

Appendix 1 - Analysis of enquiries to the LEP Growth Service, 2018/19

1. Analysis of business enquiries 2018/19

- 1.1 Performance data continues to be monitored on a weekly, monthly and quarterly basis. The following information presents more detail on the performance of the service (Gateway and SME Growth Managers) throughout 2018-19. It also provides comparisons to previous years in order to assess progress over time.
- 1.2 The annual service target was to support 2750 individual businesses. The team surpassed this target supporting 2920 individual SMEs (purple line below) providing 3789 separate interactions (blue line) overall. The trend of businesses accessing multiple business support products continued throughout the year signalling a high level of confidence with the service, and the wider business support ecosystem.

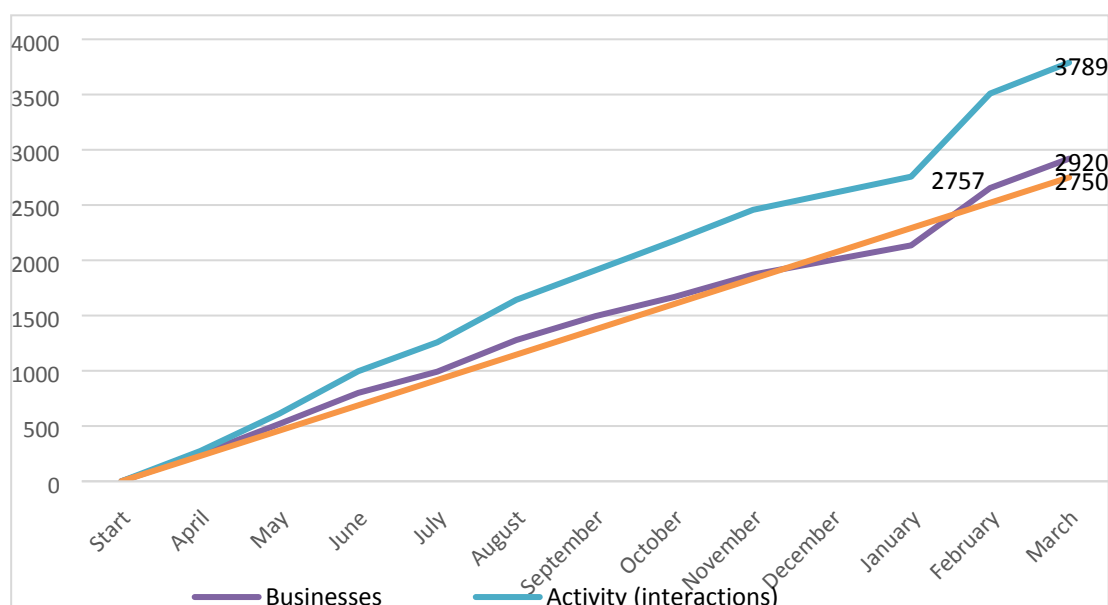


Figure 1: Projected and actual performance against the 2018/19 annual target (Apr 18 – Mar 19).

- 1.3 Light touch support (Level 1) and more intensive support (Level 2) enquiries represent the Service's target client group. A spike in gateway enquiries was recorded throughout the summer months following targeted activity by the Gateway team to engage businesses from the 2017 business survey. Although the gateway witnessed a slight dip in the number of enquiries in Q3, this trend is almost identical compared with the corresponding period of the previous two financial years, with December being the most quiet month.

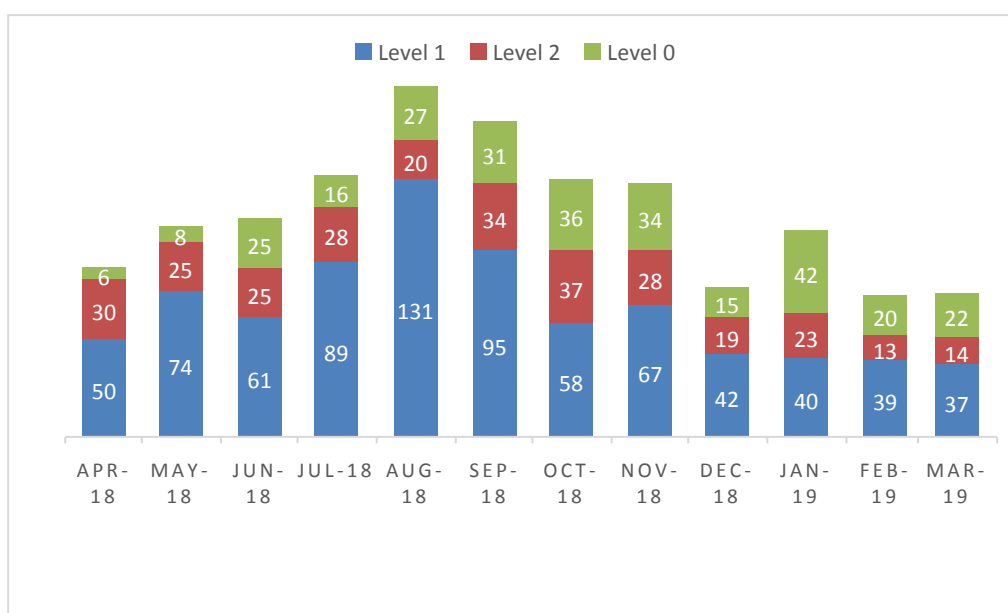


Figure 2: LEP Growth Service enquiries to the Gateway by client group (Apr 18 – Mar 19)

Light touch support (Level 1) and more intensive support (Level 2) enquiries represent the Service's target client group in 17-18 and 18-19. Higher levels of activity generally appear to correlate with the launch of new products and services, proactive business engagement via the helpline and dedicated marketing campaigns.

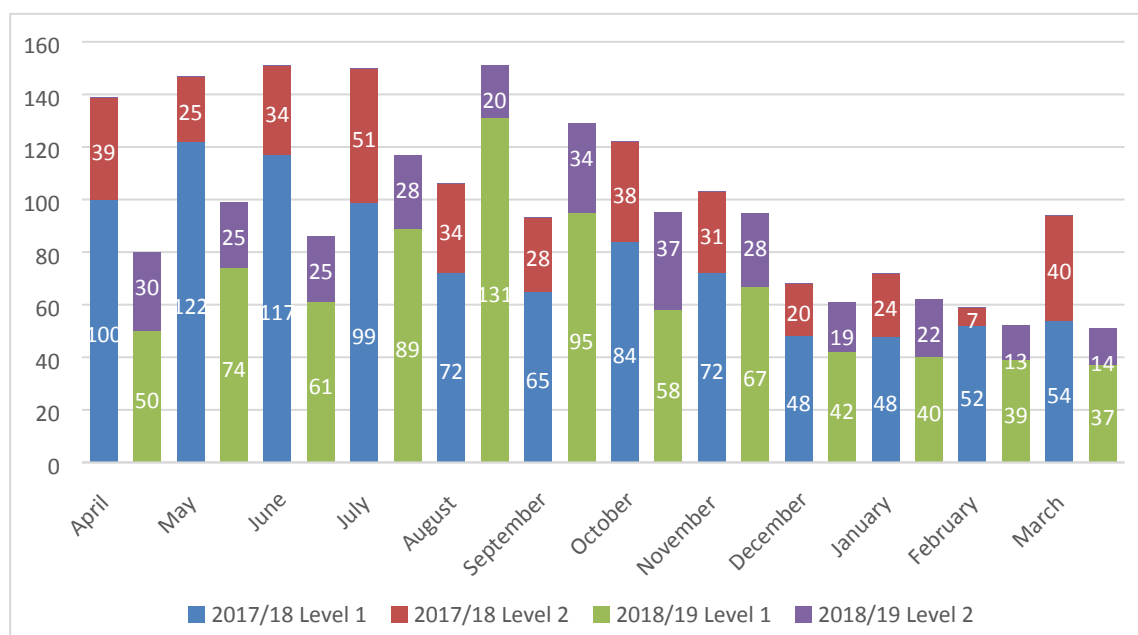


Figure 3. LEP Growth Service enquiries to the Gateway by client group (Apr 17 – Mar 18 and Apr 18 – Mar 19)

- 1.4 The table below shows the number of enquiries to the gateway from target clients (i.e. those with plans to grow, classified as Levels 1 and 2). It shows a modest decrease in the overall number of enquiries into the gateway compared with 2016-17 and 2017-18 but a slightly higher number of enquiries from non-target business typically (pre start and early stage). The reduction in dedicated marketing campaigns to promote the service throughout 18-19 compared with 2017-18 and number of business support schemes launched throughout the year (Apprenticeships and Skills Service) may in part account for lower volumes of traffic to the gateway.

Table 1: Total enquiries into the gateway (July 15 – Mar 19)

Enquiry Type	Total July 15 – April 16	Total April 16 – Mar 17	Total April 17 to Mar 18	Total April 18 to Mar 19
Non Target Client Group	410	252	210	282
Light Touch Referral Level 1	427	911	933	783
In depth Intensive Referrals Level 2	235	390	375	296
Total Gateway Interactions	1072	1553	1518	1361

- 1.5 There has been little change with regards to the most popular routes of enquiries from businesses accessing the service since its launch in July 2015. Although there have been minor fluctuations throughout the years, the most popular route continues to be via the telephone helpline. 61% of enquiries were fielded by telephone in 18-19 increasing by 11% compared to the previous year.

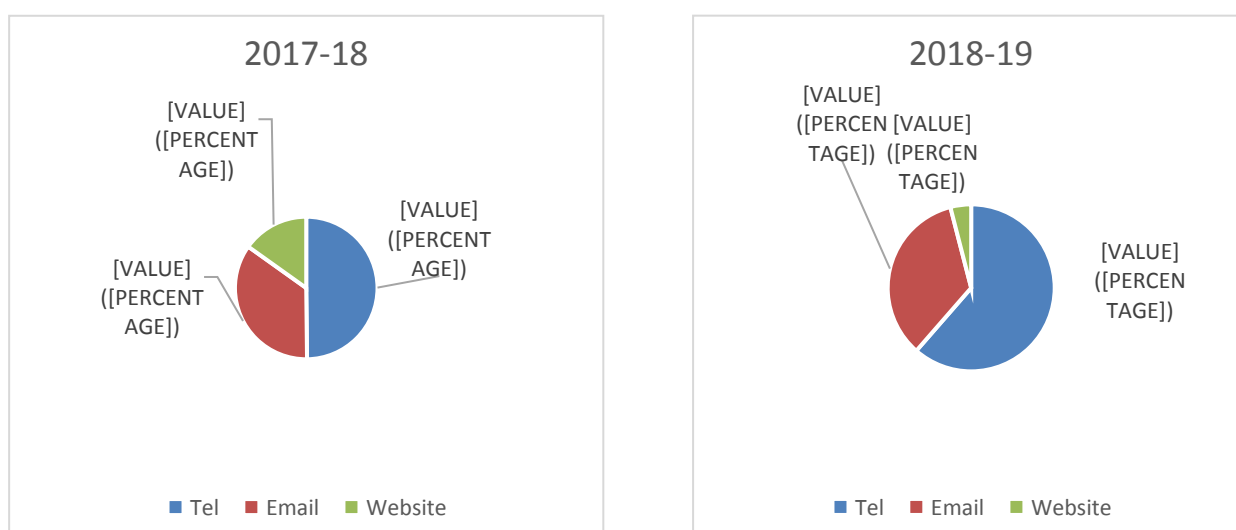


Figure 3: Gateway channels of enquiry (Apr 17 – Mar 18 and Apr 18 – Mar 19)

- 1.6** Every business contacting the gateway is asked how they have heard about the service. Internet searches continues to be the most commonly cited response, remaining unchanged since this information was monitored. Interestingly, there has been a notable increase in the percentage of respondents who have been referred by another business or friend, helping to promote the service more widely via word of mouth.

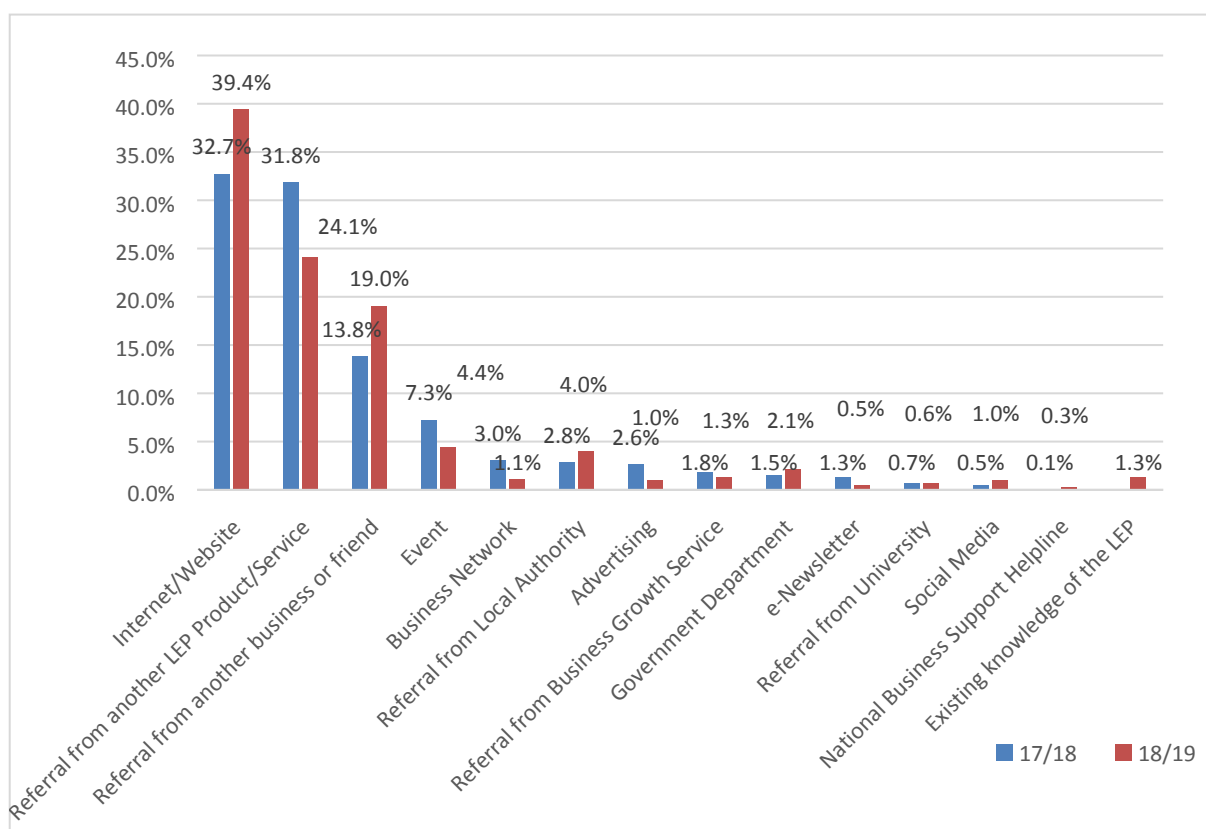


Figure 4: How customers report hearing about the service. Comparison Apr 17 – Mar 18 and Apr 18 – Mar 19

- 1.7** The Growth Managers worked towards an annual target to collectively account-manage 630 businesses. They supported 1050 businesses, with 695 receiving ongoing intensive support exceeding their annual target of 660. Table 2 below provides a breakdown of the number of clients supported by the managers in their districts.

Table 2: SME Growth Manager clients by district (Apr 18 – Mar 19)

SME Growth Manager	Total Clients	Intensively Supported
Bradford & Craven (x2 FTE)	194	163
Calderdale (x1 FTE)	100	66
Harrogate (x1 FTE)	89	61

Kirklees (x1.5 FTE)	135	86
Leeds (x2.5 FTE)	244	136
Wakefield (x1 FTE)	100	61
York (x1 FTE)	94	53
Selby (x0.5 FTE)	94	69
Total	1050	695

- 1.8 Figure 5 shows the spread of enquiries to the gateway from across the city region compared to the percentage of the City Region's business stock per district. Leeds and Bradford continue to generate more enquiries than their proportion of overall business stock, as has Harrogate and Kirklees. The proportion of enquiries from each district remained relatively consistent throughout the year.

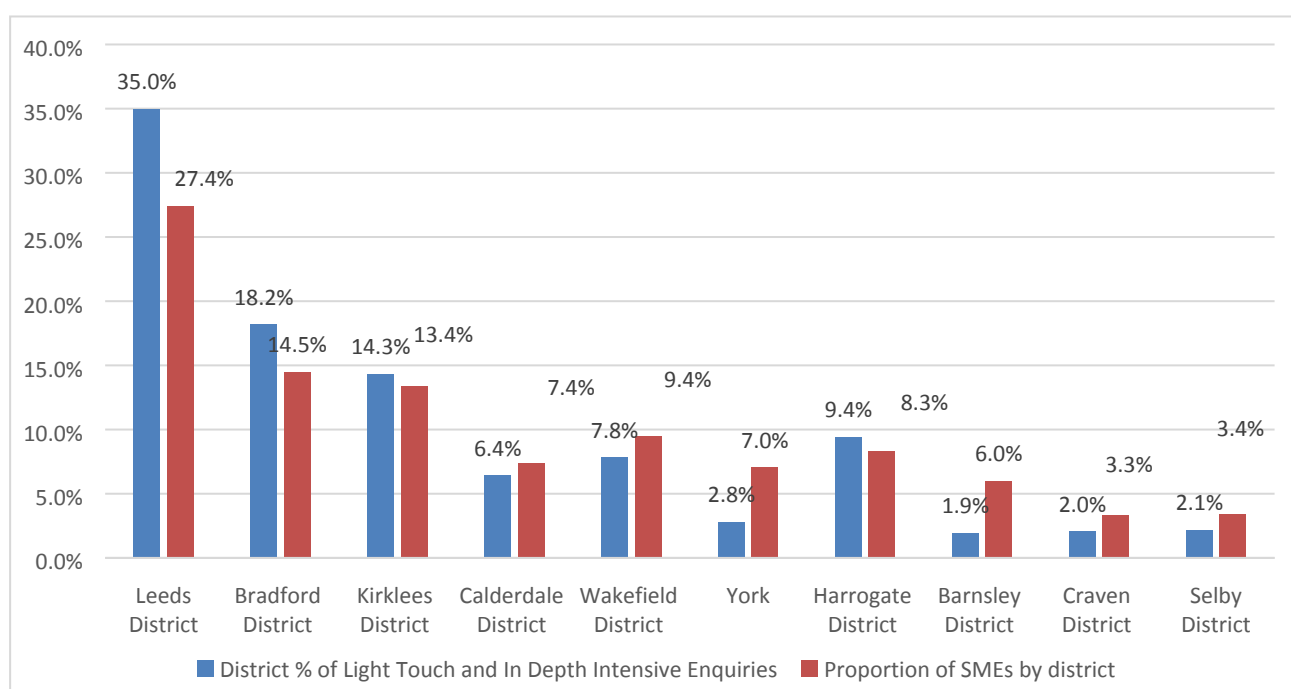


Figure 5: Enquiries compared to the district-proportion of total City Region business stock (Apr 18 – Mar 19)

- 1.9 'Access to Finance' continues to be the most popular topic for support for both gateway enquiries and the SME Growth Manager clients, followed by 'Skills/Recruitment' and 'Business Planning'. Interestingly, the request for assistance with Export support has almost doubled on the gateway and increased by 22% for Growth Manager clients compared to the corresponding reporting period last year. This increase could be indicative of the preparations some businesses are making around trade opportunities leading up to the UK's exit from the EU.

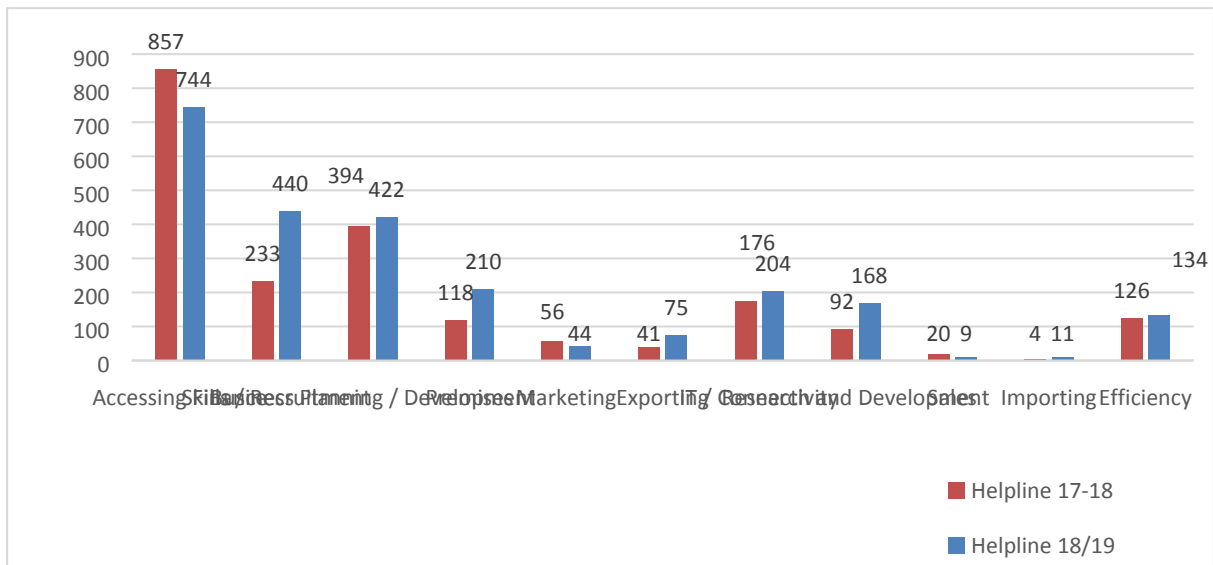


Figure 6: Topics for business support via the gateway (Apr 18 – Mar 19)

Compared with 2017-18, there has been a slight increase from SME Growth Manager clients in requests for support across the whole spectrum of services. More notably there was a steady increase over the year in the number of requests for support with premises, exporting and skills. Again this could be indicative of the types of preparations that businesses are trying to make in relation to Brexit, but are also areas that will be better supported through the new ERDF Growth Service project focussing on improving business resilience.

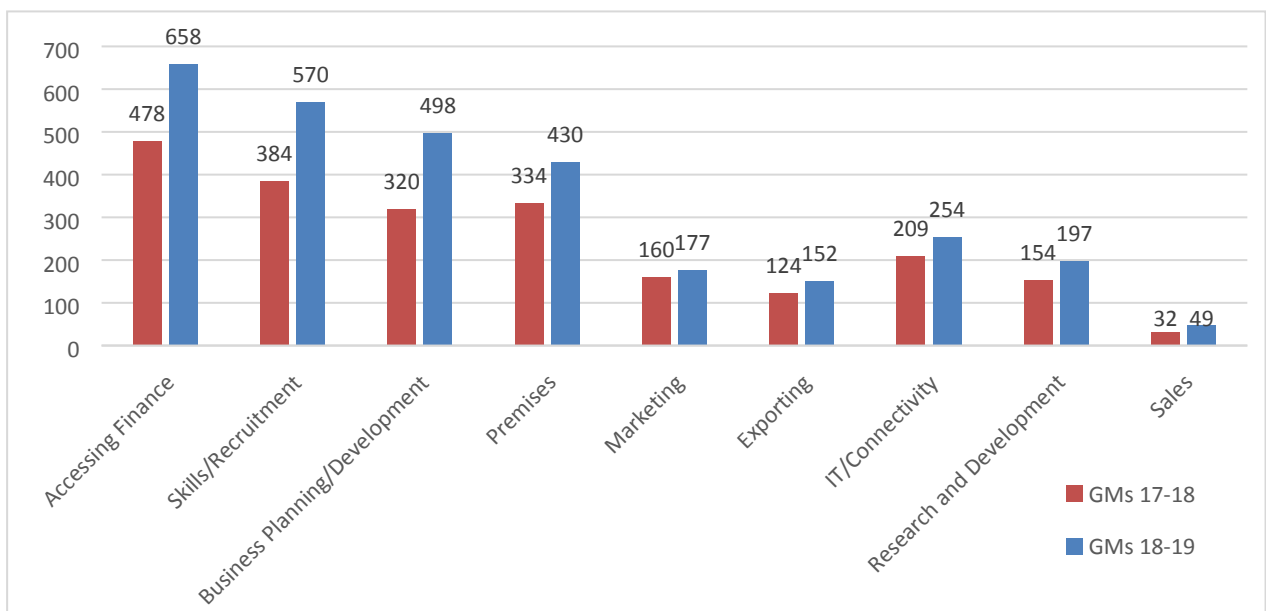


Figure 7: Topics for business support via the SME Growth Managers (Apr 18 – Mar 19)

- 1.10 Businesses from the manufacturing sector continue to provide the highest number of enquiries into the gateway. Similarly, it remains that the Growth Managers' clients are more likely to be in the LEP's priority sectors, particularly Advanced Manufacturing and Creative and Digital, than those firms that come directly through the gateway. This is attributable to the nature of the current support offer which lends itself to these two sectors, and the prominence of growing SMEs in the priority sectors across the city region's largest districts.

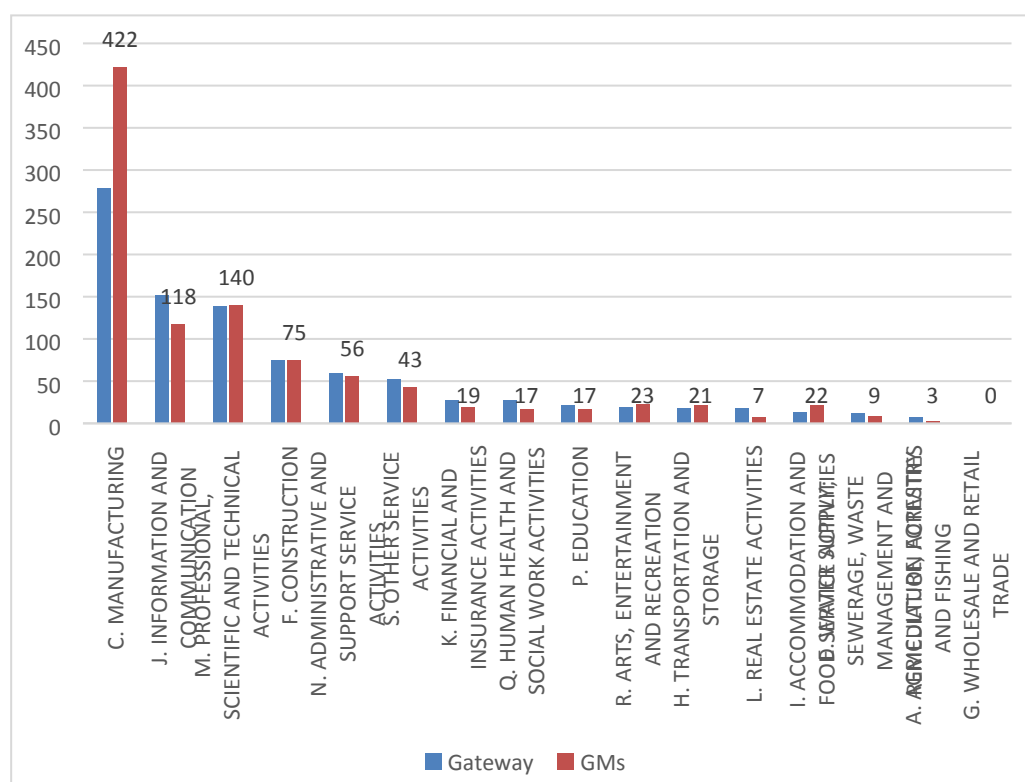


Figure 8: Percentage of Growth Service clients (Gateway and Growth Manager) by sector (Apr 18 – Mar 19)

- 1.11 Figure 8 below illustrates the breadth of referrals to business support products and organisations from both the gateway and Growth Managers. The highest number of referrals to programmes over the year is the LEP Capital Grants programme, Digital Enterprise programme, and the Skills Service.

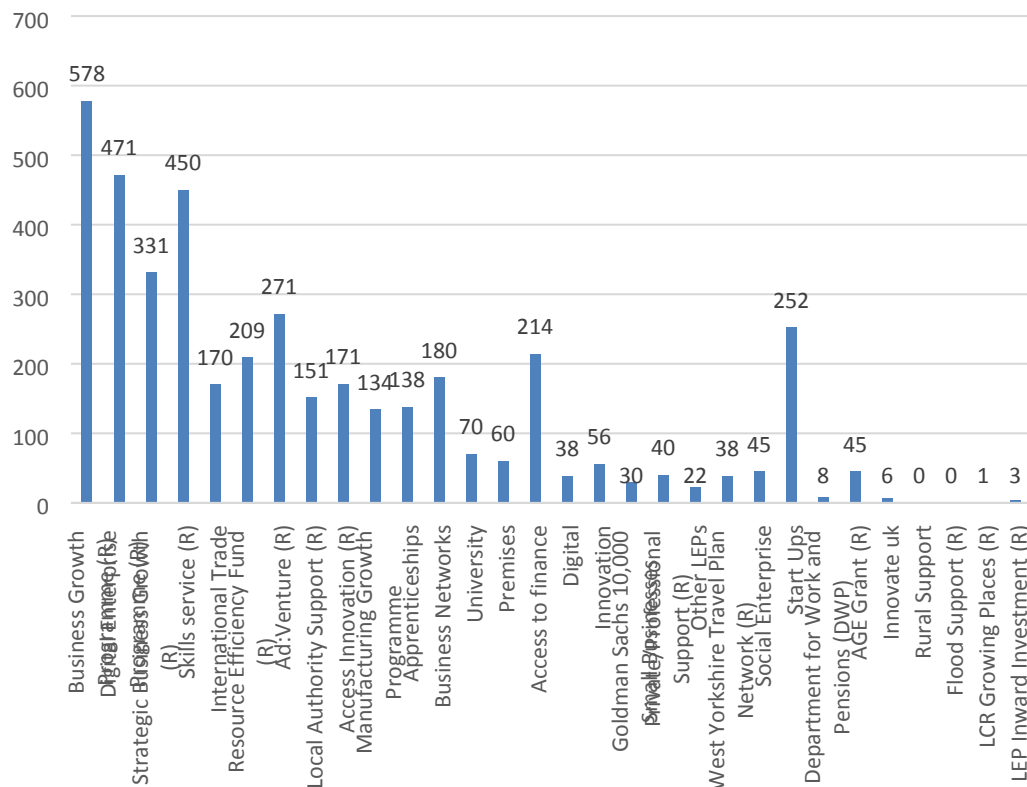


Figure 9: Number of business support referrals (Apr 18 – Mar 19)

- 1.12 Business networks continue to be a good source of clients for Growth Managers in Harrogate, Bradford and York in particular. Proactive cold calling has also worked well for the Selby district based Growth Manager captured below as local authority contacts. The use of Social Media, including LinkedIn searches and promotion of events via twitter have also been reported as effective engagement routes by several Growth Managers. This has been captured in the 'Other' category below.

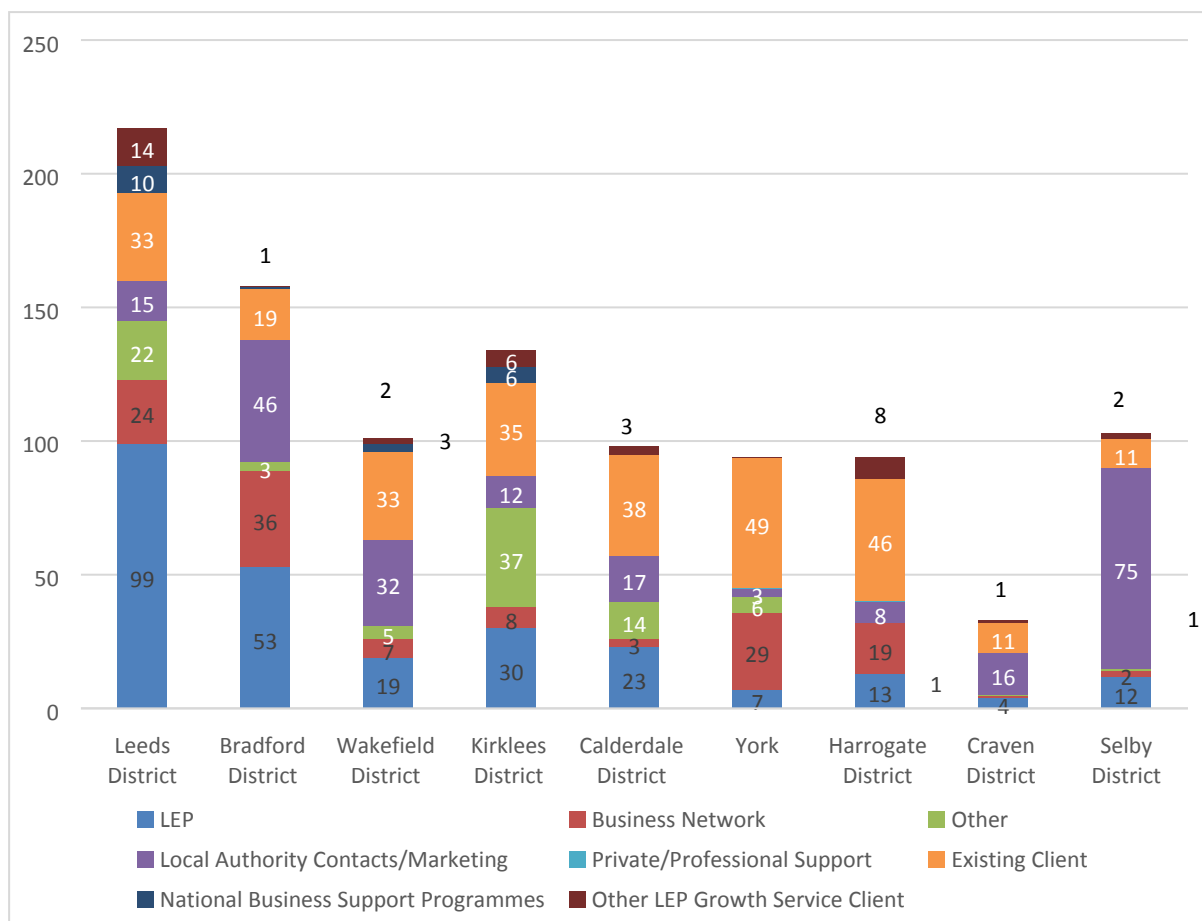


Figure 10: Source of Growth Manager Clients (Apr 18 - Mar 19)

1.13 The table below shows the number of Pop-Up Business Advice events delivered across the West Yorkshire districts within the city region. The team marginally exceeded the annual target to deliver 12 of these events by delivering a total of 13 as demonstrated below.

Table 3: Business Support events Pop-ups per district (Apr 18- Mar 19)

District	No of events	Delivered in assisted areas
Leeds	3	2
Bradford	3	2
Calderdale	2	1
Kirklees	3	2
Wakefield	3	1
Total	13	7

1.14 Attendees generally report high levels of satisfaction with these events with 90% of attendees rating the events as either excellent or good. 10% of respondents did not provide any feedback.

Table 4: Satisfaction levels of attendees (Pop Up Advice events, Apr 18 – Mar 19)

Satisfaction rating	Percentage of overall respondents
Excellent	60%
Good	30%
Poor	0%
No feedback	10%