITION MANAGEMENT PLAN

DETAILED ACTION AND MILESTONE PLAN

Creation of BSSP compliant portfolio of products/services				
Key Activity (Refer to summary plan)	Actions	Who Resp	By When	Comments/Progress (as at July 2008)
Map SEEDA existing products	Actioned	SEEDA	April 2008	Complete
Initial match of SEEDA products with BSSP product portfolio and RES	<ul style="list-style-type: none"> ➤ Match existing products with RES and BSSP product descriptors to date: match in relation to purpose/target clients/detailed content ➤ For each existing product, make an initial recommendation (1) Migrate (2) Amend & Merge (3) No match & wind down (4) No match- close 	SEEDA	April- June 2008	Complete
Map existing sub regional and local services with BSSP product portfolio and RES	<ul style="list-style-type: none"> ➤ Engage sub regional and local partners in transition plan working with Area Teams and local BLPs ➤ Map existing and planned sub regional and local services: all business support services funded by public bodies. 	LA FE Other	April – Sept 2008	Underway
Final match of SEEDA products and sub regional and local products with BSSP product portfolio and RES	<ul style="list-style-type: none"> ➤ As the final specifications for the BSSP products are released, action the final match with RES and BSSP product descriptors and confirm agreed action with the funders 	SEBSAB	July-2008- March 2009	
Develop a Transition Plan for “matched” existing products	<ul style="list-style-type: none"> ➤ Develop a transition plan for each product to include: <ul style="list-style-type: none"> • Any changes in product design(in relation to BSSP product) • Procurement decisions • Marketing and branding • Funding • Existing contracts and termination clauses • Bundling of products if applicable 	Each accountable organisation (led by SEEDA)	June 2008- June 2009	Underway for SEEDA funded products
Develop a Termination Plan for products not matched	<ul style="list-style-type: none"> ➤ Develop a termination plan for each product to include: <ul style="list-style-type: none"> ▪ Client management ▪ Duration of existing contracts 	Each accountable organisation (led by	June 2008- June 2009	

	Termination clauses and consultation periods	SEEDA)		
Key Activity (Refer to summary plan)	Actions	Who Resp	By When	Comments/Progress
Review BSSP product portfolio	➤ Review the BSSP product portfolio and identify any that need to be introduced – in relation to the RES		July 2008- June 2009	
Develop an Introduction Plan for new products	➤ Introduction Plan to include: <ul style="list-style-type: none"> • Product design in relation to BSSP product description • Procurement • Marketing and branding • Funding • Bundling of products if applicable 	Each accountable organisation (led by SEEDA)	July2008-June 2009	
Implement the Transition/Termination/Introduction Plans	Implement the plans for each product with oversight by the SEBSAB for key milestones using the logging process.	Each accountable organisation (led by SEEDA)	Oct 2008- March 2010	

Implement the Revised Vision of Business Link

Key Activity (Refer to summary plan)	Actions	Who Resp	By When	Comments/Progress
Strategic engagement with SE BL Consortium CEOs	➤ Ensure CEOs are fully conversant with BSSP, the revised vision of BL and the overall transition plan	SEEDA	April- July 2008	Strategic Think Tank – 8 July 2008 Ongoing through BL Consortium meetings
Engage sub regional and local partners	➤ Work with individual BLs to engage sub regional and local partners as part of the mapping exercise	SEEDA/LAs	April- Sept 2008	Through SEEDA Area Teams
Identify key changes for BL and develop detailed plan	<ul style="list-style-type: none"> ➤ In relation to the national Business Link vision, identify the key changes required which will include: ➤ Review of IDB role and capability including people capability ➤ Migration of IDB from business support providers to BL ➤ Map the customer journey ➤ Scope marketing and communications remit ➤ Capability to reach specific clients ie underrepresented groups ➤ Develop a platform for other funders of services, 	SEEDA	April-Sept 2008	

	<ul style="list-style-type: none"> including web platform ➤ A regional CRM ➤ Protocols for referral back to BL 			
Implement the plan	<ul style="list-style-type: none"> ➤ Implement the planned changes keeping abreast of the national picture for Business Link 	SEEDA	July 2008-March 2010	
Key Activity (Refer to summary plan)	Actions	Who Resp	By When	Comments/Progress
The changing portfolio of products	<ul style="list-style-type: none"> ➤ Align activity with the changing portfolio of products whether these be delivered via BL or accessed via BL. ➤ Build knowledge bank of new services. ➤ Train staff — customer facing staff and advisory 	SEEDA	October 2008-March 2010	

Procurement and Delivery				
Key Activity (Refer to summary plan)	Actions	Who Resp	By When	Comments/Progress
Procurement working group	<ul style="list-style-type: none"> ➤ Set up SEBSAB working group to focus on procurement 		Sept 2008	
Develop regional procurement strategy with partners	<ul style="list-style-type: none"> ➤ Develop overall approach to procurement with consideration of: ➤ Achieving maximum value for money ➤ Continuity of provision to clients ➤ Quality and expertise ➤ Equity issues ➤ Geography and location ➤ Longer term programmes ➤ Co branding 		Sept - Nov 2008	
Product Transition, Termination, Introduction Plans	<ul style="list-style-type: none"> ➤ Input into plans for products with reference to regional procurement strategy and recommended procurement route within BSSP products, reference to timeframes for notification 		July 2008-June 2009	
The product portfolio	<ul style="list-style-type: none"> ➤ Procure new contracts and manage the termination and winding down of others according to the product plans 		October 2008-March 2010	

Annex 3

South East Business Support Advisory Board - TERMS OF REFERENCE

Purpose

To oversee the development of a Regional Business Support Simplification Programme (BSSP) Transition Management Plan and the development of a regional business support strategy

Objectives

The role of the Advisory Board will be:

- To advise on the scope and principles of the Transition Management Plan in line with the principles and policy framework developed at national level
- To act as champions of business support simplification in the region
- To monitor progress towards milestones in the Transition Management Plan
- To ensure business support in the region is made simpler for businesses by reducing the number of services on offer, making them easier to understand and improving access
- To advise on the migration of existing services to the new BSSP portfolio
- To provide ongoing review of business support in the region and to ensure it meets regional, sub-regional and local needs
- To ensure effective links between this Board and Local Authorities
- To be alert to re-proliferation of business support services and to act as the guardians of a simplified business support structure
- To advise on the development of a regional business support strategy within the national BSSP framework
- To advise on future arrangements for Business Link and to champion Business Link as the primary access channel for business support
- To engage all parties with an interest in business support and to ensure there is effective communication with them
- To ensure effective links between this Board and the regional Employment and Skills Board.

Links to national governance of business support

The National Transition Management (later to be Strategic Management) Board will set the national framework for BSSP transition and subsequent business support policy. The South East Business Support Advisory Board is part of a network of nine regional bodies which will provide reports through the RDA to the national Transition Management Board which will review and sign off the regional Transition Management Plans.

Membership

The membership of the South East Business Support Advisory Board will comprise:

- Institute of Chartered Accountants in England and Wales
- Institute of Directors
- CBI South East region
- Federation of Small Businesses
- Engineering Employers Federation (South)
- South East England Chambers of Commerce and Industry
- Business Link (current chair of the SE BL consortium)
- South East Sector Consortia (representative)
- Sub Regional Strategic Partnerships (representative)
- Third Sector (representative)
- Local Authority (representatives)
- SE Sector Skills Councils (representative)
- Higher Education South East
- Association of South East Colleges
- SEEDA
- Government Office for the South East
- Learning and Skills Council
- SEERA
- UKTI
- Jobcentre Plus

Other organisations may be co-opted to the Board by agreement of existing members. Members are expected to communicate effectively with the members of their own networks and organisations.

Chairmanship

The Board will be chaired by the Executive Director, Global Competitiveness, SEEDA.

Secretariat

Secretariat for the Board will be provided by SEEDA

Frequency of meetings

The Board will meet quarterly, or at intervals agreed by the members.

Decision making

The Board's role is advisory, and all viewpoints will be heard and recorded. It is not anticipated that a mechanism is required for decision making where there is not unanimity of opinion or a broad consensus.

South East Business Support Advisory Board (SEBSAB) - MEMBERSHIP

NAME	POSITION	ORGANISATION
Jeff Alexander (Initial Chair)	Executive Director – Global Competitiveness	SEEDA
Colin Byrne	Regional Director	Government Office South East
Marinos Paphitis	Regional Director	LSC
Nick Woolfenden	Head of Policy	South East England Regional Assembly (SEERA)
Lewis Scott	Director (South East)	UKTI
Bernie Topham	Chief Executive	Eastleigh Borough Council
Kieran McNamara	Head of Economic Development	East Sussex County Council
Rafiq Chohan	Head of Economic Development	Slough Borough Council
Jonathan Blackburn	Chief Executive	Regional Action and Involvement South East (RAISE)
Fay Webster	Regional Director, South East	Institute of Chartered Accountants in England and Wales
Roger House	Chair, South East Area Policy Unit	FSB
Rodger Broad	Regional Director	IOD
David Seall	Chief Executive	EEF South
Ross McNally	Executive Director	South East England Chambers of Commerce
Malcolm Hyde	Director	CBI South East
Deborah Wyatt (representing South East Business Link Providers)	Director	Business Link Hampshire & Isle of Wight
David Rowland	Chief Executive	Skills South East
Tom Fourcade (representing South East Sector Consortia)	Chief Executive	Envirobusiness
John Weston	Chief Executive	Higher Education South East

(representing the South East HEIs)		(HESE)
Janet Edrich	Chief Executive	Association of South East Colleges (AOSEC)
Lynda Jones	Head of External Relations	Jobcentre Plus
Terry Watts (representing South East Sector Skills Councils)	Chief Executive	Proskills
Alastair Reid (Representing Strategic Sub Regional Partnerships)	Economic Support Manager	South East Economic Partnerships
John Parsonage	Executive Director – Smart Growth	SEEDA
Oona Muirhead	Executive Director – Sustainable Prosperity	SEEDA
Marilyn Huckerby	Interim Head of Global Readiness	SEEDA
Phil Bailey	Head of Business Support and Acting Director	SEEDA

Secretariat

NAME	POSITION	ORGANISATION
Ann Johnstone	Head of Business Simplification & Enterprise Policy	SEEDA
Laura Dyer	Business Support Executive	SEEDA

27 Members plus 2 Secretariat = 29

Annex 4

SOUTH EAST REGION: BSSP TRANSITION MANAGEMENT PLAN

Transition progress log- (format only – please see attached spreadsheet for completed log)

EXISTING SERVICES

Map			Match		Decision	Transition Plan		Status
Product name	Funder	Nature of service	Match Y/N/Part	BSSP Product match	Migrate Amend Close Wind down	Plan in place Y/N	Implementation date	Decision outstanding Transition plan in progress Complete

NEW BSSP PRODUCTS

BSSP product	Matched existing services	Introduction plan in place Y/N	Go Live date	Customer Journey agreed Y/N	Status
					Awaiting product design Introduction plan in place Complete

BUNDLING

Bundle description	BSSP services in bundle	Delivery arrangement	Implementation date	Comments

Annex 5

REVISED VISION FOR BUSINESS LINK

Developing Business Link: A Vision for the Future

Purpose

This paper seeks to clearly articulate the current role of Business Link and describes how the service could and should evolve and develop to meet the challenges of the Business Support Simplification Programme (BSSP).

Rationale for Business Link

Research has also shown that businesses who seek external advice are far more likely to survive, grow and succeed. Business Link provides the route in to a range of public and private sector support, helping to focus and shape the interactions needed by the customer businesses. Without Business Link, businesses may not be encouraged to seek those external interventions, and may not receive the best advice from other bodies whose underlying role is to sell from a range of their own solutions rather than necessarily to target the businesses immediate needs.

What is Business Link today?

Business Link is a national service delivered locally.

Business Link has been on an evolutionary journey over the past few years. The service has moved out of direct delivery of business support services and has focussed down on a clear and consistent information, diagnosis and brokerage offer to customers. The current and future success of the brand and the service depends on this platform of a common service definition that delivers a nationally consistent service across all regions. Also vital are a high quality and consistent service, delivering an independent and objective service. By ceasing to deliver business support solution services, Business Link is no longer competing with private sector providers of these services.

Business Link is now clearly about IDB: Information, Diagnosis and Brokerage. This means that Business Link is about market making. Informing businesses of the issues that impact them and giving them fast access to the right information to answer their business concerns. By understanding the customer the independent advisers in Business Link can help businesses to identify the most appropriate course of action, the right order to address their needs and the best places to access that help. Finally, Business Link will broker the business to a solution provider.

The Impact of BSSP: What does BSSP mean for Business Link?

Primary Access Channel: The success and stability of Business Link with the IDB service fully in place has positioned the service very well to fit the role of the primary access channel for all public sector business support. Business Link should already have a working knowledge of all business support schemes and activities – but in practice many product providers have developed their own access channels, marketing campaigns and customer engagement activities. Describing a primary access channel throws into stark relief the complicated customer journeys necessitated by the existing piecemeal service delivery. Generalist brokerage (from Business Link) to the specialist brokerage, currently built in to product delivery, is tortuous and nonsensical to the customer. The need to find an integrated brokerage solution is apparent and there is a clear opportunity for Business Link to grow into that role.

What Does a Primary Access Channel Look Like?

Informed customers will still be able to go direct to specific products via delivery channels where they choose to do so. These customers will be referred back in to the mainstream business support provision via Business Link, when the need arises. However, the main call to action should be through Business Link.

Annex 6
Letter to local authority CEOs



To: All local authority CEOs
cc: Heads of Economic Development

4 July 2008

**IMPLEMENTING THE BUSINESS SUPPORT SIMPLIFICATION
PROGRAMME (BSSP) IN THE SOUTH EAST**

I am writing to ask for your involvement in implementing the Business Support Simplification Programme (BSSP) in the South East.

You will be aware that, as part of the 2006 Budget, the Government announced its intention to significantly simplify and rationalise publicly funded business support, with the aim of ensuring it is:

- Simple for business to understand and access;
- Good value for money; and has
- Impact on economic and other public policy goals at nation, regional and local level

The number of products is reducing to around 30, all of which are to be broadly consistent across the county and which will be branded the same wherever they are delivered. The design of the products is nearly complete, and a list is attached at Annex 1. Further information on BSSP, and more details of the products, can be found at:

<http://www.berr.gov.uk/bbf/simplifying-business-support/page44805.html>

The design of the national framework is now nearing completion, and SEEDA has been charged with leading the simplification at regional level. In response, SEEDA has recently established the South East Business Support Advisory Board (SEBSAB). This Board will oversee the implementation of BSSP, and also the development of a new business support strategy for the region. Membership includes strong representation from the three tiers of local authorities – Bernie Topham of Eastleigh Borough Council, Kieran McNamara of East Sussex County Council and Rafiq Chohan of Slough Borough Council. SEEDA is working closely with Bernie, Kieran and Rafiq in support of their representation of Local Authorities on the Board and, as part of this, I am writing to seek your help with the first stage in the simplification process, that of mapping all business support services in the region.

The Board has agreed that we should map all publicly funded services, from whatever funding source. We can then collectively start to understand the

current pattern of support for businesses and plan for a better offer, delivering a better service to businesses and potentially achieving greater value for money for funders.

We would like your help in gathering information on any business support services that you currently fund, or plan to fund, how they match to the new BSSP products and how transition to the new framework might be achieved.

I would like to assure you that SEEDA is already getting its own house in order. A mapping exercise in 2007 showed that there were 177 SEEDA funded business support services. Of these, 120 have already been closed, and transition plans are being prepared for the remaining 57.

Gathering the information

You may find it helpful to have some further guidance on the type of services that should be included and a definition is included at Annex 2. Please also find attached a template to help you capture this information. It can also be obtained by email from me at xxx@seeda.co.uk

I would be grateful if you could return the information to me by the **31st July**. If you do not currently fund any business support services, please also let me know by marking this on the template.

Please do contact me if you have any queries at all. I will be very happy to work with your team to complete the template if that would be helpful

Yours sincerely,

SEEDA Area Team (as appropriate)

Annex 7

Template for collecting information about local and sub regional products

Business Support Simplification

Template for mapping existing or planned business support services

Please use the attached template to map the existing business support services that your organisation provides and those that are at the planning stage or are proposed for the future.

1 Existing : summarises existing business support services and key information about these

2 Planned : summarises any planned or proposed business support services and key information about them

Your assessment of how these services match, partially match or do not match with the new BSSP product portfolio would be valuable and a summary of the new portfolio is summarised on **3 Reference**.

Once we have received the information, the SEEDA Area Teams will be discussing these with you in more detail, so that collectively we can move towards simplified business support in the South East.

If you currently do not fund any business support services, or are not planning to fund any, please let us know by inserting "NONE" both Sheet 1 and Sheet 2, if appropriate.

Thank you.

Your assistance with this is much appreciated.

EXISTING SERVICES

Local Authority: <i>Name</i>								
Name of Programme	Short description of Key Purpose	Target businesses (eg pre-start, start up, social enterprise, growth business etc)	End date or review date	Funding partners	How do customers access to programme ? (eg via Business Link, outreach etc)	Who delivers the programme ?	Is there a match to a BSSP product - Yes/No	If yes, to which product ?
If Nil return, please enter NONE here								

PLANNED SERVICES

BSSP : Mapping of Proposed or Planned Business Support Programmes

Local Authority: <i>0</i>								
Name of Programme	Short description of Key Purpose	Target businesses (eg pre-start, start up, social enterprise, growth business etc)	Start date and end date	Funding partners	How do customers access to programme ? (eg via Business Link, outreach etc)	Who delivers the programme ?	Is there a match to a BSSP product - Yes/No	If yes, to which product ?
If Nil return, please enter NONE here								

Annex 8 ISSUES, ASSUMPTIONS & RISK REGISTER

Issues Log

The Issues Log summarises the key issues and questions to be answered and will be regularly reviewed and updated by the South East Business Support Advisory Board.

Issue Number	Issue Description	Owner	Date identified	Current Status (as at July 2008)
TMP01	Clarity and a full understanding of the “enhanced” role of Business Link and the implications on business support in the South East	SEBSAB	30-06-08	Clarity developing. Drawing from national Customer Journey Group
TMP02	Scoping the extent of the IDB activity which will transfer to Business Link and the implications on BL resource and knowledge	SEBSAB	30-06-08	Underway, work lead by national Customer Journey Group
TMP03	Transition planning within the region needs to remain aligned with the BSSP products as they “go live”	SEBSAB	30-06-08	
TMP04	Finalisation of branding and marketing guidelines by central BSSP	SEBSAB	30-06-08	Dissemination of Branding Guidelines, due 24 July, delayed by TMB
TMP05	Finalisation of the issue of regional flexibility with respect to the product portfolio	SEBSAB	30-06-08	Product eligibility criteria close to finalisation
TMP06	A full understanding of the implications on delivery organisations following the mapping exercise within the region, for example TUPE implications	SEBSAB	30-06-08	Taking legal advice re TUPE and SEEDA’s Innovation & growth Teams
TMP07	How to ensure that procurement of business support during the transition phase is fully compliant with BSSP and will not exacerbate proliferation	SEBSAB	30-06-08	SEEDA teams advised to include BSSP guidelines within Tender specifications
TMP08	How nationally procured products will be coordinated with regional priorities and delivery at a regional and local level	SEBSAB	30-06-08	
TMP09	Tender specification for Business Link recontracting to take account of “enhanced” Business Link role	SEBSAB	07-07-08	

Assumptions

In developing the transition plan, the following assumptions have been made and principles followed.

1. The RES and Business Support Strategy will be the primary determinant of how the product portfolio is implemented in the South East
2. It is at the discretion of funders to determine how much resource is allocated to each product and what products are available in the region
3. Funders of business support in the South East will be committed to simplifying business support and to working together to deliver the transition plan
4. The product portfolio will be fully compliant with both equality measures and state aid regulations and can therefore be implemented in the region on this basis.

Risk Register

Risk	Impact	Who affected	Rate			Mitigation
			Prob-ability	Impact	Risk	
BL providers will not have resources to deliver the new vision	Risk of re-proliferation as other funders of service introduce their own access channels and IDB services	Clients – confusion in the market Funders – not securing VFM Providers lack of client referrals	Medium	High	High	<ul style="list-style-type: none"> • Avoid imposing further demands on BLs • Relentless focus on just IDB – no resources devoted to delivery
BL providers do not change sufficiently to deliver the new vision and platform for other organisations	Risk of re-proliferation as other funders of service introduce their own access channels and	Clients – confusion in the market Funders – not securing VFM	Low	Medium	Low	<ul style="list-style-type: none"> • Early engagement with BLP CEOs and Boards • Engagement with local and sub regional providers • Oversight by SEBSAB

	IDB services	Providers lack of client referrals				
BL recontracting disrupts process of transfer	Reduced service to clients Client confusion re services available Lack of referrals to providers	Clients – confusion in the market	Medium	High	High	<ul style="list-style-type: none"> • Tightly managed recontracting process • Commitment and senior level in SEEDA to ensure smooth recontracting process
Mapping of existing products incomplete	Continuing proliferation	Clients – confusion in the market Funders – not securing VFM	Medium	Medium	Medium	<ul style="list-style-type: none"> • Commitment and senior level in SEEDA to ensure all regional funds are included • Wide consultation on the TMP with local and sub regional partners • Local engagement via SEEDA sub regional teams • Oversight by SEBSAB acting as BSSP champions
Sub regional and local funders of services do not engage, particularly Local Authorities	Continuing proliferation	Clients – confusion in the market Funders – not securing VFM	Low	High	Medium	<ul style="list-style-type: none"> • Wide consultation on the TMP with local and sub regional partners • Local engagement via SEEDA sub regional teams • Oversight by SEBSAB acting as BSSP champions
Existing customers disrupted	Customer dissatisfaction Low impact low returns on investment of funding	Clients do not have high quality service throughout Client projects left incomplete Clients experience delays	Medium	High	Medium	<ul style="list-style-type: none"> • Transition plan created for every existing product • Transition plans will consider transfer of existing customers to new products or core BL offer • Creation of regional CRM system that will allow BL to account manage all customers

Decisions on procurement in early 2008 will extend current products beyond BSSP implementation deadline	Extended proliferation	Clients confusion in the market Funders – do not secure maximum return	Medium	Medium	Medium	<ul style="list-style-type: none"> • Early engagement of SEEDA funders • Early engagement of sub regional and local funders • Encourage roll over and extension contracts where possible to allow time for new BSSP procurement to be put in place • For longer contracts insert BSSP transition clause
Short term re-proliferation	Duplication of services Waste of resources	Client confusion Funders – do not secure maximum return	Low	High	Medium	<ul style="list-style-type: none"> • National BSSP Transition Board to guard against new initiatives by government • RDAs commit to complete implementation of BSSP • Establishment of SEBSAB to drive full BSSP compliance in the south east
Lack of project resources result in incomplete or delayed implementation	On going proliferation	Clients – do not see benefits of BSSP Funders – low return for investment	Medium	High	Medium	<ul style="list-style-type: none"> • Senior responsibility allocated in SEEDA • Dedicated officer nominated in SEEDA • Project resources contracted for 2008/09
Launch of Innovation & Growth Teams delayed	Delayed transfer of existing schemes into new model	Client confusion Clients – do not see benefits of BSSP	Medium	Medium	Medium	<ul style="list-style-type: none"> • Senior responsibility allocated in SEEDA • Close working between SEEDA BSSP Team and I&GT Team
Launch of Regional Customer Relationship Management and Information System (RCRMIS) delayed	Delay simplification of collection of client data Delay introduction of simplified monitoring processes	Clients – do not see benefits of BSSP Providers not accessing client data	High	Medium	Medium	<ul style="list-style-type: none"> • RCRMIS Project Team driving and monitoring progress • Senior responsibility allocated in SEEDA • Awareness raising undertaken with providers