

Report to: Business, Economy, and Innovation Committee

Date: 19th, October 2022

Subject: **Enterprise West Yorkshire Programme Update**

Director: Brian Archer, Director of Economic Services

Author: Henry Rigg, Head of Business Support

Is this a key decision?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information or appendices?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If relevant, state paragraph number of Schedule 12A, Local Government Act 1972, Part 1:	
Are there implications for equality and diversity?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

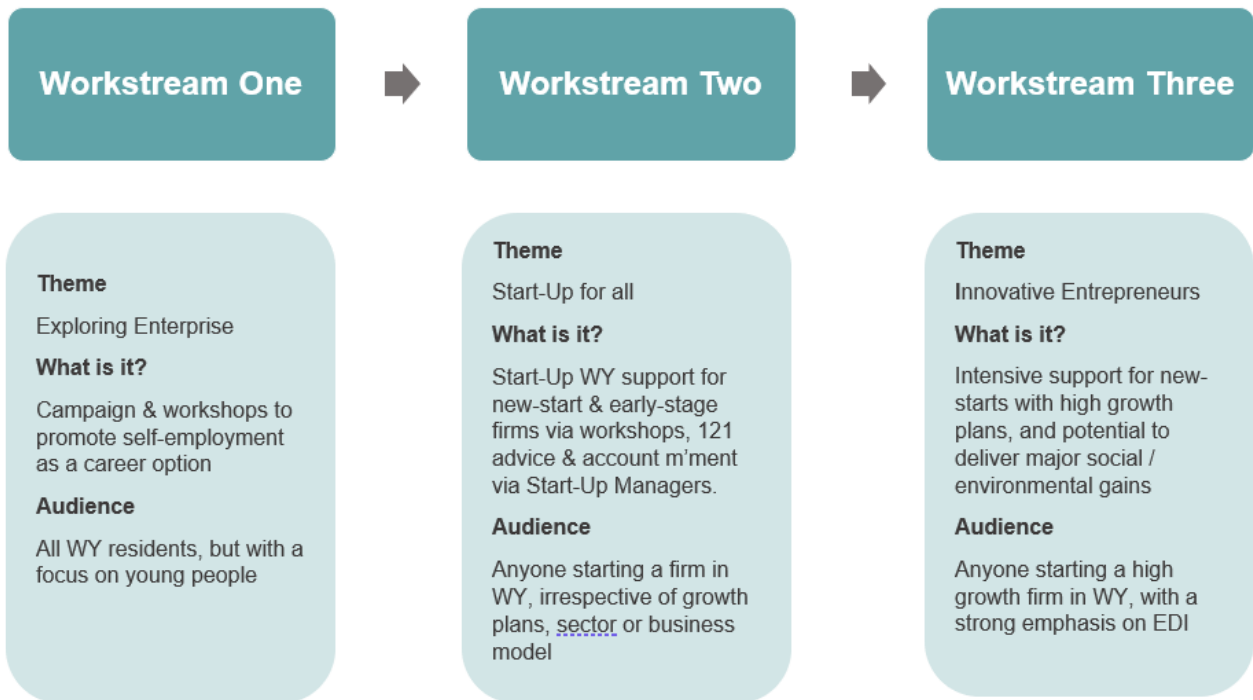
1. Purpose of this Report

- 1.1. To update the Committee on progress with the delivery of the Enterprise West Yorkshire (WY) programme.
- 1.2. To seek further input, advice, and guidance from the Committee on the ongoing development and delivery of enterprise support across WY.

2. Information

- 2.1. The £6m Enterprise WY programme has been in delivery since late 2021 and provides a ladder of enterprise support. This includes activity to promote enterprise as a viable and achievable career option to all (including young people), 'hands on' advice and guidance to anybody in WY who wants to set up a new enterprise (regardless of location, sector, or growth potential), and an intensive package of bespoke support to accelerate the growth plans of a smaller number of innovation-led entrepreneurs. The below diagram sets out the different workstreams, their offers and their target audiences.

ENTERPRISE WEST YORKSHIRE



2.2 The programme is also closely aligned to other enterprise support currently available in the region, including the ADventure high growth start-up programme led by Leeds City Council in partnership with the other WY Local Authorities, the Start-Up loans available from the Business Enterprise Fund and the information and guidance provided by WY's commercial libraries (BITC).

2.3 The table below sets out the numbers of people and enterprises engaged and supported to date by the programme: -

Indicator	Mode of Delivery	Progress to end of August 2022
Number of people reached with enterprise-related marketing	Marketing campaign across broad range of mediums	28,890
Number of learners supported	Workshops for learners	186
Number of start-up enterprises engaged	Start-Up WY Programme & 5 x Start-Up Managers	600 (530 diagnostics completed)
Number of start-up enterprises supported (minimum of three hours of support)	Start-Up WY Programme (workshops and 1-2-1 coaching), & 5 x Start-Up Managers	231

Survival Rates at 12 months +	To follow later in 2023	To follow in 2023
District-based launch events	Physical events	5

2.4 The digital marketing campaign for the **Exploring Enterprise** element of the programme has been running from January 2022. The campaign is called 'people like me' and a suite of marketing collateral has been developed around role models to demonstrate that 'real people' across West Yorkshire are creating and running successful businesses (see example below). The campaign has been delivered across Facebook and LinkedIn and has generated a total of 28,890 impressions to date. A new agency has recently been appointed to lead on marketing and comms activity across the whole programme. This will reinforce the 'ladder of enterprise support' theme across all activities, helping to ensure a more consistent and homogeneous brand, image and customer journey.



2.5 The Exploring Enterprise workshops have been running for nine months, with over 180 learners engaged across the 11 cohorts delivered to date. Learners are being supported from some of the region's most disadvantaged areas, with 22% being from the most deprived decile, 13% from the second most deprived decile and 10% from the third most deprived decile on the National

Index of Multiple Deprivation. This equates to just under half of learners (45%) coming from the three most deprived deciles.

- 2.6 To complement the workshops, a new web platform has been developed to include more varied resources and on-demand content, something that many of the learners have requested. Users access the content from their devices via a dedicated link, with the additional content including: -
- new quizzes on branding, digital, sales
 - new to do lists on domain registration
 - new videos on branding, domains, search engines, and social media
 - new podcasts on innovation, risk, and supply
- 2.7 PeoplePlus Ltd was appointed in late 2021 to deliver a scheme for pre-start and start-up firms across all sectors (Start-Up West Yorkshire), but particularly retail, leisure and hospitality. This includes a range of workshops, delivered on-line and in-person, on the key topics related to setting up a new enterprise, alongside some one-to-one coaching from specialist start-up advisers. To date, over 160 workshops have been delivered, with cumulative attendance of over 1,600. PeoplePlus is working closely with several suppliers across the region to raise awareness of the support available and engage a more diverse range of clients, such as those with disabilities and those living in some of WY's more disadvantaged areas. These include:- Airedale Enterprise Services, the Paddock Trust, Barca Leeds, Inspired Neighbourhoods and Aspire-iGen's Opportunity Centre.
- 2.8 In addition, PeoplePlus has established a Women's Enterprise Network (and one specifically for Asian females) as peer support mechanisms for female-led pre-start and start-up firms, and also recently introduced new webinars focussed on wellbeing and resilience for the entrepreneurs. It is also working closely with Job Centre Plus and several housing associations to engage clients and residents in the support available.
- 2.9 A Learning Plus Platform has recently been introduced by PeoplePlus which provides access to all webinar content and associated materials for people unable to attend the events and webinars. It also provides some one-to-one advice for the entrepreneurs on evenings and weekends. This has been introduced following feedback from people in full-time work who cannot make the events within traditional working hours, and from people facing challenges related to accessibility.
- 2.10 The five district-based **Start-Up Managers** are all now in post and are providing account-management support to start-up and early-stage firms (up to three years of trading) across all sectors, but with a focus on Business-to-Consumer operators. Embedded within the local enterprise support eco-systems, and employed by the Local Authorities, the managers are each working with circa 50 clients, linking them into the right support at the right stage of their growth journeys. The managers have also been instrumental in

the delivery of local launch events in their districts over the last few months, with the most recent taking place at Farmer Copleys in Wakefield and at the Kala Sangam Arts Centre in Bradford in September 2022. The events were very well-attended and brought together the key players in enterprise support at the district level, and included presentations from senior elected members and local entrepreneurs.

- 2.11 The links below provide insights into the launch events and pen portraits of several of the enterprises supported to date by the programme: -
- 2.12 Bee Brand designs was founded by Ashleigh Barnes at the beginning of lockdown in 2020. Awaiting redundancy whilst on furlough in 2020 provided her with the opportunity to setup her own business. Working with her Start Up Manager, Ashleigh stated that *“I am just very grateful that the support programme exists and empowers those who want to drive their ambitions into market.”*

[Start-Up West Yorkshire Case Study - Bee Brand Designs · Ad:Venture Portal \(ad-venture.org.uk\)](#)

- 2.13 Below are links to the blogs that summarise the first three launch events: -

[Kirklees Start-Ups on the stage at Start-Up West Yorkshire Launch. · Ad:Venture Portal \(ad-venture.org.uk\)](#)

[Start-Up West Yorkshire Launch, Advice from Calderdale Start-Ups · Ad:Venture Portal \(ad-venture.org.uk\)](#)

[Start-Up West Yorkshire celebrates Leeds Launch · Ad:Venture Portal \(ad-venture.org.uk\)](#)

- 2.14 The inaugural meeting of the **Enterprise Support Forum** will take place on 2 November 2022 at Dean Clough in Halifax and will include presentations from the Mayor of WY and the Chair of this Committee. It will be an opportunity to showcase all the support available to new enterprises in the region, including access to finance, business and financial planning, resilience measures and recruitment. The aim of the forum is to increase awareness of the support available amongst the supply side and to increase the volume and quality of referrals amongst delivery partners.
- 2.15 Following a delay caused by a potential legal challenge to the procurement process, the contract for delivery of the **Innovative Entrepreneurs** element of the programme has been recently agreed. The £1.2m scheme will be delivered by a consortium led by Nexus Ltd and the University of Leeds, with support from a wide range of partners across the university, third and private sectors.
- 2.16 The focus of the scheme is to work with a smaller number of entrepreneurs (circa 70) who can demonstrate the ambition and potential to achieve

considerable business growth, whilst delivering wider social and/or environmental impacts for the region. The package of support will include early-stage finance, investment readiness, mentoring and coaching, and peer support. Engaging participants from diverse backgrounds will be a key focus of the programme's outreach strategy, and this was reflected in the EDI targets set out in the tender specification as follows: - 50% females, 25% from ethnic minorities and 5% self-certifying as having a disability.

- 2.17 The CA is also exploring options to establish a Seedcorn Fund that could provide early-stage finance (grant, loan or equity) to entrepreneurs to de-risk their ventures, and to provide them with some security to test-market, develop and refine their business propositions. This would meet a clear gap in the market for access to finance products in the region, and would be positioned as a pre-cursor to other enterprise finance, such as Start-Up Loans, Angel Investment and Venture Capital.

3. Tackling the Climate Emergency Implications

- 3.1 All enterprises supported by the programme are encouraged to access advice and guidance from the CA's REBiz programme that assists firms to reduce energy use and, hence, energy costs. Resilience and wellbeing events and webinars are also being introduced into the programme, and these will cover energy saving advice. It is also anticipated that the 'call for projects' referenced at 5.2 below will include ones focussed on environmental matters, and that the Innovative Entrepreneurs scheme will also deliver tangible and lasting environmental benefits.

4. Inclusive Growth Implications

- 4.1 Area-based deprivation data is analysed against the locations of the learners and enterprises supported by the programme. Analysis to date shows that over 30% of those supported across the programme are from the 20% most deprived parts of the region. More analysis will be undertaken to refine this data which will also help to target future interventions.
- 4.2 A revised approach to events is being implemented with the objective of engaging businesses across the whole of West Yorkshire, particularly those in more disadvantaged areas and those that are outside of the main towns and cities.
- 4.3 The programme's supply chain includes several community enterprises and enterprise agencies that operate in some of the region's most disadvantaged and/or outlying areas. For example, Airedale Enterprise Services in the Keighley district, Inspired Neighbourhoods in the BD10 area of Bradford and the wider district, and the Paddick Trust in Huddersfield.

5. Equality and Diversity Implications

5.1. Please see section 2 for details of EDI activities currently being delivered across different parts of the programme. In addition, the programme has 'minimum floor targets' to engage clients with protected characteristics. The table below sets out progress on these targets to date: -

Female Participants	Ethnic Minority Participants	Participants with Disability (self-certified)
Target = 50% Actual = 52%	Target = 20% Actual = 33%	Target = 3% Actual = 14%

5.2 An open 'call for projects' will be launched later in the year and will aim to support several projects at up to £25k each to deliver EDI-related enterprise outcomes. This will be funded via the programme's Development Fund and it is anticipated that interventions will focus on enterprise support for specific target groups and/or for alternative business models, such as social enterprises or co-operatives. The findings from the funded projects will be used to inform the ongoing design and delivery of future programmes and services.

5.3 The five district-based Start-Up Managers are all now in post, three of whom are females with one from an ethnic minority background.

6. Financial Implications

6.1. There are no immediate financial implications directly arising from this report.

7. Legal Implications

7.1. There are no immediate legal implications directly arising from this report.

8. Staffing Implications

8.1. There are no immediate staffing implications arising from this report.

9. External Consultees

9.1. No external consultations have been undertaken in relation to this report, although several key stakeholders continue to be appraised of progress on the programme and their input is taken on board.

10. Recommendations

- 10.1. That the Committee notes progress with the delivery of the Enterprise West Yorkshire (WY) programme.
- 10.2. That the Committee provides any further input, advice, and guidance on the ongoing development and delivery of enterprise support across WY.

11. Background Documents

None

12. Appendices

None