

Appendix 1 - Analysis of enquiries to the LEP Growth Service, 2019/20

1. Analysis of business enquiries 2019/20

1.1 Service performance 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 2019-20. It also provides comparisons to previous years in order to assess progress over time.

1.2 The service is working towards an annual target of providing support to 3,025 individual businesses (yellow line). The service is on track to meet that target having supported 1880 individual SMEs (black line) since 1 April 2019. Those businesses have interacted with the service 2362 times (activity line blue), indicating that some have returned for additional support.

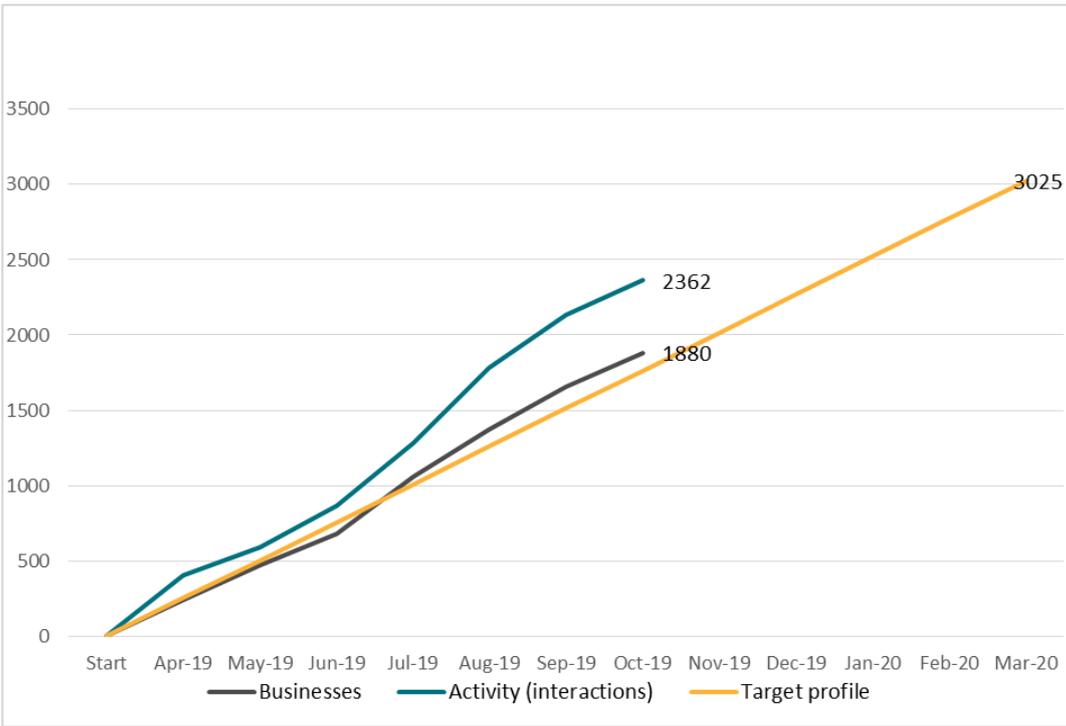


Figure 1: Projected and actual performance against the 2019/20 annual target (Apr 19 – Oct 19).

1.3 Level 1 (light touch) and level 2 (more intensive support) enquiries represent the service’s target client group i.e. those with the ambition and capability to grow. They account for 72% of the enquiries received by the gateway in the year to date. The number of enquiries has decreased by 21% compared to the same period in the previous year. This is due to a significant decline in the last 4 months because during this period the previous year the helpline was undertaking proactive outgoing calling.

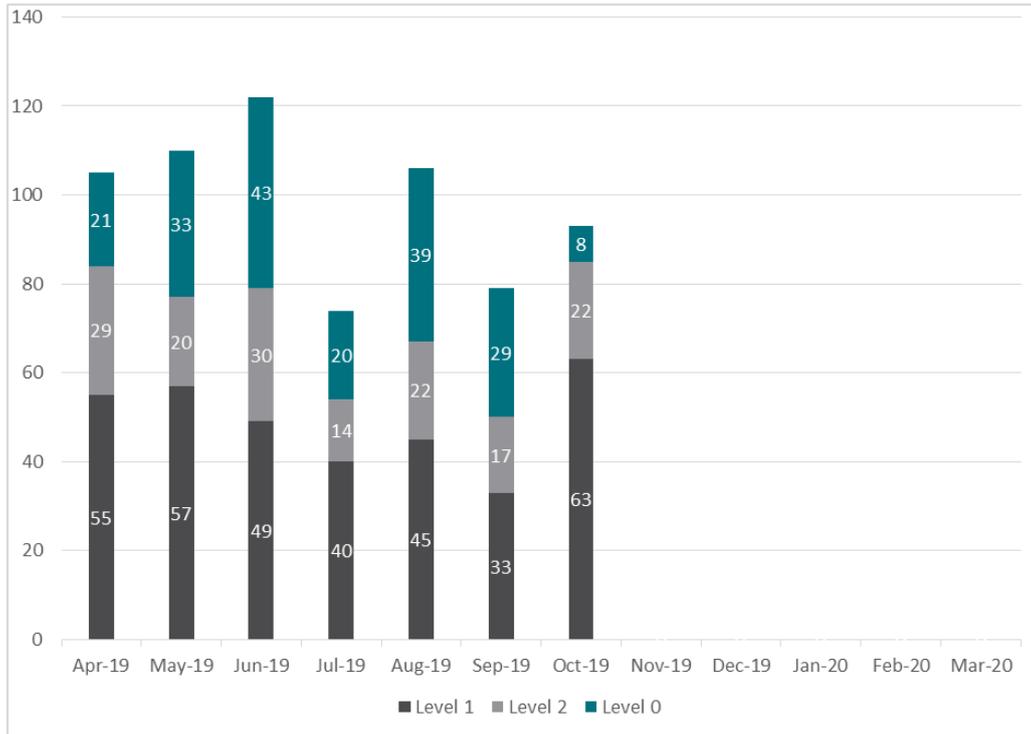


Figure 2: LEP Growth Service enquiries to the Gateway by client group (Apr 19 – Oct 19)

1.4 The number of enquiries from the service’s target group (level 1 and 2 responses) have also declined for the same reason. The service has recorded a greater number of enquiries from pre-start and early stage businesses, which helps to inform future marketing activities.

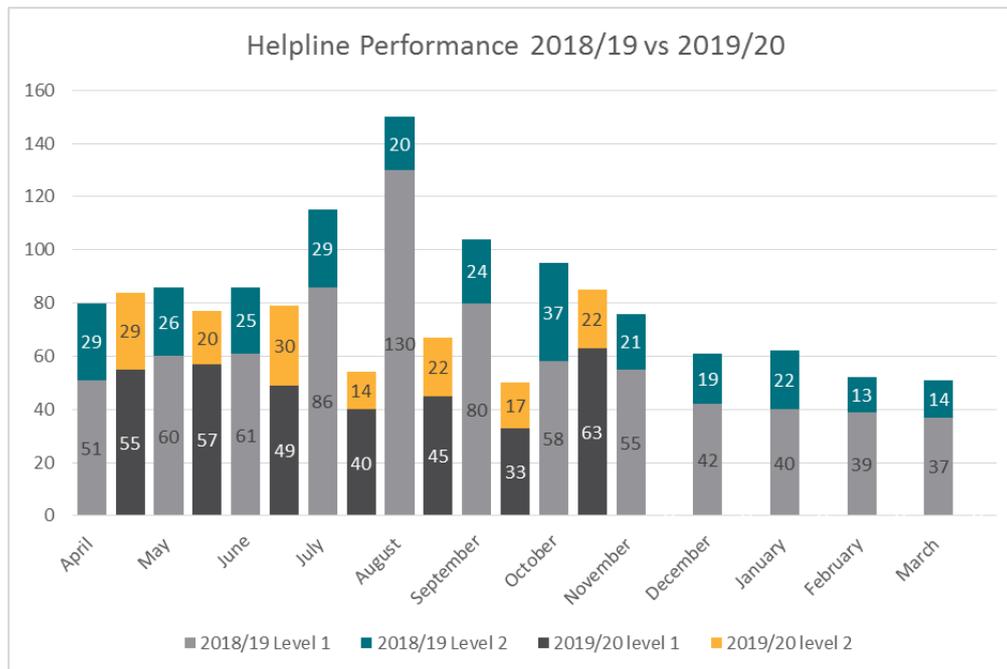


Figure 3: LEP Growth Service enquiries to the Gateway by target client group (Apr 18 - Oct 19)

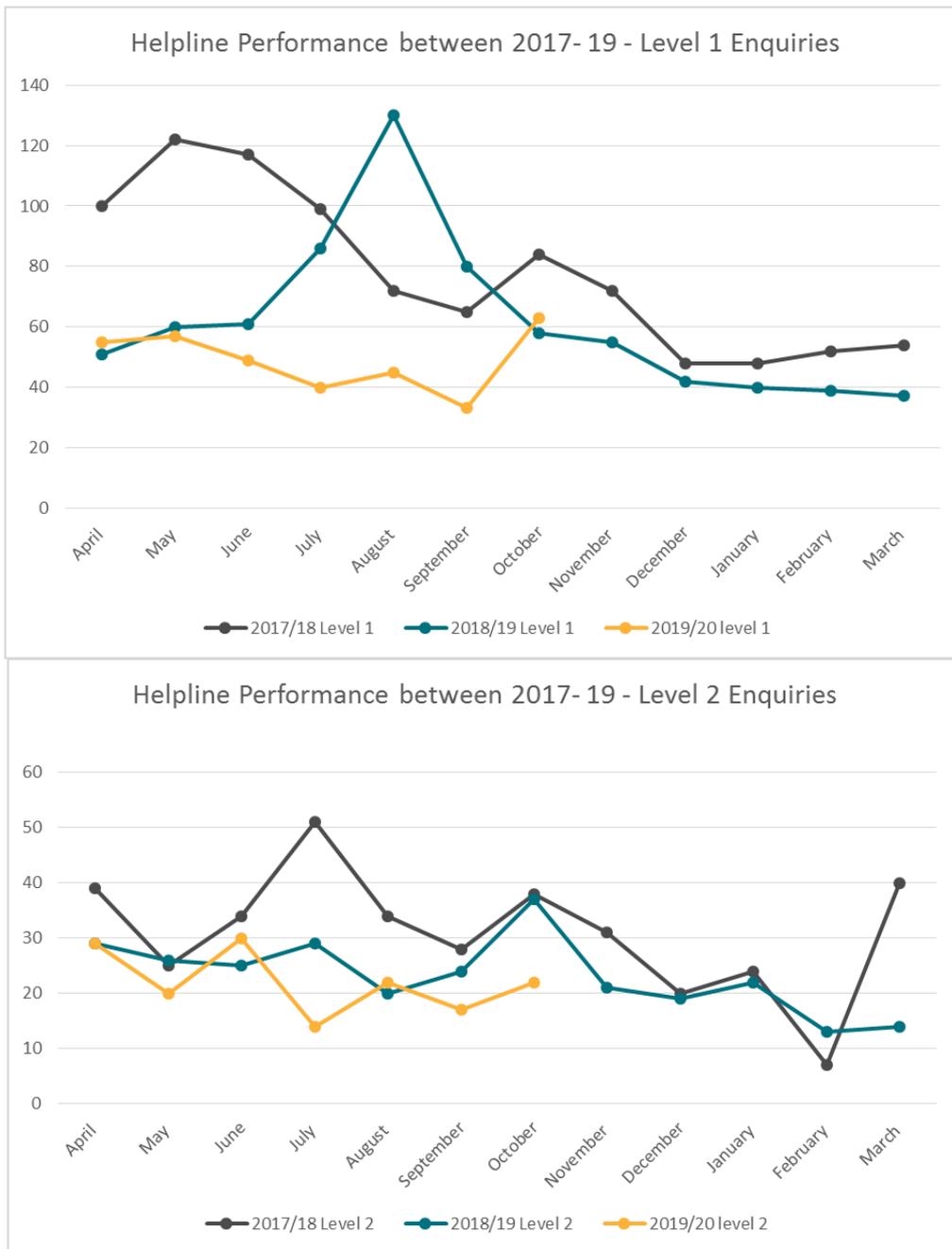


Figure 4: LEP Growth Service enquiries to the Gateway by target client group (last 3 years)

1.5 The table below shows the total number of gateway interactions per annum since the launch of Service in July 2015. The team is working to increase the number of level 1 and 2 enquiries over the course of the year through dedicated marketing campaigns and the SME Growth Manager team.

Table 1: Total enquiries into the gateway (Jul 15 – Oct 19)

Enquiry Type	Total Jul 15 – April 16	Total April 16 – Mar 17	Total April 17 to Mar 18	Total April 18 to Mar 19	Total April 19 to Oct 19
Non Target Client Group Level 0	410	252	210	282	234
Light Touch Referral Level 1	427	911	933	783	342
In depth Intensive Referrals Level 2	235	390	375	296	154
Total Gateway Interactions	1072	1553	1518	1361	730

1.6 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. Just under 60% of enquiries were fielded by telephone this quarter following a similar profile as 2018-19.

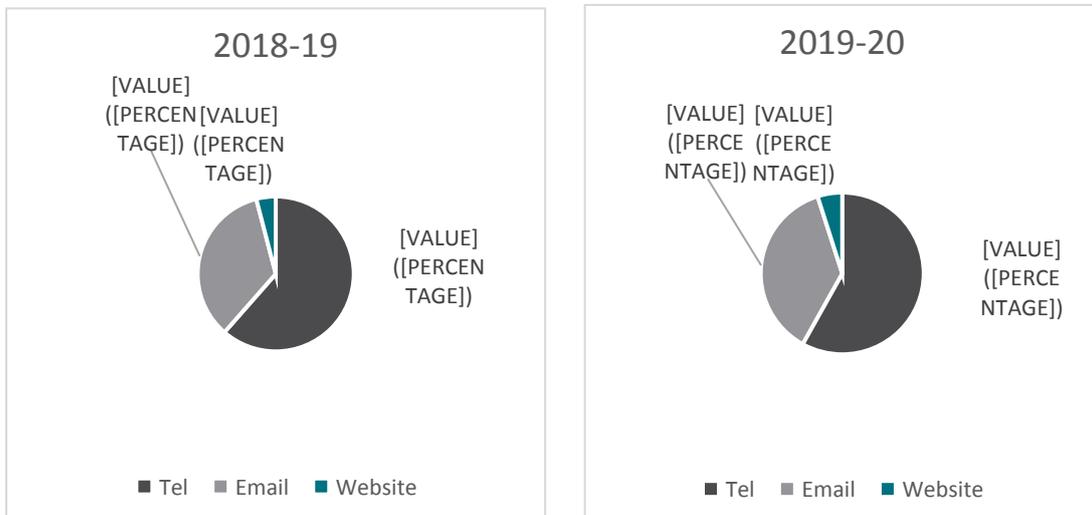


Figure 5: Gateway channels of enquiry (Apr 18 – Mar 19 & Apr 19 – Oct 19)

1.7 All businesses that contact the gateway are asked how they have heard about the service. Internet searches have historically been the most commonly cited response since this information has been monitored. However, the most frequent customer response in the year to date has been 'existing knowledge of the LEP'. Such findings, help to confirm the level of confidence that business appear to be showing in returning to the service for additional support.

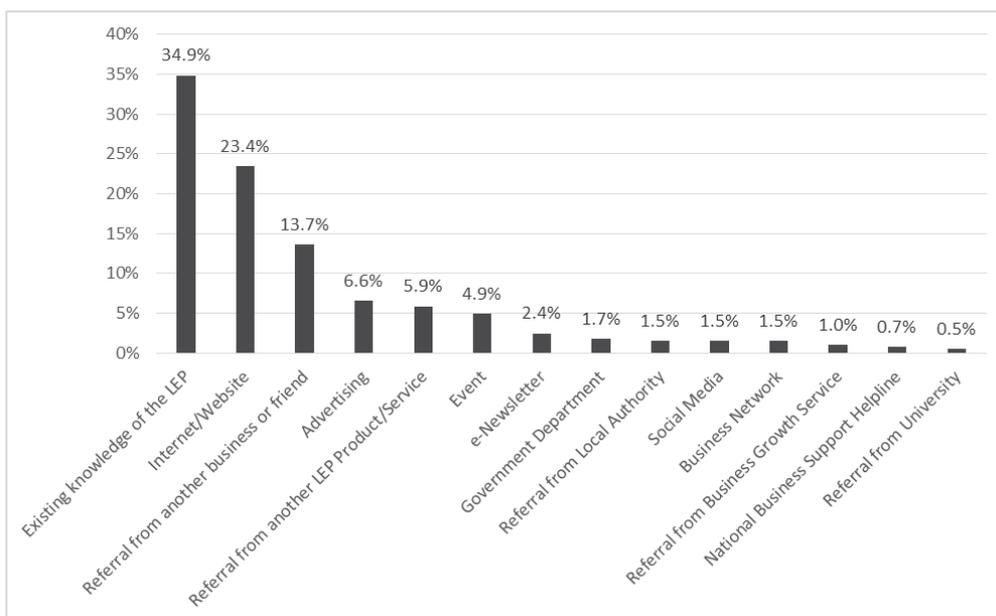


Figure 6: How customers report hearing about the service (Apr 19 – Oct 19)

- 1.8 The Growth Managers are working towards an annual target to collectively account-manage 630 businesses. They have supported 538 businesses this quarter, with 424 receiving ongoing intensive support. 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 19 – Oct 19)

SME Growth Manager	Total Clients	Intensively Supported
Bradford & Craven (x2 FTE)	80	78
Calderdale (x1 FTE)	28	24
Harrogate (x1 FTE)	44	39
Kirklees (x1.5 FTE)	53	46
Leeds (x2.5 FTE)	148	67
Wakefield (x1 FTE)	95	92
York (x1 FTE)	30	21
Selby (x0.5 FTE)	60	57
Total	538	424

- 1.9 SME Growth Managers have additional targets to provide three hour information diagnostic and brokerage support (P013), 12 hour assists (C4) and support with job creation (C8) to larger SME's in the City Region as part of the ERDF Growth Service project. After underachieving in Quarter 2, the Growth Managers have reported 39 businesses supported in Quarter 3, 4 over profile for this quarter. The programme is currently 6 under profile but we are confident they will achieve these in Quarter 4. The programme experienced a

delay in recruiting New Growth Manager's with 2.5 FTE posts still to be recruited and 2 starting in October. This has impacted on the ability to achieve 12 hours of support and we anticipate three 12 hour assists by the end of Quarter 4. Although this means the programme will have underachieved in Year 1, we are confident that they will be achieved during the first 2 quarters of Year 2 when all New Growth Managers will be in post.

Table 3: Performance against ERDF Growth Service targets 2019

OUTPUTS	PROFILED (2019)				ACTUAL (Apr 19 – Dec 19)			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
(C4) Number of enterprises receiving non-financial support	0	0	5	10	0	0	0	
(PO13) Number of enterprises receiving information, diagnostic and brokerage support	0	10	30	40	0	0	39	
(C8) Employment increase in supported enterprises	0	0	0	0	0	0	0	
TOTAL	0	10	35	50	0	0	39	

1.10 Figure 7 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 continues to generate more enquiries than the proportion of overall business stock, as has Calderdale and Kirklees. The proportion of enquiries from each district has remained relatively consistent compared with all enquiries in 2018-19.

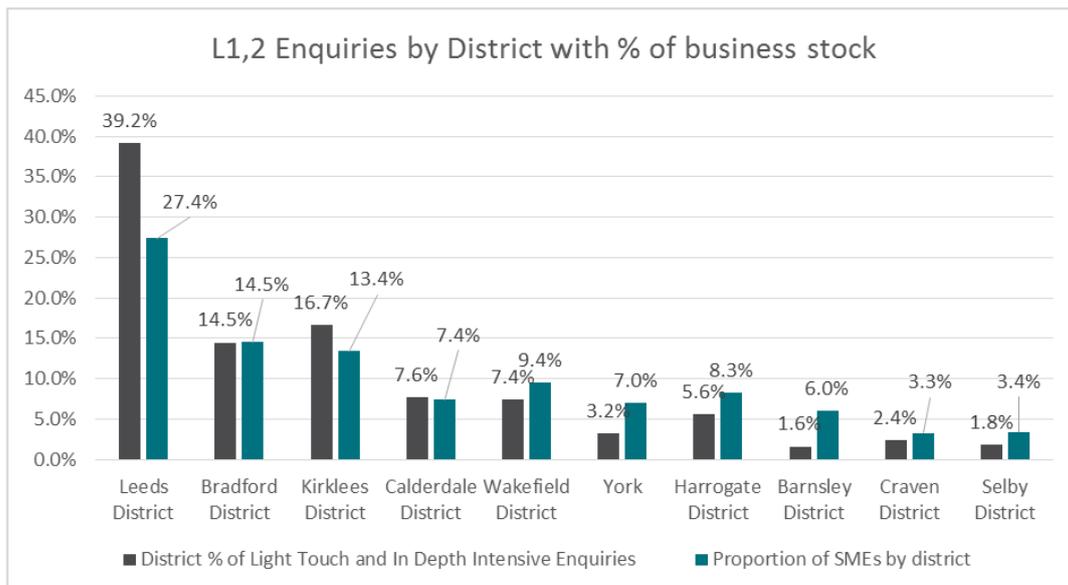


Figure 7: Enquiries compared to the district-proportion of total City Region business stock (Apr 19 – Oct 19)

1.11 'Access to Finance' is the most popular topic for gateway enquiries followed by 'Skills/Recruitment'. However, Skills/Recruitment is the most popular topic for SME Growth Manager clients. Interestingly, these findings appear to correlate more widely with additional intelligence gathered by the service from businesses about the UK's exit from the EU. 'Skills Gaps' have been the most commonly cited concern raised by businesses from a range of sectors over the last nine months. Seeking assistance in this area could be reflective of the preparations that business are starting to make in relation to Brexit and will be better supported via the ERDF element of the Growth Service.

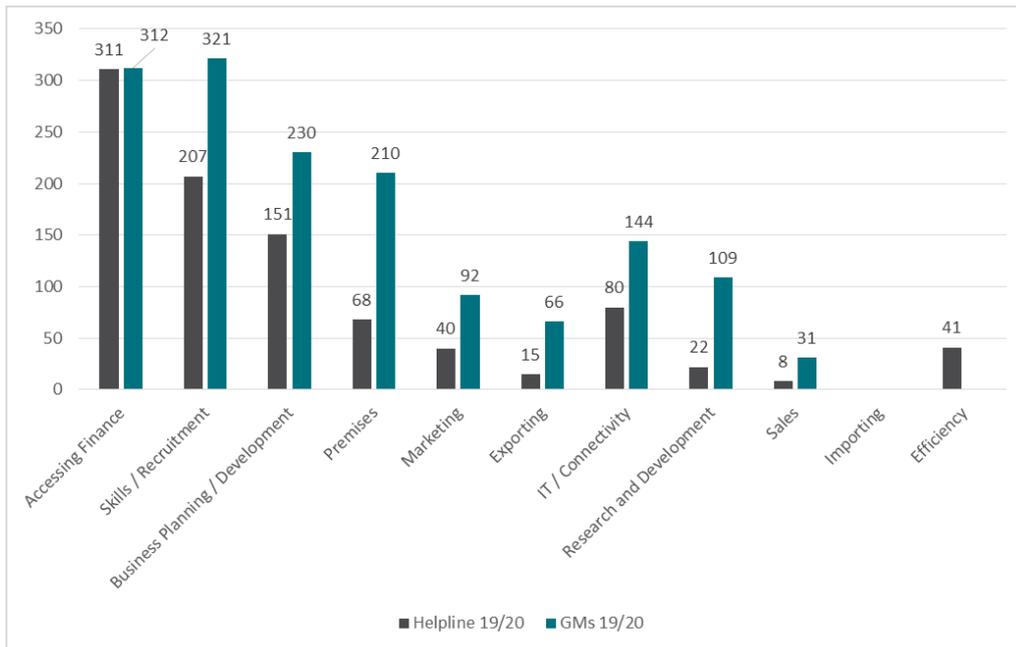


Figure 8: Topics for business support via the gateway (Apr 19 – Oct 19)

1.12 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.

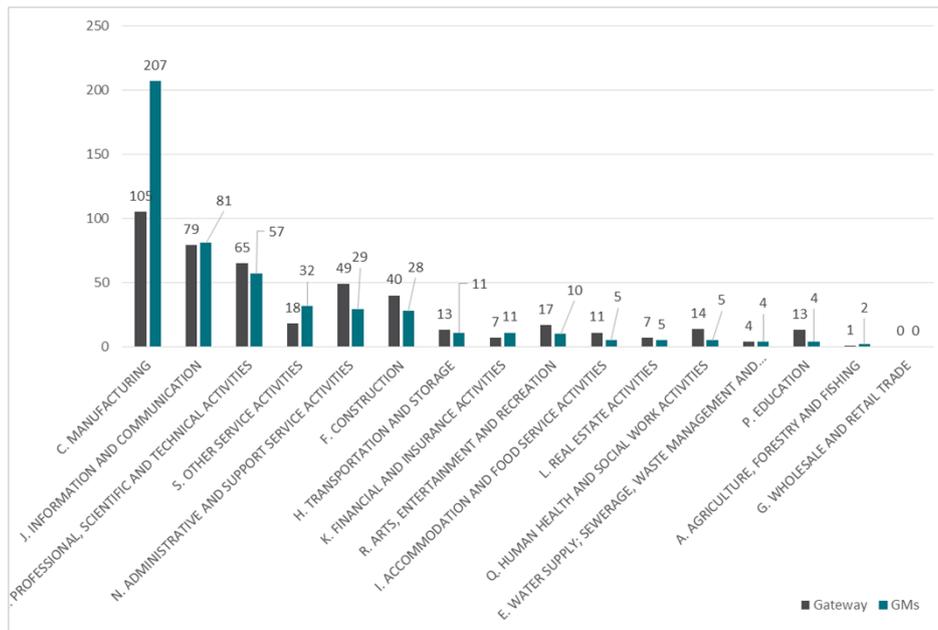


Figure 9: Percentage of Growth Service clients (Gateway and Growth Manager) by sector (Apr 19 – Oct 19)

1.13 Figure 10 below illustrates the breadth of referrals to business support products and organisations from both the gateway and Growth Managers. Collectively, the highest number of referrals to programmes this quarter is the Skills Service, the LEP’s capital grants programme and the Digital Enterprise programme.

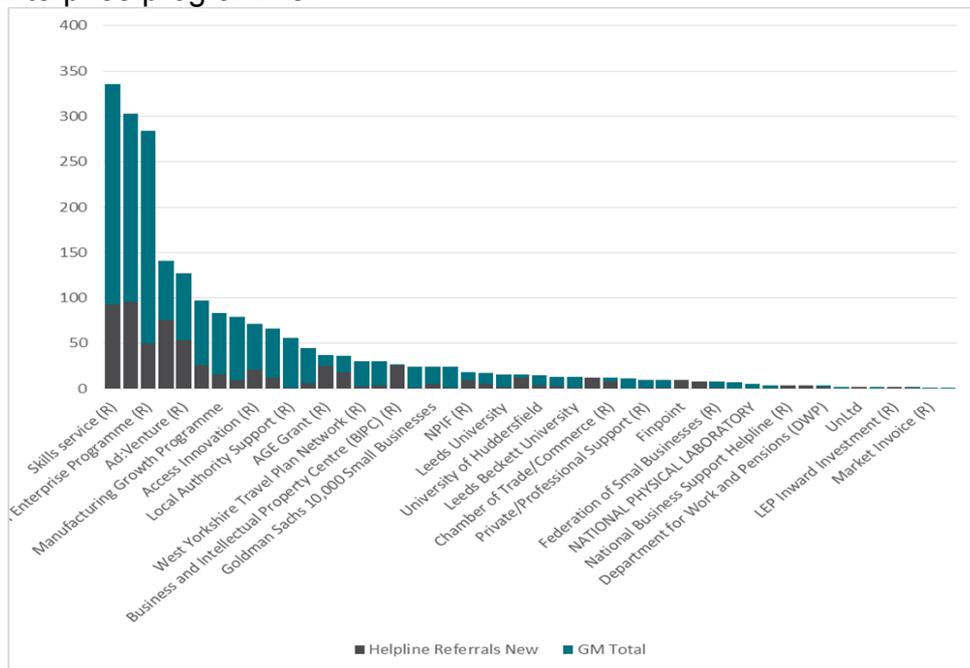


Figure 10: Number of business support referrals (Apr 19 – Oct 19)

1.14 Proactive cold calling continues to prove fruitful to generate client leads for the Selby, Craven and Bradford district based SME Growth Managers, which captured below as ‘local authority contacts’. Business networks also continue to be a good source of clients for Growth Managers in Wakefield in particular.

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 including Harrogate and York. This information has been captured in the 'Other' category below.

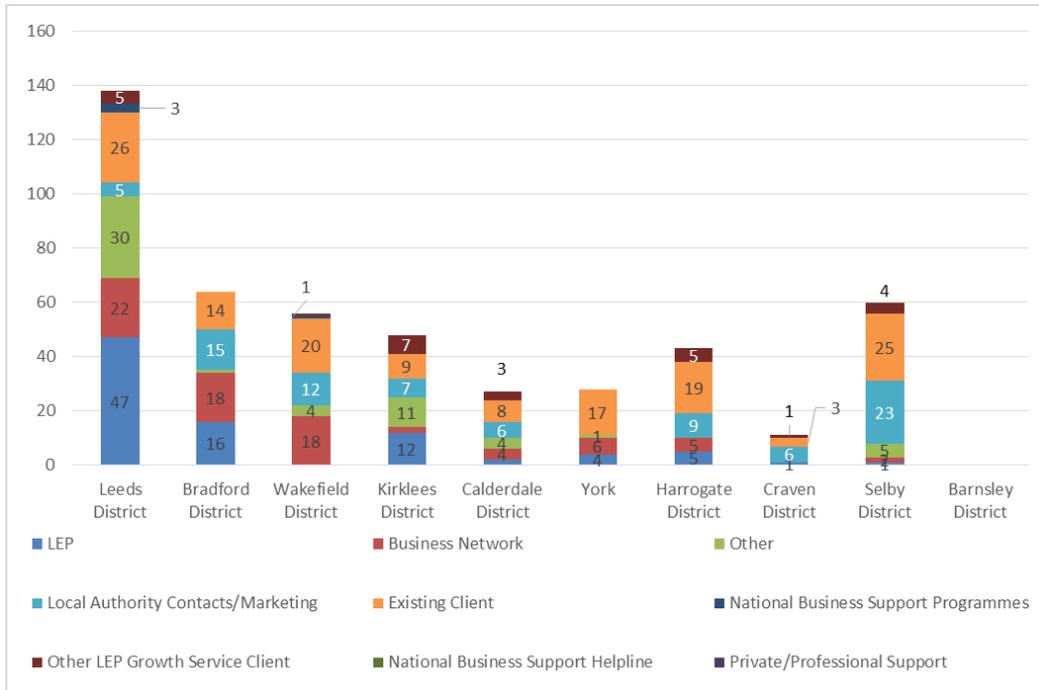


Figure 11: Source of Growth Manager Clients (Apr 19 - Oct 19)

1.15 The service has a target to deliver 14 'ask the expert' Pop-Up business events throughout the year. The table below shows the number planned and delivered across the West Yorkshire districts within the city region this quarter.

Table 4: Business Support events Pop-ups per district (Apr 19- Oct 19)

District	Proposed no of events	No of events Delivered	Delivered in assisted areas	Number of individual sessions delivered
Bradford	3	0	0	
Calderdale	3	1	1	31
Kirklees	3	1	1	XX
Leeds	2	1	1	10
Wakefield	3	0	0	
Total	14	3	3	41

1.16 Attendees generally report high levels of satisfaction levels with these events which is a testament to the experts and the format. The events have generated

an average satisfaction level of 90% rated Excellent or Good as per table 5 below.

Table 5: Satisfaction levels of attendees at ‘ask the expert’ Pop Up Events (Apr 19 – Oct 19)

Satisfaction rating	Number of responses	Percentage of overall respondents
Excellent	21	72%
Good	8	18%
Poor	0	0
No feedback	0	0
Total	29	100%