

Item 12, Appendix 1 - Analysis of enquiries to the LEP Growth Service, 2019/2020

1. Analysis of business enquiries 2019/2020

- 1.1 Service performance is 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 2019-2020. It also provides comparisons to previous years in order to assess progress over time.
- 1.2 The annual service target is to support 3025 individual businesses (yellow line). The table below illustrates that a total of 2069 business (purple line) have received support through the various LEP projects, SME Growth Managers since 1 April 2019. Many of these businesses (20%) have accessed the service multiple times.

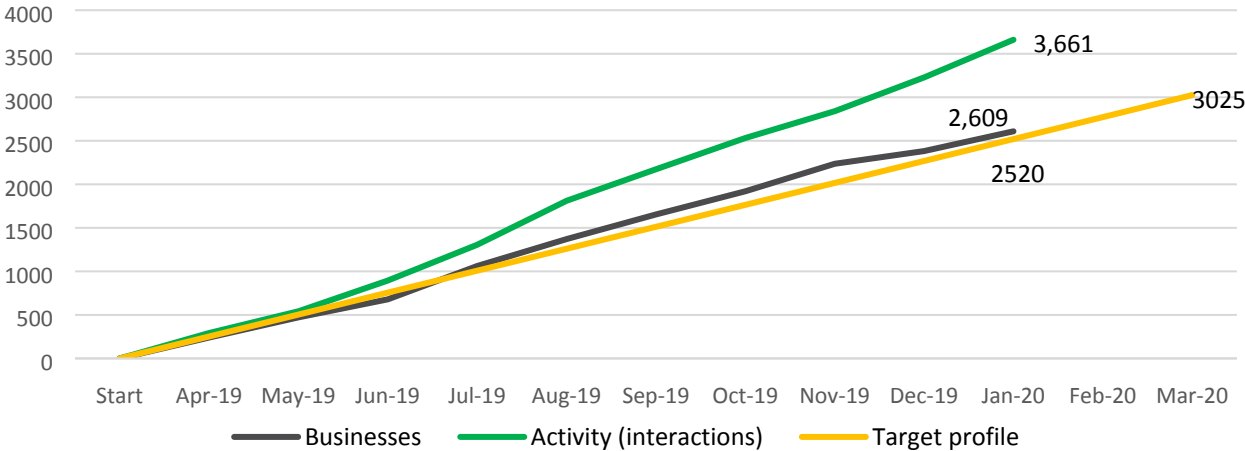


Figure 1: Projected and actual performance against the 2019/2020 annual target (Apr 2019 – Jan 2020).

- 1.3 Enquiries through the gateway are categorised as level 0 (non-target group), level 1 (light touch) and level 2 (more intensive) enquiries. Level 1 and 2 enquiries are from target client businesses i.e. those with the ambition and capability to grow. Figure 2 below shows the type of enquiries received by the gateway on a monthly basis, helping the team to identify any seasonal or other marketing related trends.

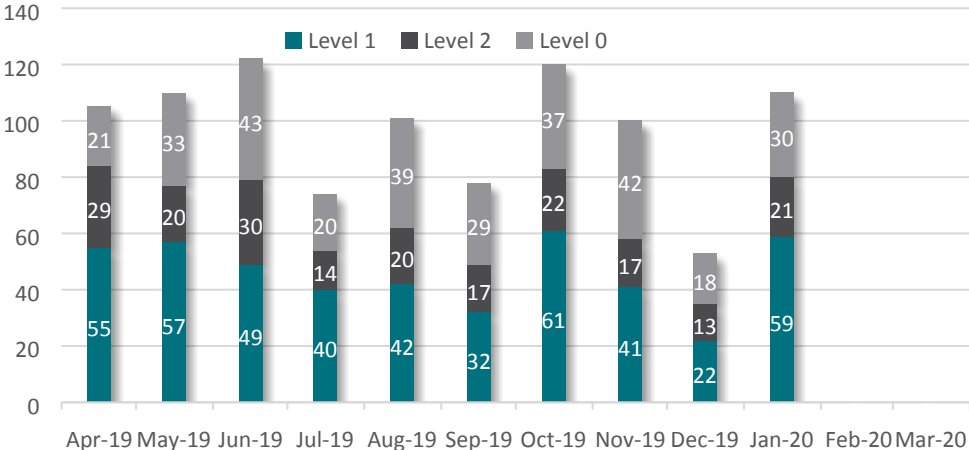


Figure 2: Enquires into the Gateway by client group (Apr 2019 – Jan 2020)

1.4 Compared to the last two financial years, the Service has witnessed a slight decrease in the volume of calls from target businesses.

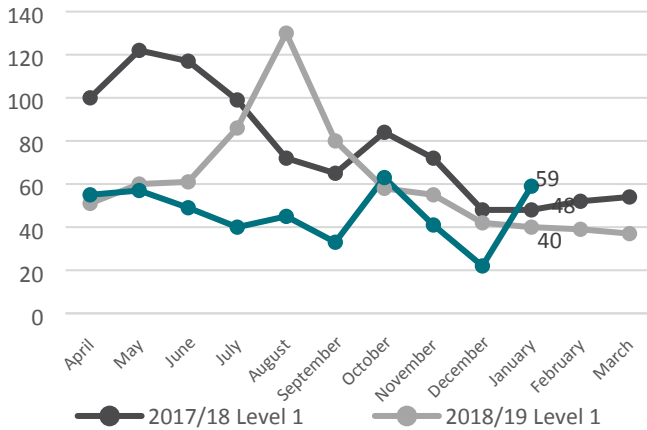


Figure 3. Gateway level 1 enquiries (April 2017 – Jan 2020)

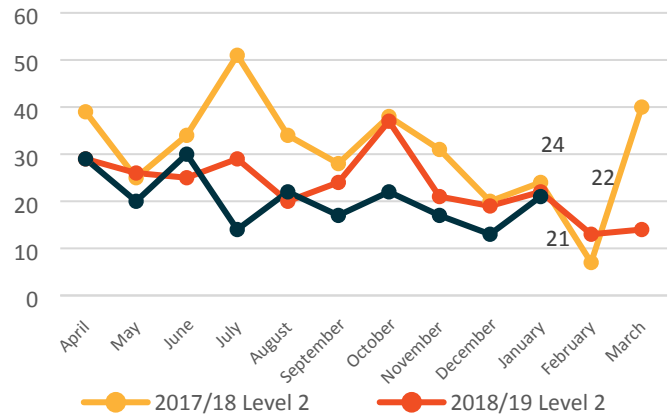


Figure 4. Gateway level 2 enquiries (April 2017 – Jan 2020)

1.5 Over the same two year period, the helpline has witnessed a steady increase in the number of enquiries from non-target businesses (e.g. pre start and early stage). Already the volume of these calls between 1 April 2019 to 31 January 2020 has surpassed the total number of these enquiries from the previous year. Higher levels of activity have traditionally correlated with the launch of new products and services, proactive business engagement via the helpline and dedicated marketing campaigns. As such, a marketing campaign to promote the Service began on various digital platforms in early January to 31st March 2020 to help promote the Service more widely, targeting growth focussed businesses.

Table 1: Total enquiries into the gateway (July 2015 – Jan 2020)

Enquiry Type	Total July 15 – April 16	Total April 16 – Mar 17	Total April 17- Mar 18	Total April 18 -Mar 19	Total April 19 to January 20
Non Target Client Group	410	252	209	282	312
Light Touch Level 1	427	911	933	739	458
In depth Intensive Level 2	235	390	375	280	203
Total Gateway Interactions	1072	1553	1518	1361	973

1.6 Every business contacting the gateway is asked how they have heard about the service. Existing knowledge of the LEP and internet searches continues to be the two most commonly cited responses. 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.

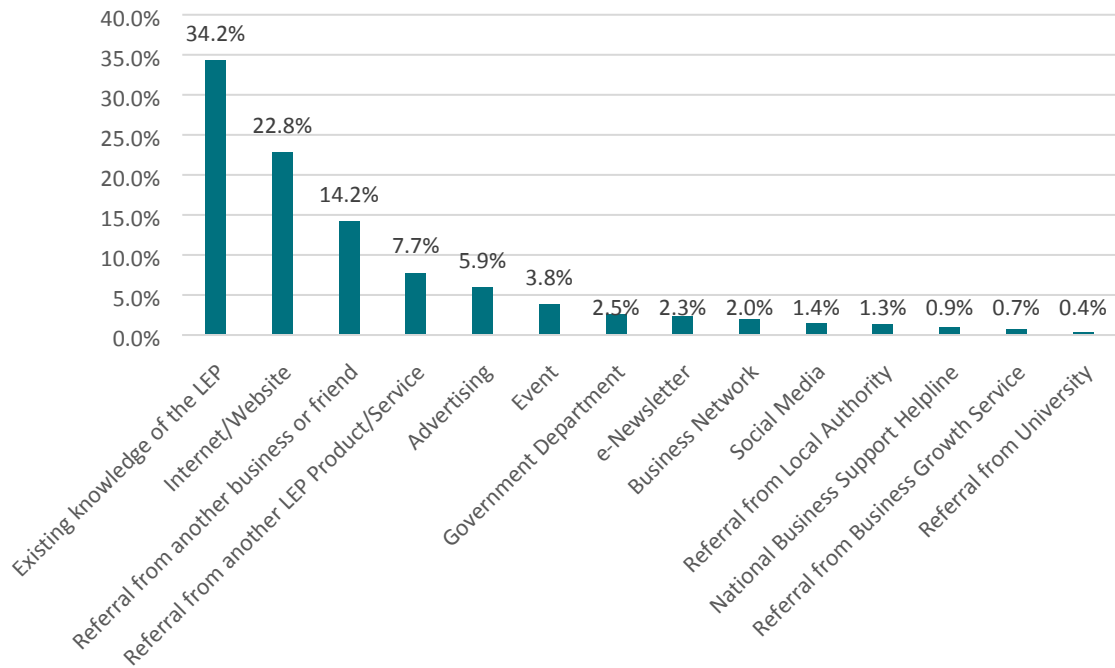


Figure 5: How customers report hearing about the service (Apr 2019 – Jan 2020)

1.7 The Growth Managers are working towards an annual target to collectively account-manage 630 businesses. Table 2 below provides a breakdown of the number of clients supported by the managers in their districts, showing strong progress made against those targets.

Table 2: SME Growth Manager clients by district (Apr 2019 – Jan 2020)

SME Growth Manager	Total Clients Apr 19 – Jan 20	Key Account managed Apr 19 – Jan 20
Bradford & Craven (x2 FTE)	131	115
Calderdale (x1 FTE)	77	53
Harrogate (x1 FTE)	69	51
Kirklees (x1.5 FTE)	87	67
Leeds (x2.5 FTE)	259	132
Wakefield (x1 FTE)	115	67
York (x1 FTE)	50	43
Selby (x0.5 FTE)	83	80
Total	872	608

1.8 As part of the ERDF project, the team of SME Growth Managers are targeted with providing 3 and 12 hour business assists. Table 3 below illustrates the progress made to date since the project launched on 1 April 2019. Progress towards the number of outputs claimed has been slower, namely due to delays in recruitment of the additional SME Growth Managers. However, this trend is expected to level out by the end of 2020 due to the number of pipeline businesses that the team are already supporting. The team are also ahead in terms of meeting job creation targets per annum.

Table 3: SME Growth Manager ERDF outputs (Apr 2019 – Jan 2020)

	Target 2019/20	Actual 2019/20	Overall Programme Total 2019/22
3 Hour Support (P13)	126	106	659
12 Hour Support (C4)	32	5	318
Number of enterprises receiving support (C1)	32	5	318
Employment increase in supported enterprises (C8)	0	3	153

1.9 Figure 6 shows the spread of level 1 and 2 enquiries to the gateway from across the city region compared to the percentage of the City Region’s business stock per district. Leeds based businesses continue to generate more enquiries than their proportion of overall business stock although this ratio has dipped by 1% compared to the same period last year. Enquiries from Bradford, Calderdale and Wakefield are relatively even.

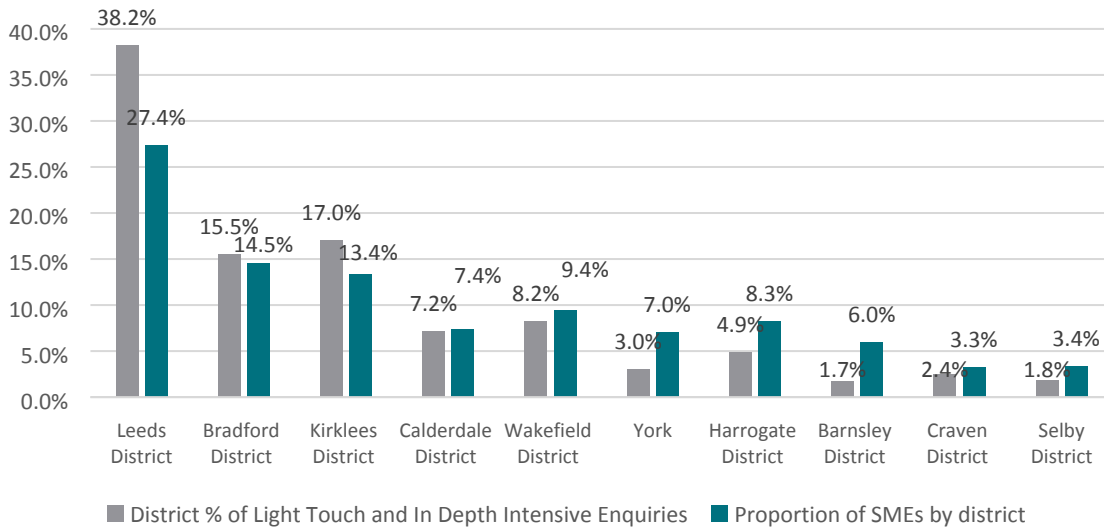


Figure 6: Ratio of Gateway enquiries compared to proportion of business stock per district (Apr 2019 – Jan 2020)

1.10 ‘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’. There has been a steady increase over the year with requests for support with Research and development and exporting particularly from SME Growth Manager clients. These areas will be better supported through the new ERDF Growth Service project focussing on improving business resilience.

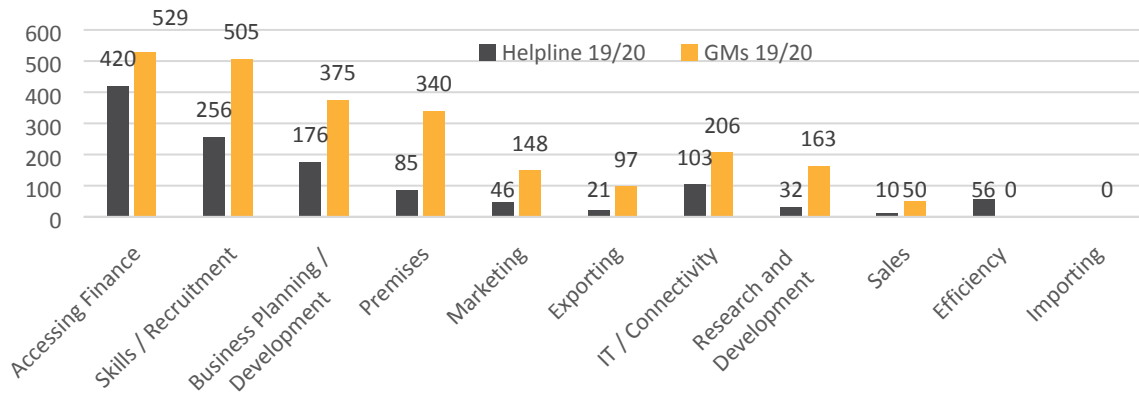


Figure 7: Topics for business support via the gateway and the SME Growth Managers (Apr 19 – Jan 2020)

1.11 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.

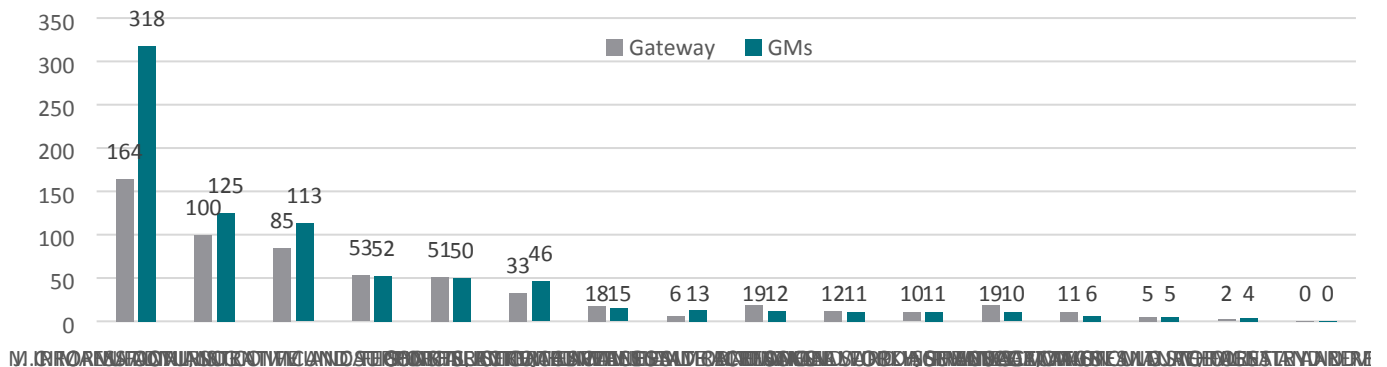


Figure 8: Number of Growth Service clients (Gateway and Growth Manager) by sector (Apr 2019 – Jan 2020)

1.12 Figure 9 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.

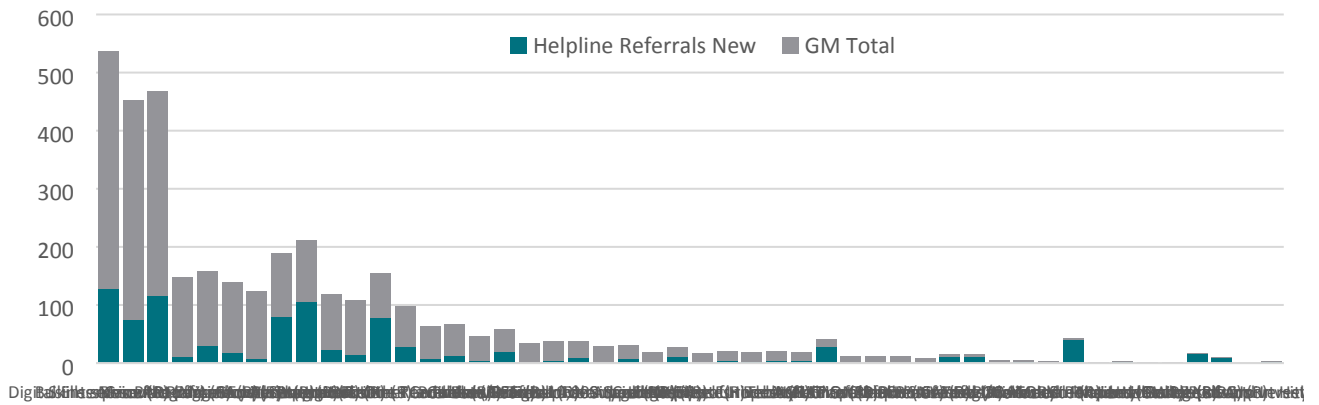


Figure 9: Number of business support referrals from the Gateway and SME Growth Managers (Apr 2019 – Jan 2020)

1.13 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.

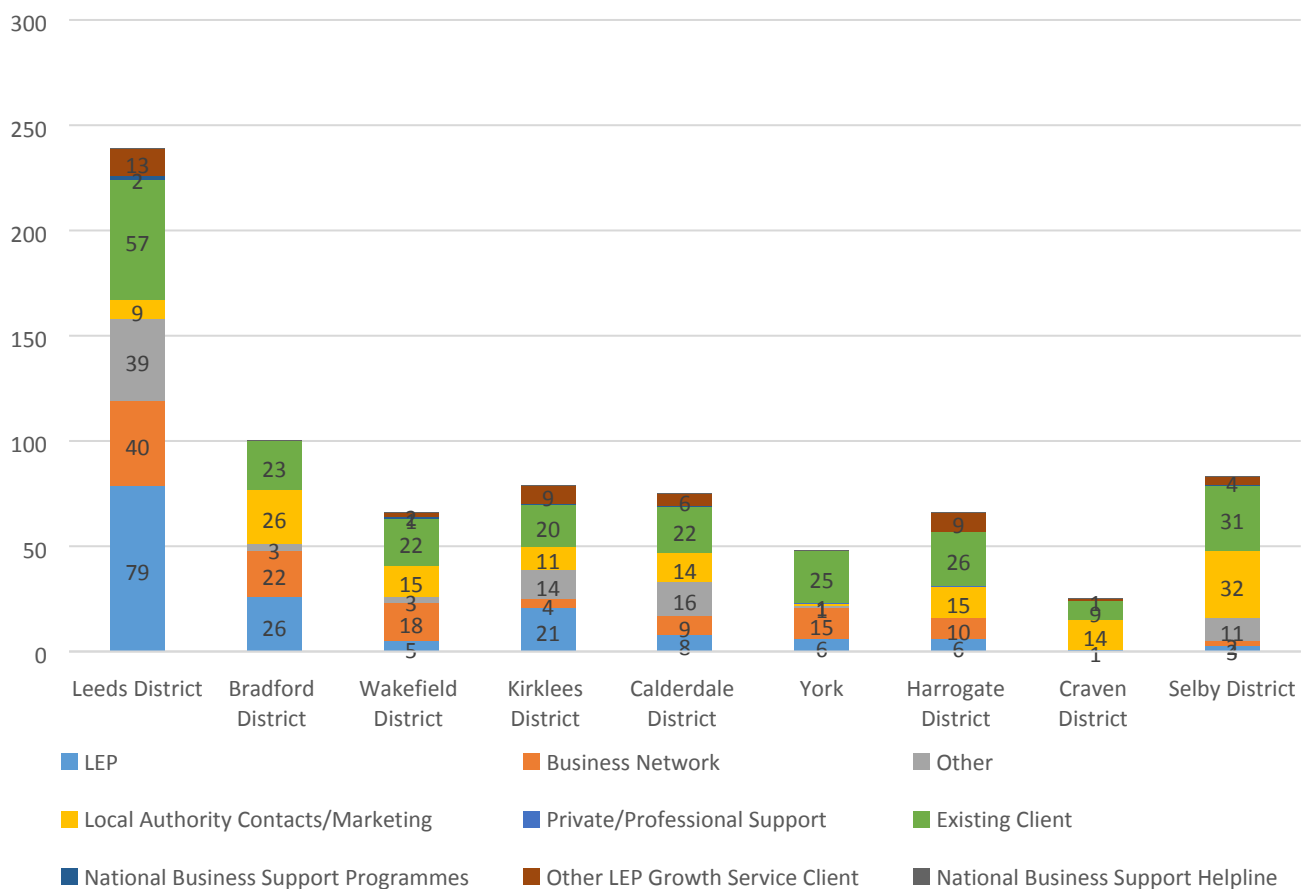


Figure 10: Source of Growth Manager Clients (Apr 2019 - Jan 2020)

1.14 The table below shows the number of Pop-Up ‘ask the expert’ business advice events delivered across the West Yorkshire districts within the city region. Eight business advice events have been held to date. These peer to peer support events are consistently rated high by attendees in terms of levels of satisfaction as illustrated below.

Table 4: ‘Ask the Expert’ Business Pop-Up Events per District (Apr 2019- Jan 2020)

Business advice event	No. businesses attended	No. businesses rated the event Excellent	No. businesses rated the event Good	No. of businesses rated the event Poor	No. feedback forms returned	No feedback
Calderdale(Halifax)	9	8 (89%)	1 (11%)	0 (0%)	9	0 (0%)
Beeston	2	1 (50%)	1 (50%)	0 (0%)	2	0 (0%)
Elland	13	9 (69%)	4 (31%)	0 (0%)	13	0 (0%)
Kirklees (Dalton)	5	3 (60%)	2 (40%)	0 (0%)	5	0 (0%)
Leeds	3	2 (66%)	1 (33%)	0 (0%)	3	0 (0%)
Bradford	6	3 (60%)	1 (20%)	0 (0%)	5	1 (20%)
Keighley (Steeton)	20	2 (50%)	2 (50%)	0 (0%)	4	0 (0%)
Total:	58	28	12	0	41	1