



Office for Product
Safety & Standards

Implementing the Industrial Strategy: Primary Authority & Growth Hub Pilot Final Report

January 2021



Contents

Final Report

1. Executive Summary	3
2. Origins, aims and objectives of the pilot.....	5
3. Who was involved?	6
4. The Referral Model	8
5. Results and Findings	9
6. Outcomes – Benefits and Challenges.....	16
7. Conclusion and Recommendations	21
Appendices	25

1. Executive Summary

The Industrial Strategy, published by Department for Business, Energy and Industrial Strategy, states that a business should be able to access Primary Authority advice via their local Growth Hub, should they wish.

“All businesses choosing to set up a Primary Authority partnership will have access to assured advice, with support from Growth Hubs.”

<https://www.gov.uk/government/publications/industrial-strategy-building-a-britain-fit-for-the-future>

To understand how this could work in practice, the Office for Product Safety and Standards (OPSS) sought volunteers to pilot an approach and measure the benefits.

As a result, 7 Local Authority regulatory services and the respective Growth Hubs volunteered to develop and pilot a referral process model. This referral process tested how upskilled Growth Hub advisors could refer businesses for regulatory advice, including Primary Authority.

This referral model has now become a normal way of working in the pilot areas as a result of the potential identified from its use and the mutual benefit for all parties involved.

The model used was a simple referral process between Growth Hubs and their respective regulators. When a business contacted a Growth Hub advisor, the advisor identified what support was required, including any regulatory advice. This regulatory advice could include:

- Trading Standards
- Environmental Health
- Health and Safety
- Food Safety
- Licensing
- Building Control
- Fire Safety
- The businesses' permission was obtained prior to referral to the regulators, as this referral was in the businesses legitimate interest.
- This process has proven to be effective because:
 - Businesses find it easier to get access to regulatory advice through a referral
 - The business is reassured by the Growth Hub advisors that the referral is important and to their advantage
 - The business has been reassured by the Growth Hub advisors that the regulators are approachable and supportive
 - Businesses, Growth Hubs, and regulators have more productive outcomes due to the collaborative approach and direct referral model

- As part of the pilot Growth Hub advisors were upskilled through training and shadowing visits. This increased their understanding of the role regulation plays in business support.
- Through the pilot a collaborative relationship developed between individual Growth Hub advisors and regulatory officers. This new relationship encouraged informal discussion between Growth Hub advisors and regulatory officers, resulting in effective referrals for businesses.
- A range of business types, including manufacturing, retail & hospitality were referred or signposted as part of the pilot, with businesses confirming that they were satisfied with the service and will contact the regulators and Growth Hubs again.
- As a direct result of the pilot, several resources, tools, templates and training packages for Growth Hub advisors and regulators have been developed. These resources will enable other Growth Hubs and regulatory services to adopt, implement and resource the referral model with comparative ease.
- The challenge was to overcome the perception that regulatory advice was not part of a business's needs. The pilot resulted in Growth Hub advisors reviewing their perception of regulators and appreciating the important support regulators can provide to business.
- Key Outcomes:
 - a) Growth Hubs are better equipped and more confident to refer businesses to local regulators
 - b) Growth Hub advisors changed their perception of regulators, now regarding them as approachable and valuing their role in business support
 - c) Businesses have developed a trusted relationship with their Growth Hubs. They are getting better value, because the Growth Hub advisors offer is wider as regulatory support is now included
 - d) Businesses have increased their regulatory knowledge, helping to keep their customers safe, remaining compliant and saving time and resources. This ensures the business gets it right first time
 - e) Regulators were better equipped and more confident to refer businesses to the Growth Hubs
 - f) 2 new Primary Authorities established (with Northamptonshire and Greater Manchester Regulatory Centre of excellence) and potential leads in other pilot areas.

2. Origins, aims and objectives of the pilot

The Government's Industrial Strategy has an ambition to ensure that every business has the opportunity to access the Primary Authority scheme:

(<https://www.gov.uk/government/publications/industrial-strategy-building-a-britain-fit-for-the-future>)

Primary Authority allows a business to receive tailored advice on a range of regulatory functions through a single local authority, who becomes their 'primary authority'. This ensures businesses get it right from the start and enables businesses to invest and grow with confidence.

The Aims

- For OPSS – to develop a viable and practical model to deliver the ambition of the Industrial Strategy
- For Growth Hubs – simplifying access to the right support for local businesses; capitalising on the opportunities created and widening the reach of the Growth Hubs
- For regulators – to support business growth through collaborative working, consistency of delivery and effective targeting of their resources
- For business -simplifying access to regulatory support, by receiving advice directly from the regulators to ensure compliance.

Objectives

- Develop and test a model which allows Growth Hubs to refer and/or signpost businesses to local regulators who will provide them with appropriate regulatory advice, including Primary Authority
- Test the models developed to identify what works well and can be replicated in other Growth Hubs
- Develop tools to enable other Growth Hubs and regulatory services to adopt the model

3. Who was involved?

Volunteers were sought through Better Business for All programmes and Regional Networks. To be successfully included in the pilot a locality had to have the Growth Hub, Trading Standards and at least one Environmental Health service willing to take part.

Pilot Areas

Regulatory areas and Growth Hubs	Individual Regulators, Local Authorities, and partners organisations
Northamptonshire Regulatory Services and SEMLEP (Growth Hub)	Northamptonshire County Council Kettering Borough Council Corby Borough Council Daventry District Council East Northamptonshire Council Wellingborough Borough Council Cherwell District Council South Northamptonshire Council Northampton Borough Council Northamptonshire Fire and Rescue service
The Greater Manchester Centre of Regulatory Excellence and Greater Manchester Business Hub (Growth Hub)	Bolton Council Bury Council Rochdale Borough Council Trafford Council Manchester City Council Tameside Metropolitan Borough Council Stockport Council Wigan Council Oldham Council Salford City Council
Sussex Regulatory Services, Coast2Capital and Business East Sussex (Growth Hubs covering Sussex)	East Sussex County Council Horsham District Council East Sussex Fire and Rescue service Sussex Chamber of Commerce
Greater Cambridgeshire & Greater Peterborough Regulatory Services and Signpost to Grow (Growth Hub)	Cambridgeshire County Council Peterborough City Council South Cambridgeshire District Council Huntingdonshire District Council East Cambridgeshire District Council Cambridgeshire Fire and Rescue service

New Anglia Regulatory Services and New Anglia Growth Hub	Norfolk County Council Norwich City Council North Norfolk District Council Breckland Council South Norfolk Council Great Yarmouth Borough Council Broadland District Council East Suffolk Council Babergh & Mid Suffolk District Council Ipswich City Council King's Lynn & West Norfolk Borough Council West Suffolk Council
Gloucestershire Regulatory Services and GFirst (Growth Hub)	Gloucestershire County Council Gloucester City Council Stroud District Council Tewkesbury Borough Council Forest of Dean District Council Cheltenham Borough Council Federation of Small Businesses (FSB)
Hertfordshire Regulatory Services and Hertfordshire Growth Hub	Hertfordshire County Council Watford Borough Council Stevenage Borough Council North Hertfordshire District Council Hertfordshire Fire and Rescue Service

All Growth Hubs have different operating models, priorities, and staffing levels. Within the pilot areas all Growth Hubs had advisors available to talk to business, however the number of advisors varied considerably.

Generally, those involved in the pilot had between 2 and 4 Growth Hub advisors, the exception to this being Greater Manchester with 160 and New Anglia with approximately 16.

The regulatory services involved in the pilot include Environmental Health, Trading Standards, Licensing and Fire and Rescue services.

The pilot ran from the January 2019 to the December 2019, however Greater Manchester started referral from the November 2018.

4. The Referral Model

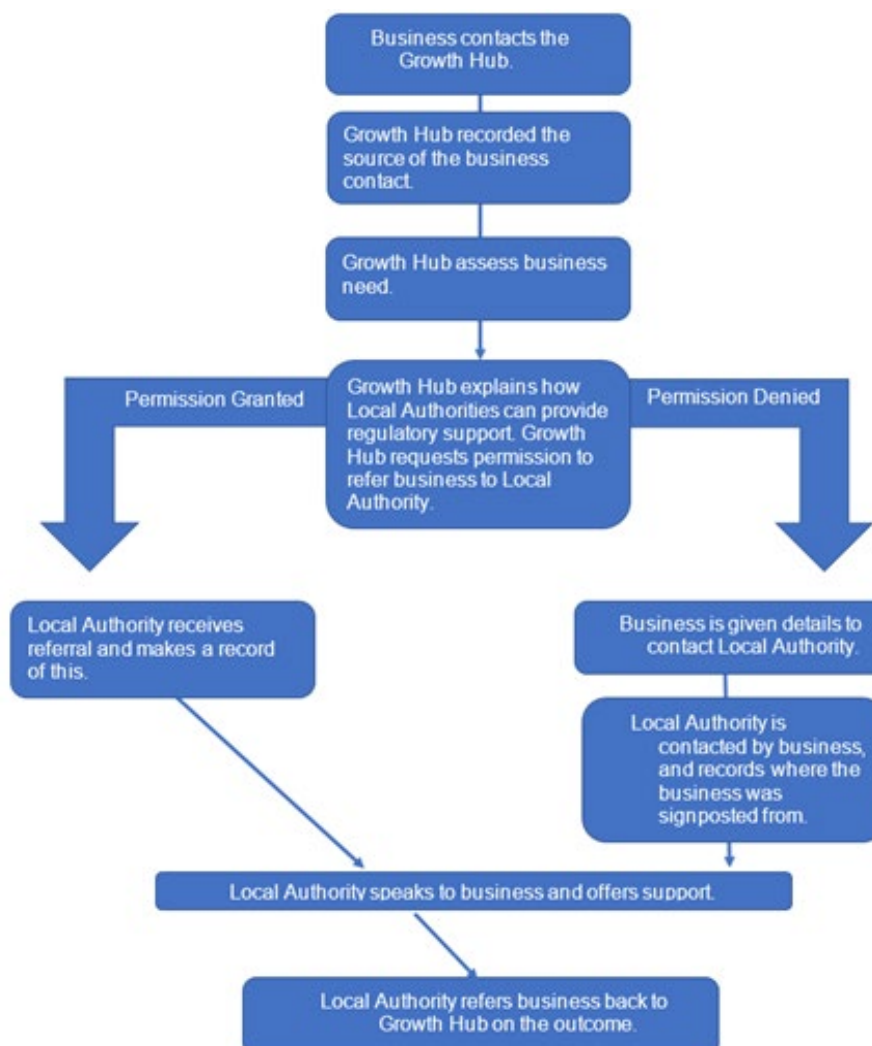
OPSS held a workshop with local authorities and Growth Hubs from across England to scope out how businesses could access Primary Authority advice from Growth Hubs and start to think about the referral process. From this session the 7 pilot areas were identified.

OPSS initially proposed 3 referral models to the 7 pilot areas and worked through each model to see what could work in each area. From these discussions, OPSS was able to develop a final referral model that would be used during the pilot.

Streamlining the referral process was challenging, especially where there were a large number of regulatory services involved. However, the use of generic email addresses and agreed reciprocal arrangements allowed this barrier to be overcome.

To suit local circumstances each pilot area slightly adapted this model to ensure it worked for the organisations involved.

The Referral Model



5. Results and Findings

The aim of the pilot was to test the referral process developed in each pilot area, and to create a model for other Growth Hubs to adopt. Through testing the referral process, businesses were offered regulatory advice and were able to find out more about Primary Authority. In total the pilot ran for 12 months in each area, with 6 months of live testing. During this time, the referral process was developed, training was undertaken, and system put in place before 'live' referrals and signposting could take place. The difference between a referral and sign posting is that:

- Referral – Growth Hub obtains permission from the business for the regulator to contact them directly
- Signposting – Growth Hub provides regulatory service contact details to the business, and business makes contact themselves

Referrals and Signposts

Due to a range of data sharing issues across the pilot areas, we are unable to share a total figure for all referrals and signposts across the 7 pilots.

Gloucestershire Regulatory Services and GFirst's Pilot

Gloucestershire Regulatory Services and GFirst's pilot ran from May 2019-October 2019. Through a range of marketing tools, including leaflets, banners & information on the Growth Hub's website, the support regulatory services can offer was showcased to business owners seeking advice. Both regulatory and growth hub staff were able to spend time with the other to better understand the support, and the way in which it is offered, given to businesses.

Through the above mechanisms, the Growth Hub were able to refer and signpost a number of businesses to the appropriate regulatory services.

Referrals

5 businesses were referred to regulatory services during the pilot. Of those 5, 80% were referred to trading standards, the remainder being referred to environmental health. Businesses in the Leisure and Retail sector were the most common to be referred (both 40% of referrals), with Manufacturing also common. All businesses referred were micro SMES, with between 1-5 members of full-time staff.

Signposts

Forty-four businesses were signposted to regulatory services during the pilot. Of the 44, 55% were signposted to environmental health, with the remainder being signposted to trading standards. Businesses in Retail and Leisure were the most common signposted (both 16% of signposts), followed by manufacturing (14%). 93% of the businesses were micro businesses (no more than 10 employees), with the remainder all SMEs.

Hertfordshire County Council Trading standards had 6 referrals during the pilot and were able to provide regulatory support to all 6. Information on why the businesses were seeking regulatory advice can be found in Appendix 1.

Learning, Tools and Training

To assist the referral process various tools detailed below were created by the pilot areas. These are now available for use by other regulators and Growth Hubs, contact to Local Delivery team to access these.

Information for Businesses

Leaflets and Z-cards were designed in collaboration. They were designed to be provided to businesses by Growth Hub advisors or regulators, in either an electronic format or a paper format at events, exhibitions or when visiting businesses, etc. They are designed to show businesses what advice the regulators can offer, but more importantly provide contact details for the business to find out more. For the pilot this was streamlined, with a set of contact details for regulatory services, consisting of email addresses which clearly state where the sender is from, e.g. regulatoryservice@la_name.gov.uk. Direct telephone lines were provided, as a single point of contact, to the Growth Hub, who would then refer the business to the regulatory services.

Z-cards were also issued to regulatory officers to distribute to businesses during visits or inspections. The Z-cards and leaflets also contained information on what Growth Hub's offer and the contact details. These materials increased the confidence of regulatory officers to signpost and refer businesses to the Growth Hubs and the wider range of regulatory services. Some examples of leaflets can be found in Appendix 2.

Upskilling of Growth Hub Advisors and Regulators

Upskilling of the Growth Hub advisors and regulators was critical to the success of the referral process as it led to increased knowledge and trust. This was achieved in several ways:

- **Growth Hub Advisor training** on types of support Regulatory Services can provide to businesses (including Primary Authority) and who does what. A Growth Hub advisor who attended the training said, *"I now have a much better understanding of how regulation can support business at any stage of the business and how important regulations are to support growth and business resilience ... it has made it far less reactionary for me as it now comes into a wider holistic diagnostic ... for business clients ... I can also put names to faces having all worked together on this."*

As a results of the training the New Anglia Growth Hub Advisors and Regulators were able to "build on existing relationships and to simplify our referral mechanism and contact .We have implemented a system where we have a BBFA lead who manages a knowledge base of regulatory services and key contacts so that advisers can pre-qualify business needs and seek support from the right regulator at the right time."

This training was formally accredited by Suffolk Chamber of Commerce who manage the New Anglia Growth Hub and deliver the SFEDI qualifications that all its Growth Hub advisers undertake to support them in their roles. The **level 1 Primary Authority training** course was adapted for both regulators and Growth Hub advisors, to be included in this training. An additional unit was added to allow Growth Hubs to educate regulators on their role in business support This training

was provided free of charge from OPSS. As a result of the Primary Authority training, one of the Environmental Health Officers who attended, was motivated to approach a business during the pilot and successfully secured a Primary Authority partnership.

- **Joint event including regulatory staff and Growth Hub advisors** with speed networking sessions. This allowed everyone to gain an understanding of each other's roles. Participants at these events varied slightly in each pilot and but generally included Trading Standards, Environmental Health, Fire and Rescue services, Licensing, Economic Development, Building Control and Growth Hubs. Other partners were also involved like the Chamber of Commerce, FSB, Library Services etc. Ian MacArthur, Head of Strategic Relationships at the Greater Manchester Business Growth Hub commented on these events, "*shared learning days... make links between regulators and economic development teams as well as Growth Hub advisors with the aim of broadening and deepening the understanding that good regulation is also good for economic growth – and vice versa.*" More details and feedback of the Shared Learning Day can be seen in Appendix 3.
- A similar event was held in Cambridgeshire and Peterborough for Regulators, Growth Hubs and business support partners. Delegate feedback can be found here - <https://www.youtube.com/watch?v=lh-1B0Zgr7o>



Learning about BBfA

- Representatives from Regulatory Services met with Growth Hub advisors to give a **brief overview** of local regulatory services, and vice versa.
- **Shadowing visits** which involved Growth Hub advisors accompanying regulatory officers on inspections/visits. The shadowing was considered by the Growth Hub advisors as valuable in gaining an insight into the way in which regulators worked and made them more confident when making referrals. GFirst Growth Hub

advisor said, *“shadowing a food hygiene inspection was a great opportunity. I was able to witness the amount of work that gets put into conducting one. I was able to speak to the business and chat to them about their perspective on it, which was a great insight!”*

- Accompanying a regulatory officer at a **Primary Authority meeting** with businesses. The Growth Hub advisor could see what the business valued about primary Authority.
- **Regulators shadowing Growth Hub advisors meeting with business clients.** The BBFA Champion, Yvonne Wynter from Gloucester BBFA attended four such meetings and said how intently the Navigators listen to the *“needs, wants and aspirations of the business”* and *no two meetings were ever the same...I could see that the Navigators are very keen to help as much as they can using the signpost or referral process. If the client is at the very early stage of their venture, then all they may be looking at during this stage is very general advice about everything that this new venture may involve and what they need to consider. I thoroughly enjoyed my discovery meetings and could see the value in them. It is a kind of “one stop shop” which allows a business a starting point or for one up and running additional assistance at any stage to help them grow.* “
- **Regular meetings** between key representatives from Growth Hubs and Regulatory Services to update on referrals, learning how the businesses were supported and if any key messages/approaches needed adjusting. E.g. Northamptonshire Trading Standards and SEMLEP redesigned the referral process to simplify the process for start-up businesses. The Growth Hub would complete the online Trading Standards form during the initial discussion with the business, which saved the business time, by missing out an administrative step. A copy of the form can be found in Appendix 4.
- **Positioning Growth Hub advisors and regulatory officers in the same location, developing more joint working** e.g. Greater Manchester Centre of Regulatory Excellence coordinator and the Manchester Business Growth Hub. As a result of this joint working, a new Primary Authorities created with Greater Manchester Regulatory Centre of excellence during the pilot as a result of this joint working. See Appendix 5 for a list collaborative events and joint business support programmes (e.g. Recipe4success, Spark2scale, Start Smart), developed as a result of these close working practices.

Business Support Events

Events and tools were used to raise awareness of the support both the Growth Hub and Regulatory Services could offer. Examples included:

- A mobile exhibition vehicle was used to promote the support available to businesses from regulators and Growth Hubs in the Sussex pilot area. The exhibition was able to visit where the businesses were located e.g. industrial estates and business expos. The businesses included cleaning services, food manufacturers, web designers and clubs. The regulators learnt that whilst going to the businesses directly was effective, there was a lot of preparatory work to be done and it was often difficult to engage with busy businesses, so the exhibition vehicle worked well as it was in the vicinity of the business enabling them to visit when the opportunity arose. The Regulators and Growth Hubs attended these include East Sussex County Council, Horsham District Council, East Sussex Fire

and Rescue service, Sussex Chamber of Commerce, Coast2Capital Growth Hub and Sussex Growth Hub (Idb group).



East Sussex Fire and Rescue Service Exhibition vehicle at a local industrial estate in Sussex

- Visiting business expos, e.g. Sussex Expo for Businesses involved regulators visiting other partners stands including the Growth Hub, Sussex Chamber of Commerce, etc. to network and meet businesses and participating in the speed networking session allowing an increased engagement rate with businesses, encouraging them to visit the Better Business for All/Primary Authority stand. However, the regulators learnt that the stand or banner needed to explain more clearly what the offer is, and who is offering, e.g. expert regulatory advice. This is particularly important when there are several regulators present and the material covers a range of regulatory functions. The vehicle used was a fire and rescue service expo vehicle which gave delegates the impression only fire safety advice was available.
- Brexit events with HSE, local regulators and Signpost to Grow Growth Hub in Peterborough & Cambridgeshire.
- Growth Hub events and training where Regulators attended. It allowed regulators to understand the barriers businesses face and show regulators as approachable and supportive. For example, GFirst Gloucestershire Growth Hub: How to Market your Business on Social Media and Food Festival Network event.
- Networking events like breakfast meetings, seminars, and business training events. The table below shows examples of some events (not including SEMLEP Growth Hub events) attended by the Northamptonshire BBfA partnership coordinator. (Examples for Greater Manchester centre of regulatory excellence can be seen in Appendix 5).

Network event	Link to organisation web site
Business for Breakfast Northampton	https://bforb.co.uk/
Digital Northampton Business networking events	website - https://www.digitalnorthampton.com/ Twitter - https://twitter.com/DigiNorthampton Linkedin - https://www.linkedin.com/company/digital-northampton/about/
Enigma Business Networking	https://www.enigmanetworking.co.uk/
Women In Business Network – Towcester and other area	https://www.wibn.co.uk/
Connect Networking - Connect Kettering, Daventry, and other areas.	https://www.buscomm.co.uk/
FSBConnect Northampton Networking	https://www.fsb.org.uk/event-calendar.html
The Chamber of Commerce events	https://www.northants-chamber.co.uk/events
Bright Business Club	https://www.brightbusinessclub.com/master
Business Book Club - Northampton	https://www.facebook.com/events/534163577073339/?event_time_id=534163583740005

Networking events and links to the host organisations

- Introduction to and engagement with Growth Hub partners and stakeholders led to other stakeholders being aware of the Regulatory support and Primary Authority. For example the Business & IP Centre Northamptonshire and The Mallows Company (who run an ERDF (European Regional Development Fund) project named FEAST, aimed at food and drink businesses in the Northamptonshire and Barclays.
- Business events organised by the Growth Hubs: The Growth Hubs used their marketing skills to entice businesses to events by using key terms such as “helping you win contracts” rather than “regulatory advice”. Both of these terms cover the same material, however the first is a greater priority to a business. For example, the most popular Workshop with 30 businesses attending, was ran by the Hertfordshire Growth Hub, called ‘Get Compliant and Win Contracts! ‘A joint HSE, Growth Hub and Regulator event called ‘Protect your businesses reputation’, had over 80 businesses. See Appendix 2 for the leaflet.

Digital Media

Video clips and animations were used in communications and social media to raise awareness of Regulatory Services and Growth Hubs. These resources were adaptable to individual organisational needs.

- Animations were developed illustrating how Environmental Health, Trading Standards and Fire and Rescue services were relevant to business compliance and where to access relevant support. This enabled businesses to focus and prioritise their time as it depicted which regulation was imperative to a business's success. Trading Standards: <https://youtu.be/qXgBn1SCcts> , Environment Health and Fire Safety: <https://youtu.be/d3OxxlhMJ6l>
- Talking heads films produced by Hertfordshire BBfA partnership and Northamptonshire: <https://www.youtube.com/watch?v=8F-MJ4o1Ko4> – promoting the support local regulators and the Growth Hub can offer businesses.
- Video Business case studies were developed by Gloucestershire BBFA and GFirst, <https://www.youtube.com/watch?v=Futk8U8t46Q>, and Hertfordshire Growth Hub <https://www.youtube.com/watch?v=4gdfpT0axzY>, Best Imports and Pawbakes <https://www.youtube.com/watch?v=eMCpUSwoQZs>, where clients were supported by Regulators and the Growth hubs.
- Using Facebook, LinkedIn and Twitter – Northamptonshire ran a campaign via Facebook with an aim of raising awareness of regulatory support available to businesses in the area, and to collect leads from businesses who would be interested in receiving advice. The content included the rebranded animation of Trading Standards, the Talking heads video (featuring local Regulators and Growth Hub Advisors) and a link to the Regulatory support page on SEMLEP's web site <https://www.semlepgrowthhub.com/regulationsupport/> . The content was also shared through LinkedIn and Twitter. The Google analytics statistics show that the Regulatory Advice and Support page, had 165 views and the average time a visitor spends on the page is 05.23 minutes. The Facebook video promotions of the Talking heads and the Trading Standards animation each reached over 700 users and LinkedIn over 300 users. Potentially over 1700 user were aware of the regulatory support available. Some examples used in the campaign can be seen in Appendix 5.
- Revised regulatory Web pages – GFirst and Gloucestershire BBfA, SEMLEP and Northamptonshire BBfA and Signpost to Grow (Cambridgeshire and Peterborough BBfA all created new web pages.
- A summary of all the tools and comparison to the different approaches used by each pilot area can be seen in Appendix 7.

6. Outcomes – Benefits and Challenges

Benefits

Throughout this pilot, it was important that all partners listened and took note of each other's views, priorities, and concerns. The key benefits were:

- The perception of regulators, Growth Hub advisors and businesses towards each other had changed, they are much more understanding of each other's work and understand clearly how each other support businesses.
- Regulators and Growth Hub advisors can speak with confidence to businesses about each other's role in business support.
- Business now value regulators support and will tell other businesses about their positive experience

There was a concern that both Growth Hubs and Regulatory Services would be overwhelmed throughout the pilot, overwhelming the capacity and resources both services have available, this however was not the case which allowed both parties to provide the best possible support to businesses.

Evidence from those involved in the pilot and endorsements of the approach adopted

The following feedback highlights:

- A high degree of satisfaction with the pilot
- Positive feeling that this is an improvement to the services delivered
- A willingness to continue with the new way of working
- New Primary Authorities created (with Northamptonshire and Greater Manchester Regulatory Centre of excellence) and potential leads in other pilot areas.

Feedback from Businesses, Growth Hubs and Regulators

- Feedback from a Business who secured a Primary Authority with Northamptonshire. Food Business from Northamptonshire "Yes, we have been in contact with Environmental Health and will be contacting them again today to help us with our van design and also some storage space." This feedback shows that the business has returned to their regulator to seek advice. A new Primary Authority was created with a food manufacturer. The Technical Manager said that "*Houghton Hams is excited to have the opportunity to develop our long standing relationship with Northampton Borough Council. The new PA initiative will allow Houghton Hams to meet this challenge, whilst further underpinning our technical compliance and expertise.*"

Feedback from Businesses in Hertfordshire:



THE BEST BEFORE CAFE

"As a new community project run entirely by volunteers, we were anxious at the thought of our food waste cafe being inspected by an Environmental Health Officer. We expected a thorough and professional review but to our delight the process was also positive, supportive and reassuring. We received practical advice, helpful tips and clear explanations of what was expected of us in terms of food safety and hygiene. Our confidence gained immeasurably as a result and gave our project a solid secure foundation from which to grow."

- Suzy Holding

- Trading Standards supports small start-up business which produces dog treat making kits. Business Operator after being referred from the Hertfordshire Growth Hub to Trading Standards for business support said "*Trading Standards are a great contact for my business, and I will be calling on their services in the very near future.*"

Referrals resulted in positive feedback from the business.

PAWBAKES

"Working closely with Trading Standards throughout the development of PawBakes, provided us with a platform of support that enabled us to successfully bring our products to market. Receiving the sign-off that you are fully compliant not only gives you, as a business, confidence but also those buying your products. It's reassuring to know that we are able to get back in touch with our designated officer, at any point for quick and up-to-date advice."

- Chloe Hackney

Growth Hub Gateway Advisor: "In order to provide rounded business support to our businesses, understanding the regulatory environment and how businesses need to comply and understand their responsibilities is key. By visiting the local authority regulatory team and trading standards team, together with attending training courses our team has gained a greater understanding of regulatory teams and positive feedback received from the businesses referred."

- SEMLEP develop better relationships with regulators, giving a better service for their clients.

SEMLEP Growth Hub advisor: "Primary Authority training has vastly increased the knowledge of

both the Gateway Advisors and the Business Advisors involved in the pilot. Part of the training offered to the Gateway team was to be given the opportunity to visit regulators' offices and be introduced to the full range of services provided to businesses. This helped not only from the perspective of the Growth Hub being able to offer its clients a better customer service but helped to forge otherwise non-existent links with the people behind the delivery. The catalyst for these new networks and connections to be created was solely the Primary Authority pilot.

"Part of the aim of the pilot was to help break barriers where business owners assumed that regulators were "scary" and that they were there with the single aim to act as enforcement officers. It is widely regarded that the Growth Hub

now being able to describe to a client what will happen after they are referred to, e.g. “Environmental Health at South Northants Council” as opposed to “a regulator” helps put business owners at ease, and not into a state of fear. The minor changes in language to talk conversationally about people working for local authorities on an informal/human level can be seen to change the perceptions the business owner has. The key is to ensure that regulators are seen to be approachable and the Gateway team being able to discuss their own experiences with the local authority teams helps with this.”

- GFirst Growth Hub advisors grow in confidence and knowledge.

GFirst Business Navigator “We have gained a better understanding of different regulators and their offers. This has resulted in gaining more confidence to be able to connect their clients with the growth hub services provider. As a result, they are able to make client’s journey more effective and liaise with the appropriate team on their behalf, if and when necessary.”

- Hertfordshire’s referral process gives a better service for their clients.

Growth Account Manager at Hertfordshire Growth Hub “Having the Growth Hub PA pilot in place (such as the training and referral process) has assisted me in confidently introducing the benefits of Primary Authority to businesses that I support and the referral process in place has ensured that any client that is referred is contacted promptly by an Officer and that I am then updated on the outcome.”

- Northamptonshire has shown the benefits for regulators, Growth Hub advisors and business clients.

South Northamptonshire District Council *“The pilot hasn’t opened the floodgates with regard to enquiries, but regulators have contacted businesses 15 times to provide regulatory support as a direct result of the pilot – that’s potentially 15 less non-compliant businesses which is really positive. It’s in its early stages, the communication channels are now established, key messages are being given and I really do believe that if momentum can be maintained and cultures aligned that we will all start to see the benefits.”*

- Increased awareness of Greater Manchester Regulatory Centre of Excellence’s offer to business.

“The links we have been able to develop between Environmental Health and the Growth Hub have increased awareness of the business support and advisory services Environmental Health are able to provide e.g. bespoke regulatory advice, labelling advice, advisory inspections especially for new businesses.”
(Environmental Health Officer)

- Greater Manchester Business Growth Hub developed more effective working relation with local regulators.

Greater Manchester Business Growth Hub (BGH) Start Up Advisors have increased referrals and established a more effective day to day working with regulators through the activities of the pilot: *“A particularly good example of this was the shared learning day where Advisors from the BGH Start Up team were introduced to their LA regulatory teams and had the opportunity to share operational information, best practice and very importantly put a face to a name and develop a deeper level to their working relationship. As a result of the shared*

learning day we have attended regulatory team meetings which has developed relationships and cross referrals / client support.” - Janine Richardson, GM Business Growth Hub, Start Up Manager

- The Shared Learning Day lead to many successful business referral.

Example of a successful referral from Greater Manchester Business Growth Hub (BGH) Start Up Advisors and the Regulators.

“A good example of a client I have referred for support would be a business in Bury that manufactures a range of wooden products, from furniture, to outdoor play equipment for schools. Early in the client’s journey the need for some advice from the trading standards team at Bury Council was identified, so I sent over an email to the team to explain what the business does and with the client’s consent, sent over his contact details. The following day, Ben from Bury Council’s trading standards team gave me a call to confirm that he has spoken with the client in question and not only did he explain all of the areas of regulation that the business would need to consider to the client, but he also took the time to explain all of this to me over the phone, which I found very useful. At the shared learning day, I was then able to meet Ben face to face, along with the rest of the regulatory teams, which in itself was very useful. The referrals I have made to date have been very beneficial to clients and the feedback I have received from them has been positive. It’s very important that businesses receive a good standard of advice when it comes to regulations, to ensure that they get it right first time.” – Business Growth Hub Start Up Business Advisor

See Appendix 8 for Greater Manchester Regulatory Centre of Excellence case studies.

Challenges

Most of the challenges at the start of the pilot were overcome by discussion and subsequent improvements were made. This meant that they were unlikely to present a major risk.

Challenge	Solution
Making time for Growth Hub advisors and regulators to be trained, and shadow each other’s work activities	With the training, videos and materials available this process has been streamlined to allow a quicker timescale to achieving this. The benefits were shown to outweigh the time spent
Where the LEP and Growth Hub priorities are focused on established businesses, where additional regulatory advice is not a priority and are therefore signposted rather than referred. Signposting is less effective than referrals. Only on one occasion did a business contact the regulators after being signposted When signposted rather than referred, the regulator can’t contact the	Extending the regulatory referral process to partner business support organisations who support start-ups The Growth Hub advisors provide businesses with the regulatory Z-cards to signpost businesses, acting as a visual nudge to encourage the business to contact the regulator when needed

business later to offer assistance which they identify is likely to be needed	Growth Hub advisors recontact these businesses, to make a follow-up call and can prompt the business about regulatory advice (using the Z-cards)
Data sharing restriction	This was overcome by gaining the permission from the business. This was seen to be in the legitimate interest of the businesses Some additional agreement may be required between local authorities to allow a local authority in the pilot to support a business which was not in their area
Some local authorities have restrictions on posting material on social media platforms and do not have the marketing expertise to run campaigns. In addition, the time or any costs can be seen ineffective use of resources	The levels of engagement have increased, where social media campaigns have been used, e.g. Northamptonshire The campaigns can be scaled appropriately to accommodate the time available, e.g. Five Star Friday in Gloucestershire, giving free advertisement for businesses

Six Months on

Majority of the pilot areas are continuing to work closely with their Growth Hub using the referral model from the pilot. Greater Cambridgeshire and Greater Peterborough were unable to continue using the referral model due to there being no data sharing agreement in place, however they continue to support each other as a result of the strong links formed during the pilot.

Although no additional Primary Authority partnerships have been formed since the pilot has ended, businesses continue to be referred and signposted to regulatory services in their locality through their Growth Hub. The links formed between regulatory staff and growth hubs have been invaluable, particularly in the current climate where businesses are seeking support to ensure they are able to continue operating.

7. Conclusion and Recommendations

Conclusions

The Growth Hub Primary Authority pilot has improved support to businesses. There is now a smoother and more effective referral process which has provided a direct point of contact for a business to speak to the regulators. This provides better customer service. SEMLEP Growth Hub Manager commented *“Clients no longer feel that the Growth Hub advisors are ‘fobbing them off’ to someone else, as regulators are seen as part of the team”*

There is a stronger personal relationship between the Growth Hub advisors and the individual regulatory officers. The Growth Hub advisors have met the regulators and have direct contact, where regulators are keen to get in touch with the business to help support them, leading to a successful referral.

The Growth Hub advisors have been upskilled, through receiving training which increased their awareness of the regulator’s role, the range of legislation that affect a business and the role of the different regulators. The accredited training package developed is now available to all Growth Hubs and can be used as guided learning towards accredited qualifications for Growth Hub advisors and Social Enterprise Agencies.

Trust and understanding have been built between Growth Hubs and Regulatory Services, leading to greater willingness to support each other. This has occurred after both Growth Hub advisors and regulators received training and advisors had the opportunity to shadow regulatory officers. This increased the Growth Hub advisor’s confidence in talking about the impact of regulation on businesses. Now regulation and compliance, including PA, has become embedded in the Growth Hub business support offer.

The perception of both regulators and Growth Hub advisors changed throughout the pilot, they now find they can speak with confidence to businesses about the other’s service. The Growth Hub advisors have enabled regulators to be seen as approachable, and busted the myth that regulators want to find fault, rather than be supportive to businesses.

The Growth Hub has a greater offering to its clients, because their advisors are more knowledgeable and confident to talk about how regulators can support business.

Through Primary Authority training, Growth Hub advisors saw the benefits of Primary Authority and why it can only be provided by a regulator. Whilst none of the advisors started a conversation with businesses about Primary Authority, they could recognise where a business would need regulatory support and could be offered Primary Authority information in the future.

Regulators are now able to fully understand the work of the Growth Hubs and how they support businesses through the referral process. The regulators understand how important prompt and personal call backs are to referred businesses, making their service valued by saving the business time and money.

Better customer service is now available from local regulators who have an improved understanding of how the Growth Hub supports business. This understanding was derived from regulators receiving training, shadowing Growth Hub advisors at client

meetings, attending events, networking meetings and being part of informal discussions. This led to businesses being referred to Growth Hubs for advice.

Of the referrals made to regulators in the pilot, it is unlikely that any of these businesses would have instigated a conversation with the regulators if the Growth Hub had not been involved. Some of the referrals were potential Primary Authority leads and follow up conversations can continue. Feedback from businesses demonstrated that businesses valued the support given by the regulators and were not put off re-contacting the regulator when more support was needed in the future. These businesses have changed their perception of regulators from enforcement focused to approachable and trusted.

The follow-up referral process ensured that no business was missed. This along with further discussions between the Growth Hub and the regulators ensured that the service to business is being improved, e.g. Northamptonshire pilot reduced the number of forms a business had to complete.

The follow-up process allows the impact of referrals to be measured and evidenced in case studies to influence other businesses.

Although the numbers of referrals were relatively low, this helped because it meant that neither the regulator nor Growth Hub were challenged by the referral process in terms of capacity.

There is now greater public/business awareness of the resources available to businesses through combined Growth Hub and regulatory resources. Information was also shared with all partner organisations, including libraries, funded start-up organisations and groups e.g. WENTA, Secret to Success (Manchester Business Hub), Chamber of Commerce, British Business Bank, FSB etc.

A more joined up and cost-effective approach to supporting businesses and working with partners in general, e.g. joining meetings with businesses, co-delivering presentations/events, collaborative development of resources, with a single expo stands supported by all partners.

Increasing awareness of regulatory support available for hard to reach businesses. None of the businesses in the pilot had received advice from a regulatory team before. This experience gave them knowledge and confidence which supported their compliance and growth. It demonstrated to them that the Growth Hub and similar business support organisations can play a significant role in raising awareness of how local authority regulators can support businesses.

The creation of a new training package for Growth Hub advisors, new resources, learning and tools to develop the Growth Hub advisors and regulators skills and improve the customer service for local businesses has been a bonus.

Guidance documents and flyers (like the Z-cards) can be used to spread this message, especially where businesses may need regulatory support in the future. Joint contacts can allow business to see the call to action to call their local Growth Hub, leading to regulatory referrals when required.

New Primary Authorities were created (with Northamptonshire and Greater Manchester Regulatory Centre of excellence) and potential leads in other pilot areas.

Recommendations

- This pilot has demonstrated that working in this way adds additional value to both existing and start-up businesses. Using a referral process between Growth Hubs and regulators, and vice versa, delivers an improved customer service and should be made available in all areas.

To facilitate these recommendations, we suggest:

- Setting up a simple referral process between Growth Hubs and regulators with a follow-up process to track referrals, measure impact, to gain the evidence of how businesses are supported.
- Set up a meeting with the regulatory and Growth Hub leads to introduce yourselves and start a conversation to build trust by providing a simple explanation of what each other does.
- Inviting business advisors to attend the Primary Authority training to ensure they are confident and sufficiently knowledgeable to have conversations about regulation.
- Inviting Growth Hub advisors to shadow regulatory officers. This was valued by advisors because it gave them an insight into the time taken to undertake an inspection and expertise of the regulators. This has given them more confidence when making referrals.
- Encouraging face to face contact with Growth Hub advisors and regulators is important in building trust and developing personal relationships. This can take place at meetings, networking events, shadowing, or Primary Authority training. Having this face to face contact allows direct, informal discussions to take place to check if a referral is going to the right place. This provides continuous informal learning, improvement to their services and reinforces that the regulators are approachable and supportive of the Growth Hub advisors and their role in supporting businesses.
- Helping Growth Hub advisors realise that Primary Authority does not have to be the focus of the initial conversation, it is more about explaining and allowing a business to access local authority regulatory services.
- To extend the referrals to more start-up businesses, linking the referral process to other Growth Hub advisory partners like WENTA, other enterprise agencies, Start and Grow, Bank Relationship Managers, Economic Development teams, etc. These agencies would equally benefit from the training and solutions developed already for Growth Hub advisors.
- Encourage joint events. The attendance of regulators at Growth Hub events and networking opportunities keeps the personal relationship between regulators and Growth Hub advisors.
- Jointly spread the message about the support Growth Hubs and regulators can give, allowing the referrals to both. This allows more opportunities for businesses to find out the support available to them.
- Use the new training resources, learning and tools to develop the Growth Hub advisors and regulators skills and improve the customer service for local

businesses, which will result in a higher number of referrals. These are available from localregulatorydelivery@beis.gov.uk

- At events, guidance documents, such as the Business Advice packs, and flyers, such as Z-cards, can be used to spread the message, especially where businesses may need regulatory support in the future.
- Spreading the message about referrals should be part of normal working practice. This enables referrals to work both ways.
- Implement referral follow-ups with Growth Hubs and regulators to sustain referrals, improve customer service and provide Growth Hub advisors training with prompts, e.g. crib sheets and updates.

For help in implementing the recommendations in this report please contact Local Delivery on 0121 345 1201, localregulatorydelivery@beis.gov.uk

Appendix 1: Business reasons for referrals

Referrals: -

- **Trading Standards:** CE Marking and planning for changes post. Potential future PA client
- **Trading Standards:** Diversifying their business to include manufacturing food
- **Trading Standards:** Regulations on selling alcohol free beer and advice on labelling
- **Trading Standards:** HSE was unable to help having had Intelligent Fabric Technology product for a long period of time they said that they didn't know how to test it nor did they offer a solution as to who could. George would welcome guidance on this product and indeed he has many other products that he may need guidance on
- **Trading Standards:** guidance for a business who currently signs a declaration of incorporation on the machines he supplies but is concerned because the incorporation is supposed to happen in the EU and obviously after Brexit this won't be the case.
- **Trading Standards:** business which is involved in the assembly and supply of equipment such as industrial barcode scanners and collaborative robots B2B. Uses CE marking and potentially interested in PA.

Hertfordshire pilot final report

Appendix 2: Examples of leaflets developed for the pilot

Hertfordshire Pilot

Need to simplify your regulatory processes?

You could benefit from a Primary Authority Partnership.

Hertfordshire Growth Hub can help you explore this further, and put you in touch with a local authority regulatory team.

A Primary Authority Partnership provides you with:

- Assured advice you can rely on, so you shouldn't be asked to do things differently in other parts of the country
- Tailored advice to help you comply with Environmental Health, Fire Safety and Trading Standards regulations
- A single point of contact in a local regulatory team

Avoid duplication of inspections and paperwork
 Peace of mind and enhanced reputation
 Save time and reduces costs
 Confidence knowing that resources devoted to compliance are well spent
 Ensure legislation is not a barrier to your business growth

Find out more: www.hertsgrowthhub.com

Confused by business regulation?

Hertfordshire Growth Hub can help you to make sense of it all and put you in touch with a local authority regulatory team for expert advice.

We can provide you with access to:

- Tailored, expert support and guidance to help your business grow
- Analysis of your processes and practices in a safe environment, to ensure you are fully compliant
- Primary Authority Partnerships - 'assured advice' which other local authorities must respect when dealing with your business
- A range of free and paid-for regulatory services to help you get it right first time

Get it right and save time
 Trusted and reliable support
 Help that won't cost a fortune
 Peace of mind and enhanced reputation
 Ensure that legislation is not a barrier to your business growth

Find out more: www.hertsgrowthhub.com

Northamptonshire pilot area



Help is at hand...

SEMLEP's Growth Hub, in partnership with your local authority, can connect you to professional trusted regulatory advice and support to ensure you stay compliant with the most up to date legislation.

This includes a local authority acting as the primary authority enabling your business or businesses to form a partnership with that local authority, which then provides assured and tailored advice that other local regulators must respect.



Why should your business work with local regulators?

- It provides access to trusted, qualified professionals
- It can save your business time and money
- It can make your business more efficient and profitable
- Regulators can help your business avoid the pitfalls on a number of areas including:

- 👉 Licensing
- 📄 Trading Standards
- ✂️ Food Safety
- 🌳 Environmental Pollution
- 📢 Noise and Odour Nuisance
- 👤 Fire Safety
- ⚠️ Health & Safety

To benefit from this support, contact SEMLEP's Growth Hub today on **01604 212696** or email growthhub@semlep.com www.semlepgrowthhub.com/regulationsupport



Appendix 3: Greater Manchester Regulatory Centre of Excellence Business Growth Hub and Regulators Shared Learning Day

3.1: Shared learning day learning outcomes

The expected learning outcomes for the day were as follows:

1. To help Growth Hub advisors and economic growth teams better understand what regulators do and how their advice can help a business grow.
2. To help regulators better understand the role of the Growth Hub in helping business at all stages of their development.
3. To help all delegates better understand Better Business for All, the Greater Manchester Regulatory Centre of Excellence and primary authority and how it can help businesses.
4. To encourage all parties to refer to one another to ensure the best service for the business/client.

3.2: Shared learning day agenda

- 09:50 – Introduction to the Shared Learning Day
10:00
- 10:00 – Welcome and opening – Richard Jeffery
10:10
- 10:10 – Activity – what do we already know?
10:25
- 10:25 – Overview of the Greater Manchester Regulatory Centre of
11:00 Excellence, Better Business for All
and primary authority – Nick Reddrop
- 11:00 – Overview of Greater Manchester’s Business Growth Hub – Ian
11:15 MacArthur
- 11:15 – Break
11:25
- 11:25 – Business, regulator, economic development Q&A panel
12.05
- 12:05 – Trading Standards – what’s it all about? Clare Whittle
12:25
- 12:25 – Lunch
13:10

- 13:10 – Licensing – what’s it all about? Mike Robinson
13:30
- 13:30 – Activity – how have we already helped businesses? (25mins +
14:10 15mins feedback)
- 14:10 – 3 x seminars from environmental health, fire safety (plus break) and
15:15 the Business Growth Hub
- 15:15 – Activity - what are we doing well/what could we do better?
15:50
- 15:50 – Summing up & close
16:30

3.3: Shared learning day feedback

I understand who the regulators are and what they do		
Row Labels	Count of Name	%
Less understanding -4	1	1.4
Less understanding -1	1	1.4
Equal understanding	41	58.6
Better Understanding +1	24	34.3
Better Understanding +2	3	4.3
Total	70	100.0

I understand the principles of Better Business for All		
Row Labels	Count of Name	%
Less understanding -1	1	1.4
Equal understanding	35	50.0
Better understanding +1	29	41.4
Better understanding +2	3	4.3
Better understanding +3	2	2.9
Total	70	100.0

I understand the role of the Business Growth Hub in GM		
Row Labels	Count of Name	%
Less understanding -5	1	1.4
Less understanding -4	1	1.4
Equal understanding	34	48.6
Better understanding +1	27	38.6
Better understanding +2	6	8.6
Better understanding +3	1	1.4
Total	70	100.0

I understand the role of economic growth/development teams in GM		
Row Labels	Count of Name	%
Less understanding -4	1	1.4
Less understanding -1	4	5.7
Equal understanding	27	38.6
Better understanding +1	28	40.0
Better understanding +2	8	11.4
Better understanding +3	2	2.9
Total	70	100.0

I understand the role of the Greater Manchester Regulatory Centre of Excellence		
Row Labels	Count of Name	%
Less understanding -5	1	1.4
Less understanding -3	1	1.4
Equal understanding	37	52.9
Better understanding +1	24	34.3
Better understanding +2	5	7.1
Better understanding +3	1	1.4
Better understanding +5	1	1.4
Total	70	100.0

I know what primary authority is & how it can help businesses		
Row Labels	Count of Name	%
Less understanding -5	1	1.4
Less understanding -1	2	2.9
Equal understanding	40	57.1
Better understanding +1	20	28.6
Better understanding +2	6	8.6
Better understanding +4	1	1.4
Total	70	100.0

I feel well equipped to refer businesses through to the best organisation/service to help them		
Row Labels	Count of Name	%
Less understanding -5	1	1.4
Less understanding -2	1	1.4
Less understanding -1	2	2.9
Equal understanding	28	40.0
Better understanding +1	31	44.3
Better understanding +2	6	8.6
Better understanding +3	1	1.4
Total	70	100.0

I understand the regulatory challenges that businesses face		
Row Labels	Count of Name	%
Less understanding -5	1	1.4
Less understanding -4	1	1.4
Less understanding -3	1	1.4
Less understanding -1	6	8.6
Equal understanding	35	50.0
Better understanding +1	25	35.7
Better understanding +5	1	1.4
Total	70	100.0

3.4. Shared learning day actions feedback

Your role is crucial in ensuring the continued success of the GMRCE and development of local businesses. Please write below one action that you plan to deliver either in your work individually or implement within your organisation that will help to promote regulatory compliance and business growth:

 Greater Manchester
Regulatory Centre of Excellence

 Greater Manchester
Regulatory Centre of Excellence

Contact:
 bgh@growthco.uk
 regulation@salford.gov.uk
 regulation@manchester.gov.uk
 regulation@bolton.gov.uk
 regulation@trafford.gov.uk
 regulation@stockport.gov.uk
 comm@wigan.gov.uk
 regulation@bury.gov.uk
 trading_standards@rochdale.gov.uk
 publicprotection-es@tameside.gov.uk
 regulation@oldham.gov.uk
 regulation@manchesterfire.gov.uk
 nick.reddrop@salford.gov.uk - primary authority

Appendix 4: Referral Form for Northamptonshire Trading Standards – completed by the Growth Hub advisor

Part 1 - To be filled in by SEMLEP GH and sent to regulatory team

SEMLEP Growth Account Manager: Choose an item.

Business Name:

Nature of Business.....

SIC code: Trading start date [Click here to enter a date.](#)

Last year turnover £ Employees.....

Full Address

.....
.....
.....

Website:Contact Name.....

Job Title:Contact Number.....

Contact Email address:

.....

Regulatory Team referred to? Choose an item.

Has the Business had previous advice from a local authority? [Choose an item.](#)

Has the Business had previous regulatory advice from elsewhere? Choose an item.

If yes, where from?

What advice do they need from the regulatory team now?

.....
.....
.....

Part 2 - To be filled in by Regulatory Team and returned to SEMLEP's Growth Hub

Have you made contact with the client? Choose an item.

Was the advice free? Choose an item.

What method was used to contact the client? Choose an item.

How much time was spent with the client?

Subjects discussed (e.g. labelling, health and safety)?

.....

Was the client given advice on PA? Choose an item.

Are they a potential PA Client? Choose an item.

If the client does confirm as a PA client, please let the Growth Hub know.

Incorrect Referral? Choose an item.

If **Yes** please provide further details

.....

Any other comments

.....

Part 3- *To be filled in by SEMLEP's Growth Hub and returned to Nina Castravet
ninacastravet@yahoo.com*

Was the advice actioned by the Client? Choose an item.

Did the Client provide any feedback on the service? Choose an item.

Appendix 5: Greater Manchester Regulatory Centre of Excellence and Growth Hub collaborative projects, events and networking opportunities

Business Growth Hub cohort programmes:

5.1: Recipe4 Success programme

Recipe4Success is a comprehensive programme of support for Greater Manchester-based SME food and drink businesses* with the aspiration to grow.

What does Recipe4Success cover?

- Demystifying the [food safety systems](#) such as HACCP, SALSA and BRC
- Bringing a product to market-taste, texture, shelf life, nutritional analysis and labelling
- Raising the profile of your brand through branding and graphic design – both on and off-pack
- Preparing for and approaching buyers – an insider’s view of how buyers, both large and small, think
- An audience with Morrisons – listen to the views and experiences of a real buyer
- Practice pitching session and feedback from an experienced ex-buyer
- An introduction to selling overseas for the first time by experienced international trade advisors
- End of program networking event attended by the press – a chance to share your learning and products with like-minded businesses and perhaps a little trade

5.2: Spark2Scale programme

Spark2Scale is a dynamic cohort-led support programme, created by the GC Business Growth Hub, which aims to tackle the barriers faced by scale-ups that are keen to grow, but lack the experience or confidence to take their business forward.

Who's the Spark2Scale programme for?

It's open to B2B businesses* that have been trading for less than three years, and have already demonstrated 20 percent year-on-year growth or able to demonstrate realistic projections to do so.

The Hub will help you take your business to the next level with our tailored programme and collaborative peer-to-peer format which includes support to help you:

- Map your unique strategic journey
- Develop cutting-edge marketing skills
- Learn the art of the sell

- Find motivation to power your growth
- Master your finances
- Get support from fellow entrepreneurs
- Grow your business with confidence

Certain eligibility criteria apply. Priority will be given to companies who can demonstrate the greatest potential for growth.

5.3: Start Smart

The Start Smart programme provides support for Greater Manchester residents who want to find out if self-employment is right for them, and also for those who have recently started their own business.

Support through workshops, events and one-to-one specialist advice includes:

- Analysis of business idea and exploration of viability
- Advise how self-employment may impact on personal circumstances
- Legalities of becoming self-employed / starting a business
- Business and cash flow planning
- Advice on where to access finance
- Marketing
- Recruiting and managing staff
- New product development

5.4: Actions, events and activities carried out by the GMRCE in conjunction with the Business Growth Hub.

Date	Meeting	Approx no. in attendance
23/05/2018	Growth Hub growth team	40
25/05/2018	Recharge Oldham event organised by Business Growth Hub	30
30/05/2018	Presentation to Bury Council regulatory services	13
07/06/2018	Presentation Housing services managers across GM	12
19/06/2018	Team meeting Manchester City Council trading standards	15
20/06/2018	Retail Growth Hub event organised by BGH	10
21/06/2018	Team meeting Tameside Council - env health/waste services/ licensing / trading standards	15
26/06/2018	Team meeting Manchester City Council food team	15
02/07/2018	How to run a microbrewery workshop'	38

06/07/2018	GMRCE workshop to provide info on BBFA, PA and GMRCE and setting targets and business plan for the future of GMRCE for regulators, BGH, economic growth team, FSB and FSA.	40
02-Aug	Presentation to DIT NW	30
12/09/2018	Venturefest organised by BGH.	20
20/09/2018	BIPC Start-up Day, exhibitors	14
25-Sep	Presentation to fire safety officers	50
26/09/2018	Workshop for home boarders on new legislation	20
03/10/2018	Workshop for kennels and catteries and day care establishments on new legislation	45
04/10/2018	Developing a distillery workshop	25
04/10/2018	Developing a distillery workshop for regulators	35
12/10/2018	Presentation to BBFA steering group (all except Wigan)	12
17/10/2018	Bury TS and licensing team meetings	24
07/11/2018	GMFLG food & H&S managers group & Public Health England	15
13/11/2018	Meeting with start-up team	12
14/11/2018	Trafford Park business event	40
21/11/2018	Meeting with enquiries team to explain BBFA, Specialist services, PA and GMRCE	6
26 & 27/11/2018	Start Smart workshop - regular input into workshop, promotion of contacting regulators early on	9
12/12/2018	Presented to WLT - Chief Execs and directors across GM	20
29/01/2019	Presentation by Manchester City Council Environmental Health team to BHG's Recipe4Success cohort	28
31/01/2019	Presentation to BGH's Innovation team meeting	10
15/02/2019	BBFA steering group	18
18/02/2019	Presentation to Start Smart	6
18/03/2019	Start Smart workshop - regular input into workshop, promotion of contacting regulators early on	6
23/03/2019	Input on workshop for WSTA on primary authority	15
12/04/2019	BBFA Steering Group	10
02/05/2019	Bolton Reg services management team	6

08/05/2019	GM Food liaison group	12
19/06/2019	Shared learning day with economic growth, BGH advisors, LA regulators	100
04/07/2019	Food & Drink Network	30
16/07/2019	Meeting with economic development and regulatory services at Bolton to discuss GMRCE	4
19/07/2019	Meeting with manufacturing team at Business Growth Hub to discuss GMRCE, PA, BBFA and Voucher scheme	7
28/08/2019	Meeting with BGH start-up team	12
06/09/2019	Digital Innovation team meeting	30
11/09/2019	Meeting with BGH growth team to discuss GMRCE, BBFA and PA and voucher scheme	30
20/09/2019	Gain or Retain workshop, at Barclays Eagle Lab, Manchester	9
26/09/2019	Attended BW3 networking event for Wythenshawe businesses based in Wythenshawe and surrounding area	40
11/10/2019	Exhibition stand at the BIPC Library 'speed-mentoring event'	70
16/10/2019	Gain or retain workshop at Rochdale Riverside.	15
17/10/2019	Intro to fire safety workshop delivered by GMFRS	15
17/10/2019	Brexit Food & Drink drop-in session	2
24/10/2019	Attended Public Protection Partnership meeting to provide update	7

Appendix 6: Social media campaigns

BBfA Facebook post promoting the pilot


Facebook animation promoting Trading Standards

LinkedIn Statistics

LinkedIn post promoting the Pilot <https://www.youtube.com/watch?v=8F-MJ4o1Ko4>

Regulators in #Northamptonshire are offering assured advice to local businesses.


Once the advice has been implemented the business can have confident ...see more



**SEMLEP's Growth Hub
Primary Authority Pilot**

12 • 3 Comments

Like Comment Share Top Comments ▾

Add a comment... 

The video player shows a title card with the text 'SEMLEP's Growth Hub Primary Authority Pilot'. The video progress bar is at 0:00 / 2:42. Logos for 'SEMLEP's Growth Hub', 'Better Business for All', 'Environmental Health Northamptonshire', 'PRIMARY AUTHORITY', and 'Northamptonshire County Council' are visible in the player interface.

LinkedIn post promoting Trading Standards

Today I would like to introduce the Trading Standards Services offered by @Northamptonshire County Council. Trading Standards legislation protects the customer, but compliance an...see more



11

Like Comment Share

361 views of your video

Social media messages:

Twitter, Facebook, LinkedIn:

Post 1:

Help is at Hand!

Your local authority, in partnership with [@SEMLEPGrowthHub](#) can connect you to professional, trusted regulatory advice and support to ensure you stay compliant with the most up to date legislation. Find out more <https://bit.ly/2z0Vb1m>

Post 2:

Why should your business work with local regulators?

Not only they provide access to trusted, qualified professionals helping you stay compliant, but also, they can make your business more efficient and profitable by saving your time and money. Read more <https://bit.ly/2z0Vb1m>

Post 3:

Businesses in #Northamptonshire can now form a legally recognised partnership with one local authority to receive tailored support in relation to one or more specific areas of law. The partnership is designed to help businesses reduce their costs using a more efficient method of complying with their legal requirements. Find out more about the support available and engage with your local regulators today: <https://bit.ly/2z0Vb1m>

Post 4:

#Northamptonshire regulators are offering assured advice to local businesses.

Once the advice has been implemented the #business can have confidence that it is compliant and that another regulator can't require it to comply in a different way. Find out more about the support available and engage with your local regulators today <https://bit.ly/2z0Vb1m>

What would be the benefits of having one point of contact within your local council?

Coming back to my last career as a chef I would've benefited from having one contact to deal with all my enquiries

Regulatory support is available to Businesses in Northamptonshire, find out how you could benefit from help and support

Post 5:

Is your business up to date with the regulation that it needs to follow?

Speak to your local regulators to receive trusted advice in relation with one or more areas of the law. #staysafe #becompliant <https://bit.ly/2z0Vb1m>

[@wborocouncil](#) [@Corby Borough Council](#). [@daventrydistrict](#) [@ENCLatestNews](#)
[@ThisisKettering](#) [@NorthamptonBC](#) [@SouthNorthantsCouncil](#) [@mycountycouncil](#)

Appendix 7: Comparison of activities undertaken by each pilot area

Activities	Sussex	New Anglia	Northants	Gloucestershire	Herts	GMCE	Cambridgehire and Peterborough (GCGP)
Process							
Agree referral process	Y	Y	Y	Y	Y	Y	Y
Recording Referral/signposting	Y	N	Y	Y	Through coordinator	Through coordinator	Y
Use of Standard referral email addresses	N	Through coordinator	Y	Y	Through coordinator	Through coordinator	Y
Agree referral response targets – max. 5 working days	Y	Y	Y	Y	Y	Y	Y
Regular Review Meeting between GH and regulators	Through BBfA Chair	Through coordinator	Y	Y	Through coordinator	Through coordinator	Y
Regulators contact list	Y - Leads for the pilot LAs	Y - leads for each LA	Y - Leads for the pilot LAs	Y - Leads for the pilot LAs	Through coordinator	Through coordinator	Y - Leads for the pilot LAs
Training - Growth Hub advisors and regulators							
Training - informal by local regulators to GH	Y	Y	Y	Y	Y	Y	Y

advisors/Lead Advisors							
Training GH Advisors on Primary Authority, regulators role and meeting some regulators - Accredited SEFDI through New Anglia Growth Hub	N	Y	Y	Y	N	N	N
Training GH Advisors and Regulators on OPSS level 1 Primary Authority training	Hybrid OPSS Primary Authority level1 training	N	Hybrid OPSS Primary Authority level1 training with Growth Hub introduction section	N	N	Y - Pre the pilot by Coordinator	
All regulator, Growth Hub and partners event	N	Y - pre the pilot	Y - pre the pilot	Y - pre the pilot	Y - pre the pilot	Y	Y
Training GH navigators					Through coordinator	Through coordinator	
Other joint training - GH and regulators	N	N	N	Business awareness course and Behavioural insights course	Business awareness course and Behavioural insights course	N	Business awareness course and Behavioural insights course
Training - Regulators							

Regulators attending at GH events	Y	N	Y - By coordinator	Y - By BBfA Champion	Y - By coordinator	Y - By coordinator	Y
Regulators shadowing GH at meetings	N	N	N	Y - By BBfA Champion	N	N	N
Regulators shadowing GH at Business Client meetings	N	N	N	Y - By BBfA Champion	Y - By coordinator	Y - By coordinator	N
Shadowing							
GH shadowing Regulators on PA visit	Y	N	N	N	N	N	N
GH shadowing Regulators on visit	N	N	N	Y	Y	N	Y
Resources - All shared where possible							
Leaflets	Y	N	Y	Y	Y	Y	Y
z cards	Y	N	Y	Y	Y	N	Y
Videos	N	Y	Y	Y	Y	N	Y
Animations	N	N	N	N	N	N	Y
Linked in campaign	N	N	Y	Y	Y	N	N
Twitter	N	N	Y	Y	Y	N	N
Facebook campaign	N	N	Y	Y	N	N	N
Joint funding projects							
Working with GH funded schemes	N	N	N	N	N	Recipe for success - 6 month programme for Food and drink businesses	N

Vouchers	In discussions	In discussions	In discussions	Implemented post pilot	In discussions	Y	In discussions
Successful joints/bids/projects	Y	Y	N	Y	Y	Y	Y
BBfA part of GH Business support group	Y	Y	Y	Y	Y	Y	Y

Appendix 8: Case studies illustrating referral from the Business Growth Hub to the Greater Manchester Centre of Excellence resulting in a primary authority partnership and vice versa.

8.1: Case study: Hunter Price International Limited – referral from GMRCE to the Business Growth Hub

Our work with Hunter Price International Limited is a good example of the GMRCE in action. The business, based in Oldham, originally contacted environmental health at Manchester City Council to make enquiries about a primary authority partnership and as with all new primary authority enquiries; this was referred through to the GMRCE coordinator to contact them. Following an initial discussion to establish the business' requirements, the GMRCE coordinator enquired whether Oldham Council's trading standards would be in a position to fulfil this primary authority partnership.

Unfortunately, at that time Oldham Council did not have the capacity to service the primary authority partnership and therefore the original referring authority, Manchester City Council, agreed to service the partnership on behalf of the GMRCE.

At the initial meeting, trading standards officers at Manchester and the GMRCE met with the business to discuss their regulatory requirements.

Hunter Price International Limited is a distributor of a core range of products to businesses including B&M Bargains, The Works and Poundland. Their main lines include homeware, stationery, pet products, textile accessories and toys. They currently import the majority of their stock from China and distribute across the UK from their distribution centre in Oldham.

The primary authority partnership focuses on the business' product safety testing regime to ensure compliance with legislation for each line of product the business is importing and distributing.

During the initial meeting, as well as providing information on the workings and benefits of a primary authority partnership, the GMRCE coordinator, as in every other initial meeting discussed the potential benefits of working with the Business Growth Hub and their fully-funded support. The business had not heard of the Business Growth Hub and welcomed the opportunity to receive further support.

The primary authority partnership is very active with over 20-hours of advice already provided since April. Advisors have been able to clarify different interpretations of the legislation, particularly in relation to toy safety. Where the primary authority advisor has been unsure about some queries, they have sought expert opinion from the North West Safety Panel and Regional Safety Panel. This opinion has ultimately benefitted the business.

The primary authority has also dealt with referrals from other trading standards authorities, for example where there have been failed product safety tests and has assisted the business in developing the most appropriate way forward.

By being in a primary authority partnership with the business, the regulator has also gained a better understanding of the seasonality of goods and those 'hot' products

that need to be considered in greater detail. This has benefitted her in her wider role as trading standards officer.

Since the referral to the Business Growth Hub, one of their Growth Team advisors is still working with the business with an initial focus on marketing and account management. The Business Growth expects the business to continue to grow.

8.2: Case study: The Happy Belly Limited – referral from the Business Growth Hub to the GMRCE resulting in a primary authority partnership

The director at The Happy Belly first approached the GMRCE following after they had previously had difficulty accessing labelling advice. Their advisor contacted the Business Growth Hub's food and drink lead who suggested they may be eligible for the Regulatory Compliance Voucher Scheme.

Following a conversation with the GMRCE coordinator, it was established that the business had been in discussions with a major supermarket who had requested that they have their labels assured as part of a primary authority partnership.

The GMRCE coordinator provided further details to the business about primary authority and an estimate on costs. As a result, and partly because of the explicit request from their potential customer, they agreed to take up the opportunity of a primary authority partnership through the GMRCE.

The business has since had some initial advice about their packaging across their current product range and has requested that assured advice is provided in this area.

8.3: SACO International Ltd accessed the Regulatory Compliance Voucher Scheme via a referral from the Business Growth Hub

The Regulatory Compliance Voucher Scheme launched at the Greater Manchester Food & Drink network in July (hosted by the Business Growth Hub) and has been further promoted by the GMRCE coordinator at the Business Growth Hub's meetings with the growth team, start-up team, innovation team, manufacturing team and account management team. This has resulted in 13 businesses completing expression of interest forms to access advice and support from regulators.

The advice provided is designed to mirror that provided by the Business Growth Hub with businesses accessing up to 10-hours bespoke regulatory advice and support. In reality, many businesses have required fewer than the 10-hours allocated and therefore we are in a position to be able to help more businesses through this scheme.

Saco Trading Ltd was provided with advice via the Regulatory Compliance Voucher Scheme after it was recommended by their Business Growth Hub advisor. They completed an expression of interest form (EOI), and expressed particular interest in some advice around their HACCP and assistance with a move towards SALSA accreditation as well as where they could produce their product on a larger scale.

Manchester City Council's environmental health officer (EHO) subsequently visited the business and their directors Lucia and Franck, who were talked through the legislative requirements and what an EHO would expect when visiting and carrying out an inspection. The EHO identified issues with the business' product labelling and online health claims. Lucia stated that the EHO was, "...superb. He prepared a folder

for us which included constructive feedback on how to improve our labelling and product descriptions. He also provided us with reading material about SALSA audit standard. He was very knowledgeable and explained in simple terms how to comply with regulations relevant to our business.”

Equally, the EHO commenting that “visiting a premises, or just meeting up with the business owner, really helps the business understand the EHO way and start to understand the legal requirements.”

The EHO provided further guidance regarding the business’ health claims and discussed accessing and using approved claims on the EU register. Lucia added “I have never heard of this database before and I am very grateful that Aaron mentioned it to me, as one of our main concern was in fact making sure that whatever we say on our label was allowed.”

Lucia was hugely positive about the help received via the Regulatory Compliance Voucher Scheme, “The advice and support we received from our advisor was valuable and very practical. The feedback we received gave me the confidence to continue what we are doing good and amend the few things that need improvement”.

However, possibly the greatest compliment to the EHO involved and success from their involvement with this business has been a change in the perception of regulators as a result of the visit carried out: “Before this scheme, my view of local authority regulators was quite negative. I thought that their role was essentially limited to inspecting businesses and punishing them if not complaint. Thanks to my consultation with Aaron, I now see that environmental health officers are a great ally for businesses and are willing to assist you if you ask for help.”

© Crown copyright 2021

This publication is licensed under the terms of the Open Government Licence v3.0 except where otherwise stated.

To view this licence, visit www.nationalarchives.gov.uk/doc/open-governmentlicence/version/3/ or write to the Information Policy Team, The National Archives, Kew, London TW9 4DU, or email: psi@nationalarchives.gsi.gov.uk. Where we have identified any third-party copyright information you will need to obtain permission from the copyright holders concerned.

This publication is available at <https://www.gov.uk/government/publications/primary-authority-growth-hub-pilot-final-report>

Contact us if you have any enquiries about this publication, including requests for alternative formats, at: OPSS.enquiries@beis.gov.uk

Office for Product Safety and Standards

Department for Business, Energy and Industrial Strategy
4th Floor, Cannon House, 18 The Priory Queensway, Birmingham B4 6BS
<https://www.gov.uk/government/organisations/office-for-product-safety-and-standards>