Department for
Business, Energy
& Industrial Strategy

Evaluation of Help to Grow: Management

Summary quarterly progress report #2 (July-September 2022)

April 2023

Contents

Introduction

The Department for Business, Energy and Industrial Strategy (BEIS) has commissioned Ipsos, working in partnership with Institute for Employment Studies (IES), to undertake an independent evaluation of the Help to Grow: Management (HtGM) programme. The programme is targeted at SME leaders and aims to improve leadership and management skills and address firm-level productivity challenges.

This report is the second in a series of quarterly updates to BEIS, presenting evidence collected through Ipsos' ongoing programme of surveys with SME leaders completing the programme and those that dropped out. It draws on new evidence collected between June 2022 to September 2022[1]. In this report, quarterly data corresponds to the financial year of HtGM delivery (e.g., Y2Q1 = April-June 2022, Y2Q2 = July-Sept 2022) and refers to the period of time in which SME leaders completed the questionnaire.

In some cases, the report compares the results from the two most recent quarters, in other cases it reports all evidence collected to date. The data source and associated time period is clearly referenced in the sources.

Programme overview and survey update

Overview of surveys

An overview of the three HtGM evaluation surveys that are presented in this quarterly report is provided in Figure 7.

Figure 7: Overview of HtGM evaluation surveys.

Post completion

Issued to all participants four to six weeks after completing module 12 of the Help to Grow: Management programme. It gathers feedback on the processes associated with delivery of the programme and emerging evidence on the short-term outcomes in the Theory of Change.

Launch date:
September 2021

Mode:
Online

Frequency
Monthly

No. of waves:
13

Next wave:
15 October

6 month follow-up

All participants are contacted six months after completion of the programme to participate in a telephone interview designed to capture data on the outcomes / impact of the programme on them and their business. Some respondents will have completed the post-completion survey but not all.

Launch date:
June 2022

Mode:
Telephone

Frequency
Quarterly

No. of waves:
2

Next wave:
Early October

Drop out

Participants who start the programme but dropped out (completing <75% of the programme) are contacted by telephone and asked to provide feedback on their experiences and reasons why they dropped out of the programme.

Launch date:
June 2022

Mode:
Telephone

Frequency
Quarterly

No. of waves:
2

Next wave:
Early October

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[1] This report presents all of the evidence collected to date on the programme of surveys, including the post-completion survey that launched in September 2021.

Survey update

As of 23rd September 2022, a total of 941 responses had been received to the post-completion and six month follow up surveys (Figure 8):

- The post-completion online survey was issued to 2,975 SME leaders who completed HtGM before September 2022. As of 23rd September 2022, 581 responses had been received, representing a **20% response rate**.

- 905 SME leaders who completed HtGM before March 2022 have been contacted to take part in the six-month follow up telephone survey. As of 23rd September 2022, 360 responses had been received, representing a **40% response rate**.[2]

Results from the drop out survey are reported separately due to small sample sizes (n=12).

Figure 8: Post completion and six month follow up survey response rates
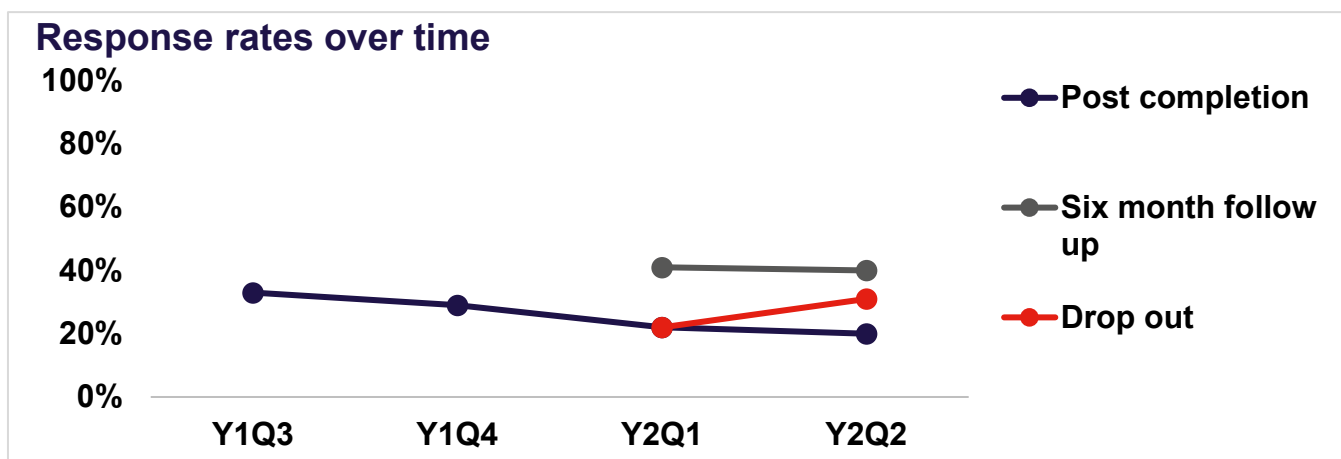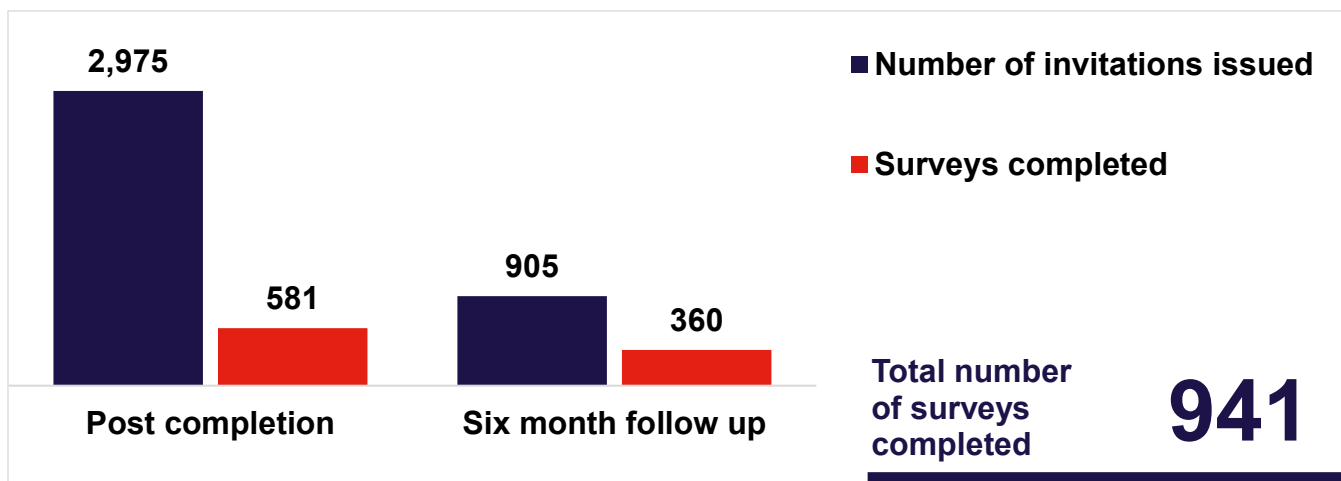
Source: Ipsos (2023)

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[2] Ipsos is having ongoing discussions with BEIS and CABS around measures that can be taken to improve the survey response rates. Figures are based on monitoring data at time of reporting and may differ from data releases.

Profile of demand (businesses)

To date, the HtGM programme has attracted interest from a broad range of businesses (Figures 1-4):

- **Location**: the programme has stimulated interest from firms across all regions of the UK. One third of registrations (30%) and enrolments (31%) to the programme were made by businesses based in London and the South East. These figures broadly align to the wider UK SME population (with 5-249 employees), for which London and the South East account for the largest shares (18% and 14%, respectively).[3]

- **Sector**: businesses that registered for HtGM operate across a broad range of industry sectors. The most common was 'other service activities' (15%), which includes member organisations, trade unions, businesses involved in the repair of computers and household goods and personal service activities, such as hairdressing, beauty and physical wellbeing. Other sectors of SMEs registered and enrolled on the programme include manufacturing (13% registrants, 14% enrollers), construction (11% both), professional, scientific and technical industries (11% registrants, 12% enrollers) and information and communication (9% both).

- **Age**: over half of firms registering and enrolling on HtGM had been in operation for 10 years or less (54% and 51%, respectively)[4]. Most commonly, applicant businesses had been operating for longer, between 11 and 49 years (41% registrants, 44% enrollers).

- **Size**: firms registering and enrolling for HtGM were typically small SMEs in terms of employment (median 12 and 13 FTE respectively). The median annual turnover in 2021/22 financial year was £800k for registrants and £900k for enrolments.[5]

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[3] ONS SME Business Characteristics (2021)
[4] N.B. A participant is considered to have enrolled onto HtGM once they have registered and paid for their place.
[5] Median results are reported here over mean because of large outliers. However, mean results are also presented in Figure 1.

Figure 1: Profile of businesses registered and enrolled on to HtGM before 1ˢᵗ October 2022

Region	% HtGM Enrolments	% HtGM Registrants
London	17%	17%
South East	14%	13%
Scotland	9%	8%
North West	12%	12%
West Midlands	8%	9%
East Midlands	10%	10%
Yorkshire & Humber	11%	12%
South West	8%	8%
East of England	5%	5%
West Midlands	8%	9%
North East	3%	2%

■ % HtGM Enrolments   ■ % HtGM Registrants
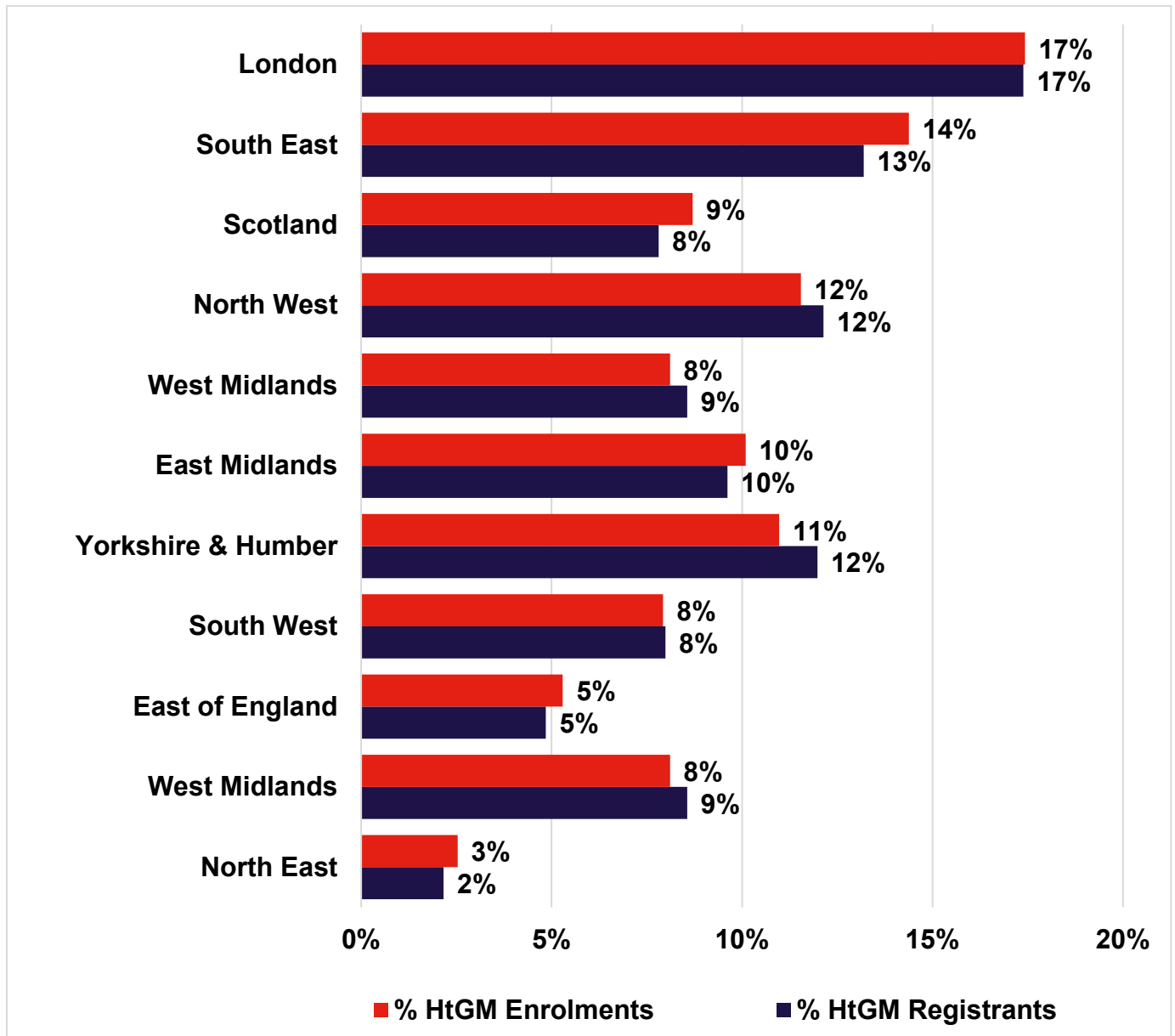
Source: HtGM Registration form (n=4,960 for registrants and n=3,892 for enrolments)

Figure 2: Sector of businesses registered and enrolled on to HtGM before 1st October 2022

Sector (Based on SIC)

Sector	% HtGM enrolments	% HtGM registrants
Other service activities	15%	15%
Manufacturing	14%	13%
Construction	11%	11%
Professional, scientific and technical activities	12%	11%
Information and communication	9%	9%
Human health & social work activities	6%	6%
Wholesale and retail trade	6%	6%
Accommodation and food service	5%	6%
Education	5%	5%
Arts, entertainment and recreation	5%	5%
Financial and insurance activities	4%	4%
Real estate activities	3%	3%
Transportation and storage	2%	2%
Administrative and support service activities	2%	2%
Other	3%	3%

■ % HtGM enrolments   ■ % HtGM registrants

Source: HtGM Registration form (n=4,960 for registrants and n=3,892 for enrolments)

Figure 3: Age of businesses registered and enrolled on to HtGM before 1st October 2022

Age	% HtGM Enrolments	% HtGM Registrants
50+ years	5%	5%
11-49 years	44%	41%
6-10 years	24%	24%
2-5 years	23%	25%
1 year in operation	4%	5%

■ % HtGM Enrolments   ■ % HtGM Registrants

Source: HtGM Registration form (n=4,960 for registrants and n=3,892 for enrolments)

Figure 4: Size of businesses registered and enrolled on to HtGM before 1st October 2022 (FTE and turnover)

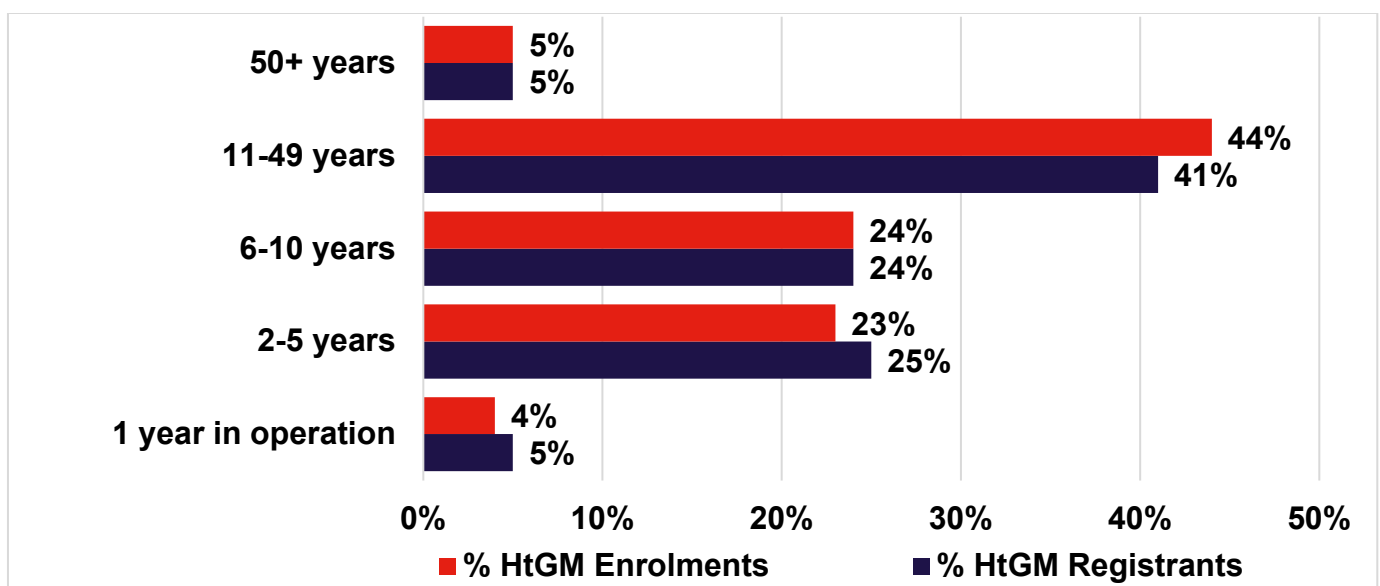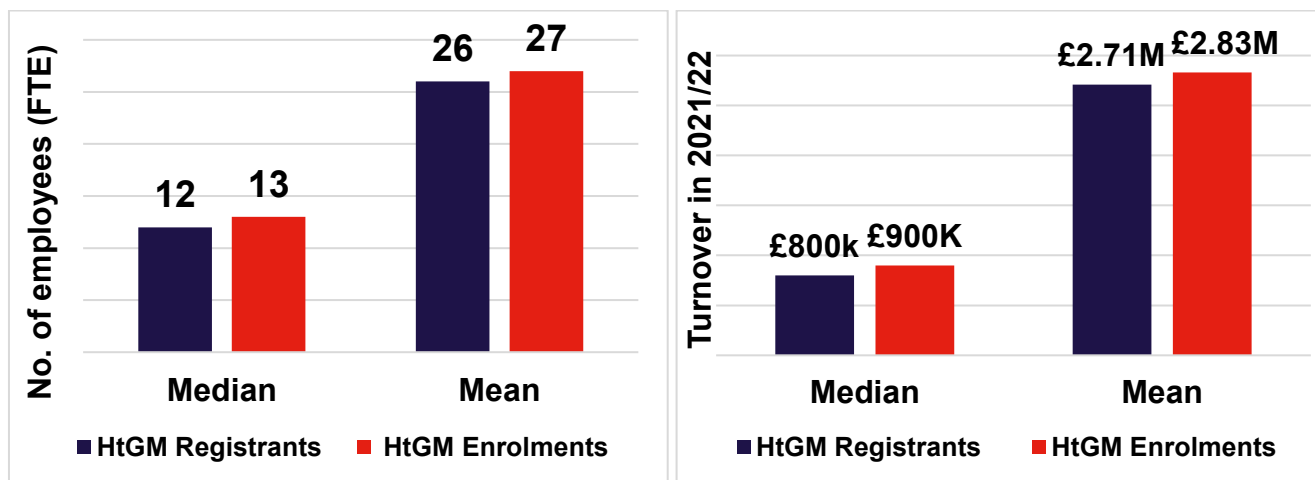Source: HtGM Registration form (n=4,960 for registrants and n=3,892 for enrolments)

Profile of demand (SME leaders)

To date, the HtGM programme has attracted interest from a diverse range of SME leaders when compared to the gender and ethnic profile of SME leaders in the wider business population. The proportion of female SME leaders registering on the programme (34%) is higher than the proportion of private sector employment accounted for by female-led businesses[6]. The proportion of SME leaders from an ethnic minority background (17%) is also 11 percentage points higher than the proportion of private sector employment accounted for by ethnic minority-led businesses[7] and has increased since the last quarter (see Figure 5).

The profile of those responding to the post completion (PC) evaluation survey is broadly in line with all SME leaders involved in HtGM. The gender and age (Figure 5 and 6) of respondents to the survey is broadly similar to those that registered and enrolled in HtGM, whilst a greater proportion are from ethnic minority backgrounds.

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[6] Women owned and women led businesses provide a total of 24% private sector employment – Federation for Small Businesses - https://www.fsb.org.uk/resource-report/supporting-women-s-enterprise-in-the-uk.html
[7] Government Statistics (2020) Workforce and business: Leadership of small and medium enterprises - https://researchbriefings.files.parliament.uk/documents/SN06152/SN06152.pdf

Figure 5: Proportion of SME leaders from ethnic minority backgrounds / proportion of SME leaders who are female

% of SME leaders from ethnic minority backgrounds

Y1Q3: HtGM Registrants 18%, PC survey respondents* 38%, HtGM Enrolments 13%
Y1Q4: HtGM Registrants 19%, PC survey respondents* 23%, HtGM Enrolments 13%
Y2Q1: HtGM Registrants 13%, PC survey respondents* 22%, HtGM Enrolments 14%
Y2Q2: HtGM Registrants 17%, PC survey respondents* 30%, HtGM Enrolments 15%
UK SMEs leaders (2020): 6%

- HtGM Registrants
- PC survey respondents*
- HtGM Enrolments
- UK SMEs leaders (2020)

% of SME leaders that who are female

Y1Q3: HtGM Registrants 31%, PC survey respondents* 46%, HtGM Enrolments 33%
Y1Q4: HtGM Registrants 35%, PC survey respondents* 26%, HtGM Enrolments 33%
Y2Q1: HtGM Registrants 40%, PC survey respondents* 47%, HtGM Enrolments 30%
Y2Q2: HtGM Registrants 34%, PC survey respondents* 40%, HtGM Enrolments 35%
UK SMEs leaders (2020): 24%

- HtGM Registrants
- PC survey respondents*
- HtGM Enrolments
- UK SMEs leaders (2020)

Source: HtGM Registration form (n=4,960 for registrants and n=3,892 for enrolments) Post completion survey (n=581); Government Workforce and Business Statistics (2020); FSB (2020);
Note: Blue dashed line represents a singular point in time. It should be used to contextualise and not be interpreted as time series

Figure 6: Age of HtGM registrants and enrollers
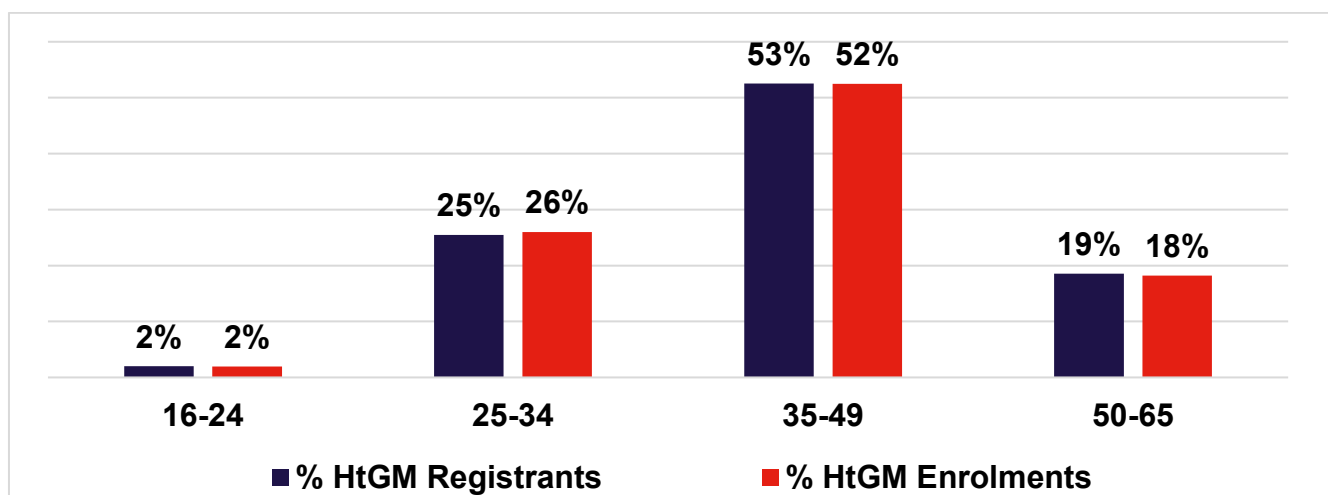
Source: HtGM Registration form (n=4,960 for registrants and n=3,892 for enrolments)

Applying to HtGM

This section presents the evidence to date on programme completers' expectations of the programme, understanding of the programme's aims and objectives and experiences of the application process.

Expectations and understanding of HtGM

At the time of applying, SME leaders most commonly expected to improve their **management and leadership skills** (74%), be more **confident** to lead their business (74%) and improve their understanding of **productivity and growth** (74%) as a result of participating in HtGM (Figure 9). Fewer survey respondents expected to improve their understanding of how to improve **employee wellbeing** (28%), the value of **data analytics** (22%) or how to embed **equality, diversity and inclusivity** practices (17%) as a result of participating in HtGM.

Figure 9: What were your expectations of the Help to Grow: Management programme? What were you hoping to get out of it?[8]
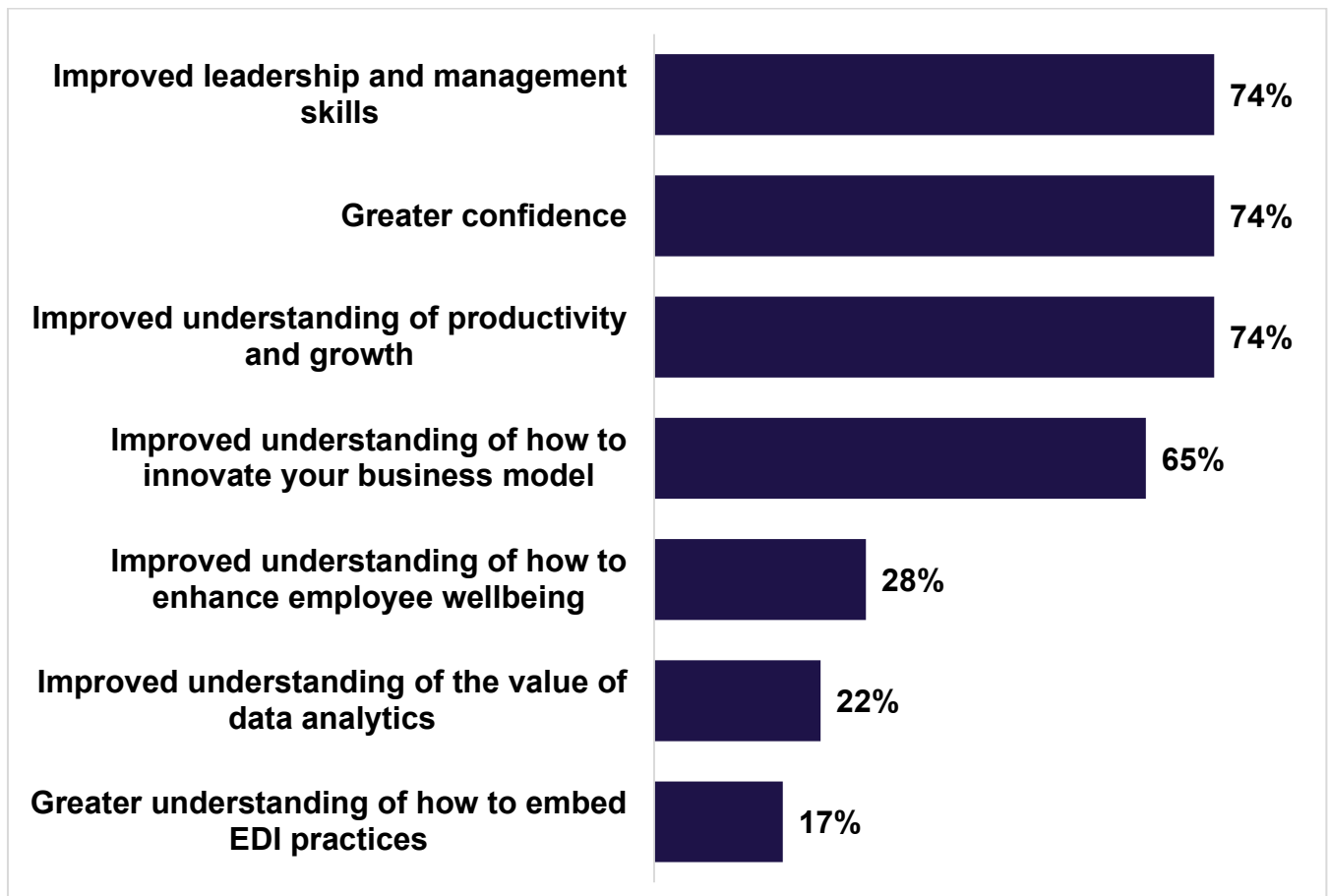
Source: Post completion survey (n=581, All responses); Question type: Multiple choice

Most (78%) survey respondents were somewhat or extremely **clear on the programme's aims and objectives** at the time of application, with only 12% being somewhat or extremely unclear (Figure 10).

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[8] Figure shows the three most commonly reported expectations and the three least commonly reported expectations of the programme at the time of applying.

Figure 10: When you applied, how clear were you on the aims and objectives of the programme?

- Extremely clear
- Somewhat clear
- Neither clear or unclear
- Somewhat unclear
- Extremely unclear
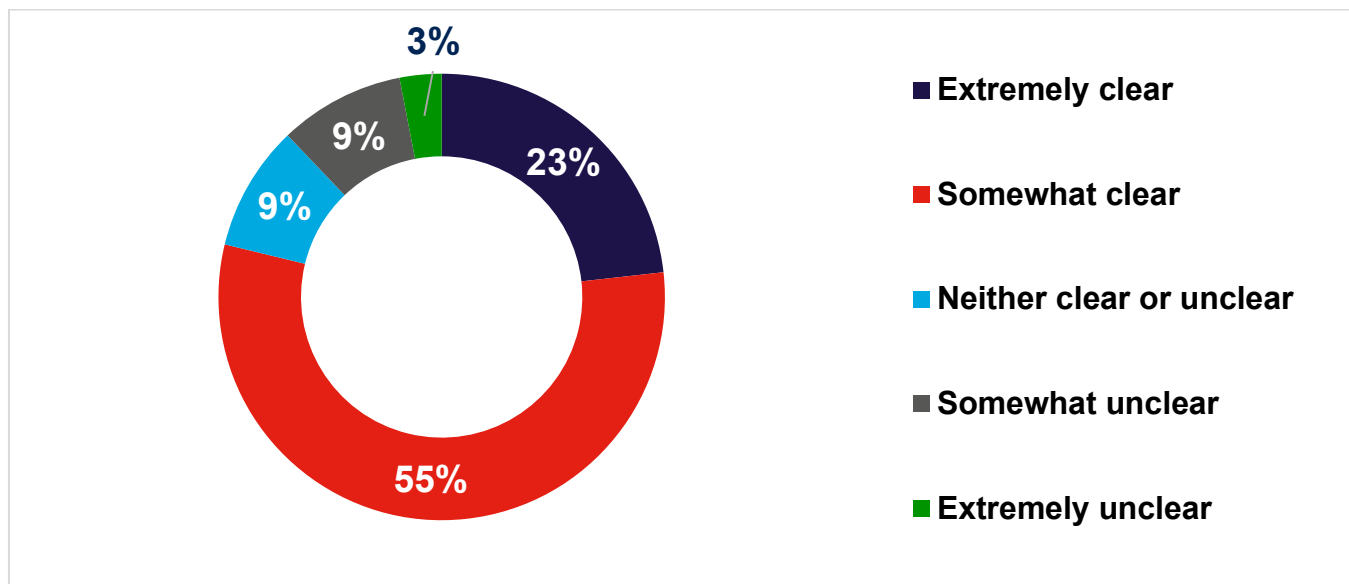
Source: Post completion survey (n=581, All responses); Question type: Single choice

Motivations and experience of applying

In the latest quarter (Y2Q2), SME leaders were most interested in modules relating to **strategy and innovation** (44%); **employee engagement and leading change** (34%); and **finance and financial management** (34%) at the time of application. Interest levels were lowest for the **case study modules** (M3, M6, M9 and M12) (Figure 11).

Since the previous quarter, interest in the **finance and employee engagement** modules have increased, whilst there has been a drop in interest in the **marketing strategy** module and **implementing growth plans**. The aggregate survey data ranks the marketing strategy module as the second most interesting to SME leaders at the time of applying, suggesting a slight shifting of priorities for new business signing up to the programme.

Figure 11: Which three modules were you most interested in when you signed up to the programme? (Quarterly comparison)
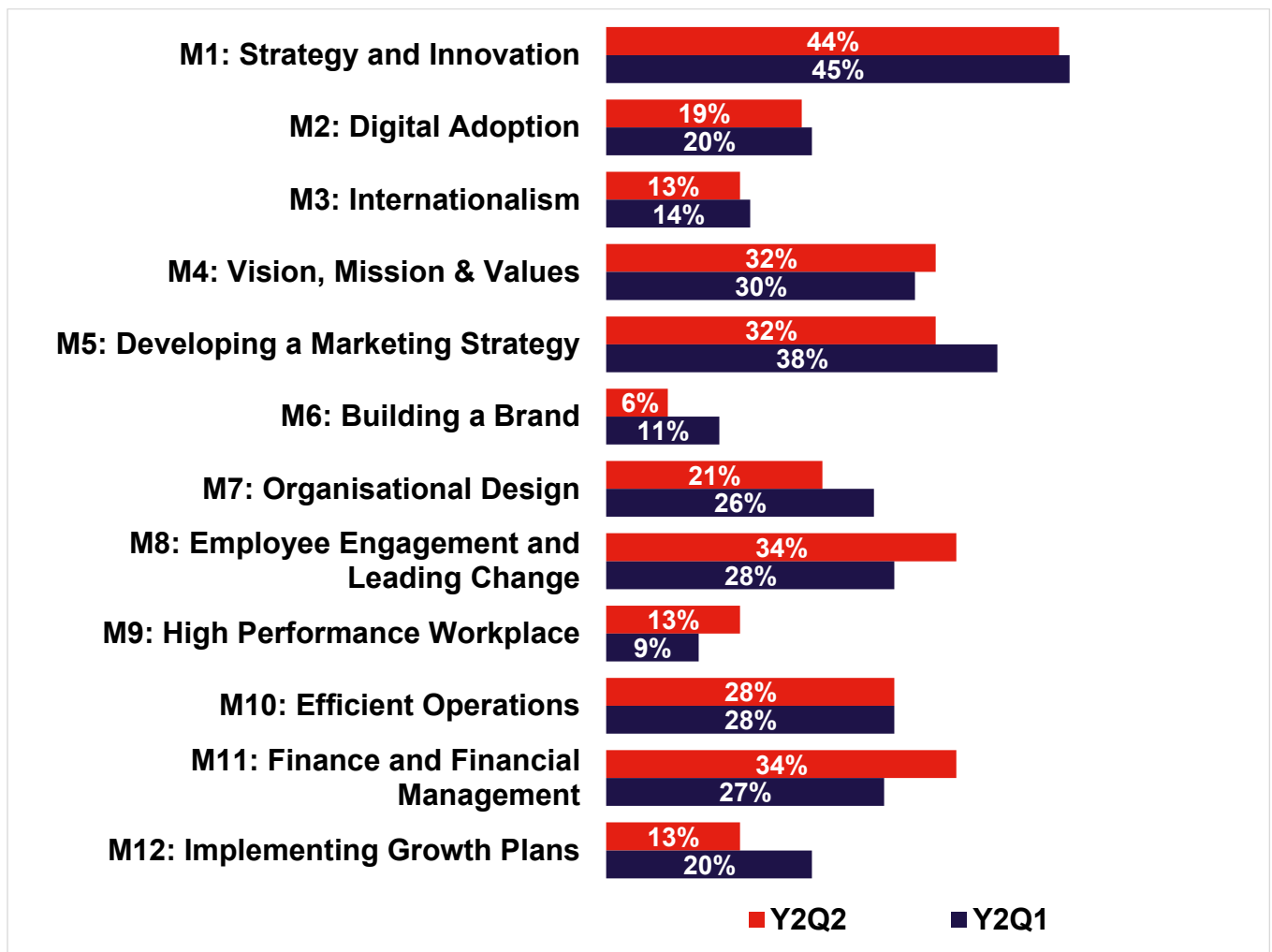
Source: Post completion survey (n=405 (responses in Y2Q1 and Y2Q2 only)); Question type: respondents could select three options

Feedback remains positive on the application and onboarding process – almost all respondents thought that the **application requirements** were clear (92%), the programme started in a **timely manner** (91%) and that the **application process** was simple (91%) (Figure 12).

Figure 12: Thinking about your experience of applying to HtGM, to what extent do you agree or disagree with the following statements?
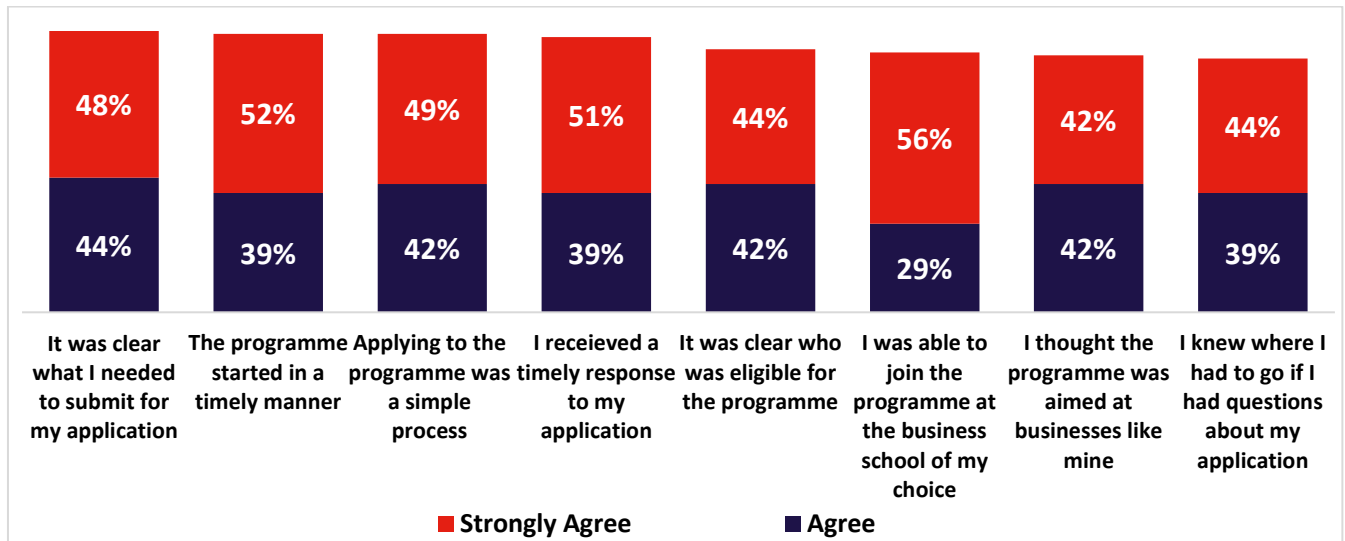
Source: Post completion survey (n=581); Question type: one option per statement

Experience of HtGM

This section presents findings on overall satisfaction with the HtGM programme, the relevance of individual programme modules and programme participant experiences of mentoring.

Delivery

SME leaders report **high levels of satisfaction with programme delivery**, with 90% saying they were fairly or very satisfied with how the programme was delivered from start to end and 10% saying they were fairly or very dissatisfied (Figure 13). The satisfaction level increased slightly from 87% in Y2Q1 to 91% in Y2Q2.

Figure 13: Programme satisfaction
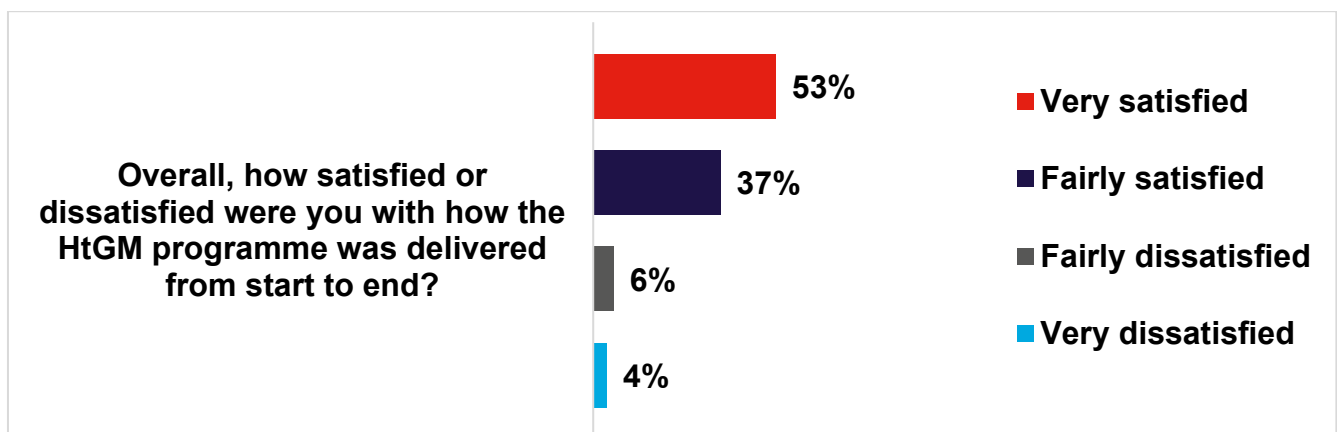
Source: Post completion survey (n=581, All responses); Question type: Single choice

Aggregate data since survey launch indicate programme participants are also reporting **high levels of satisfaction with the overall design and content of the modules**. After completing the twelve HtGM modules, **strategy and innovation** (87%); **vision, mission and values** (85%); and **marketing** (83%) were deemed most relevant to their business (see Figure 14). These three modules were also of most interest to SME leaders at the time of applying (Figure 11). Quarterly data shows the module that saw the **biggest increase in relevance** from Y2Q1 was **Building a Brand**, going from 71% to 78% in Y2Q2.

HtGM programme completers continue to be **divided on the relevance of the internationalisation case study module**, with around half (47%) reporting that it was relevant to their business.

Figure 14: How relevant were each of the Help to Grow: Management modules to your business?

M1: Strategy and Innovation — 87%
M2: Digital Adoption — 71%
M3: Internationalisation — 47%
M4: Vision, Mission & Values — 85%
M5: Developing a Marketing Strategy — 83%
M6: Building a Brand — 73%
M7: Organisational Design — 75%
M8: Employee Engagement and Leading Change — 81%
M9: High Performance Workplace — 72%
M10: Efficient Operations — 79%
M11: Finance and Financial Management — 71%
M12: Implementing Growth Plans — 78%

% extremely or somewhat relevant

Source: Post completion survey (n=581, All responses); Question type: Single choice per statement. Statistics show aggregate responses since launch.

Mentoring

The mentoring element of the programme is highly regarded by programme participants. Almost all (90%) survey respondents were satisfied with mentoring support received and two thirds (66%) were very satisfied (Figure 15).

Figure 15: Satisfaction with mentoring
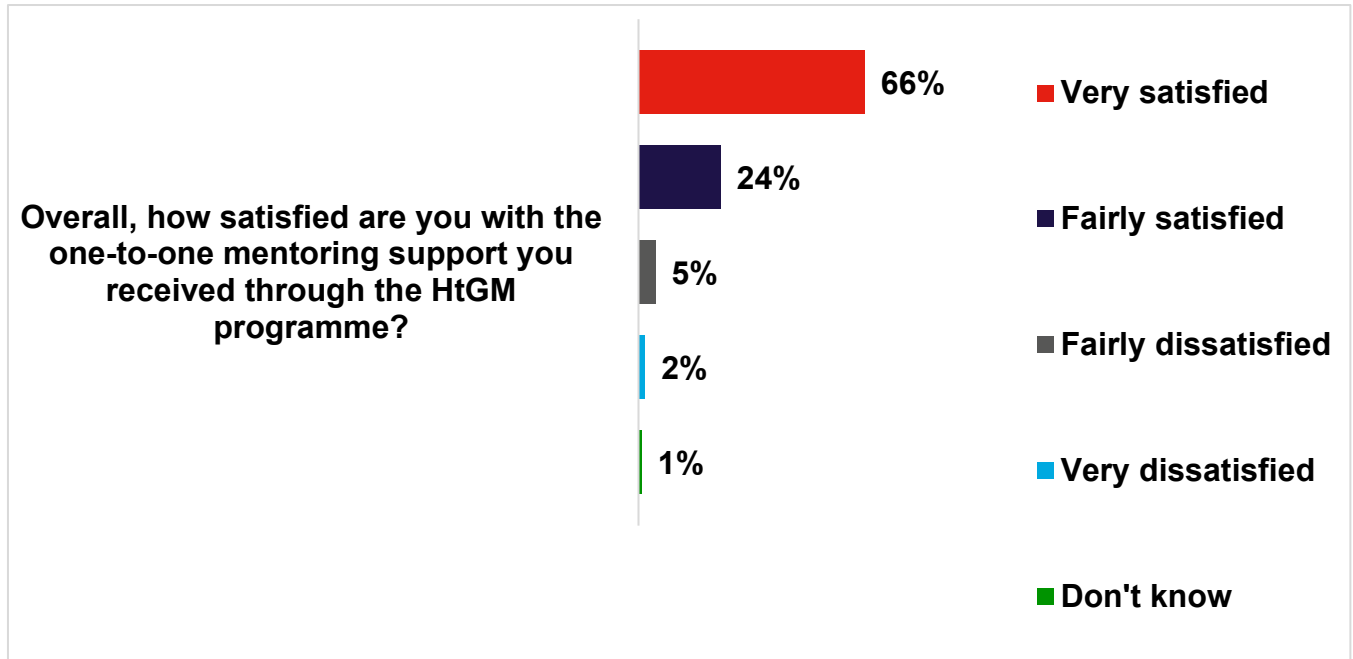
Source: Post completion survey (n=549, All responses); Question type: Single choice, Note: Asked only to those who were matched to a mentor and had completed all/some mentoring hours

The mentoring support made available through HtGM has most commonly been used by participants to **build on topics covered in the programme** (63% in the most recent quarter). More than half (58%) used the support to **cover topics not in the programme**, whilst around half (49%) used it to help with their **Growth Action Plan** (Figure 16).

Figure 16: Which of the following describes how you used one-to-one mentoring support?
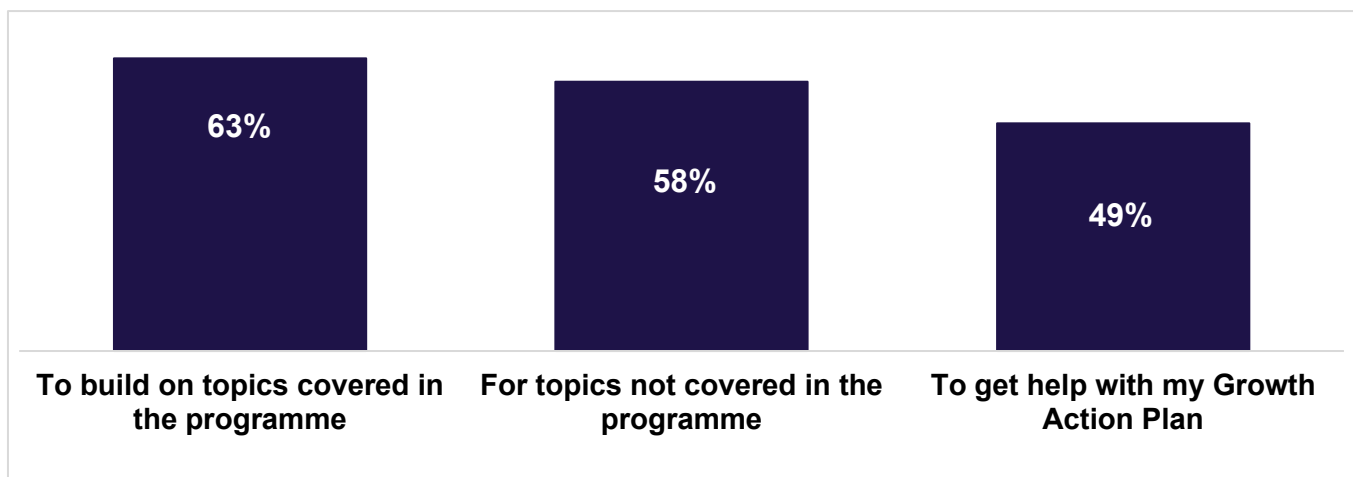
Source: Post completion survey (n=139 (Y2Q2 responses only)); Question type: Multiple choice

The majority (79%) of survey respondents report that their mentor's **experience was well matched to their needs** and 76% had attended **all ten hours of mentoring**. There has been a slight increase in both of these figures since the first wave of the survey in Y1Q3 (see Figure 17).[9]

Figure 17: Engagement with mentors
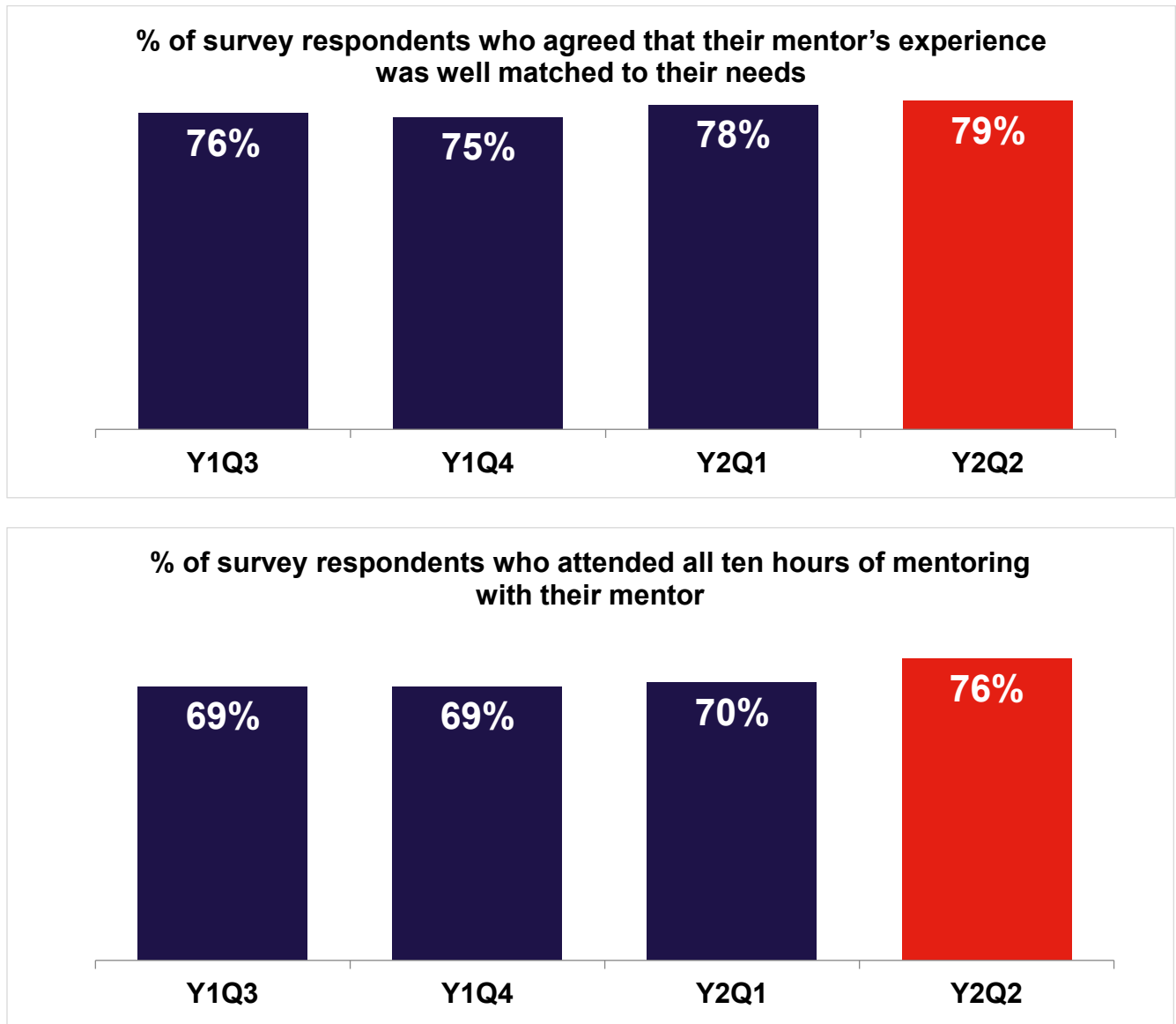
% of survey respondents who agreed that their mentor's experience was well matched to their needs

Y1Q3	Y1Q4	Y2Q1	Y2Q2
76%	75%	78%	79%

% of survey respondents who attended all ten hours of mentoring with their mentor

Y1Q3	Y1Q4	Y2Q1	Y2Q2
69%	69%	70%	76%

Source: Post completion survey (n=581, All responses); Question type: Single choice per statement Note: Only asked to those who were matched with a mentor. The post completion survey is issued between two and six weeks after completing module 12, so some respondents may still be in the process of completing their mentoring relationship at the time of the survey. Mentoring can be completed up to 4 weeks after Module 12.

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[9] Note: the post completion survey is administered between two and six weeks after Module 12. It is therefore possible that some survey respondents may not have completed ten hours because their mentoring relationship is ongoing.

Satisfaction scores over time

Satisfaction with programme delivery and mentoring has been consistently high since the post-completion survey was launched. In the most recent quarter, 91% were satisfied with how the programme was delivered and 89% of survey respondents were satisfied with the mentoring support received (Figure 18).

Figure 18: Satisfaction with HtGM delivery and mentoring over time
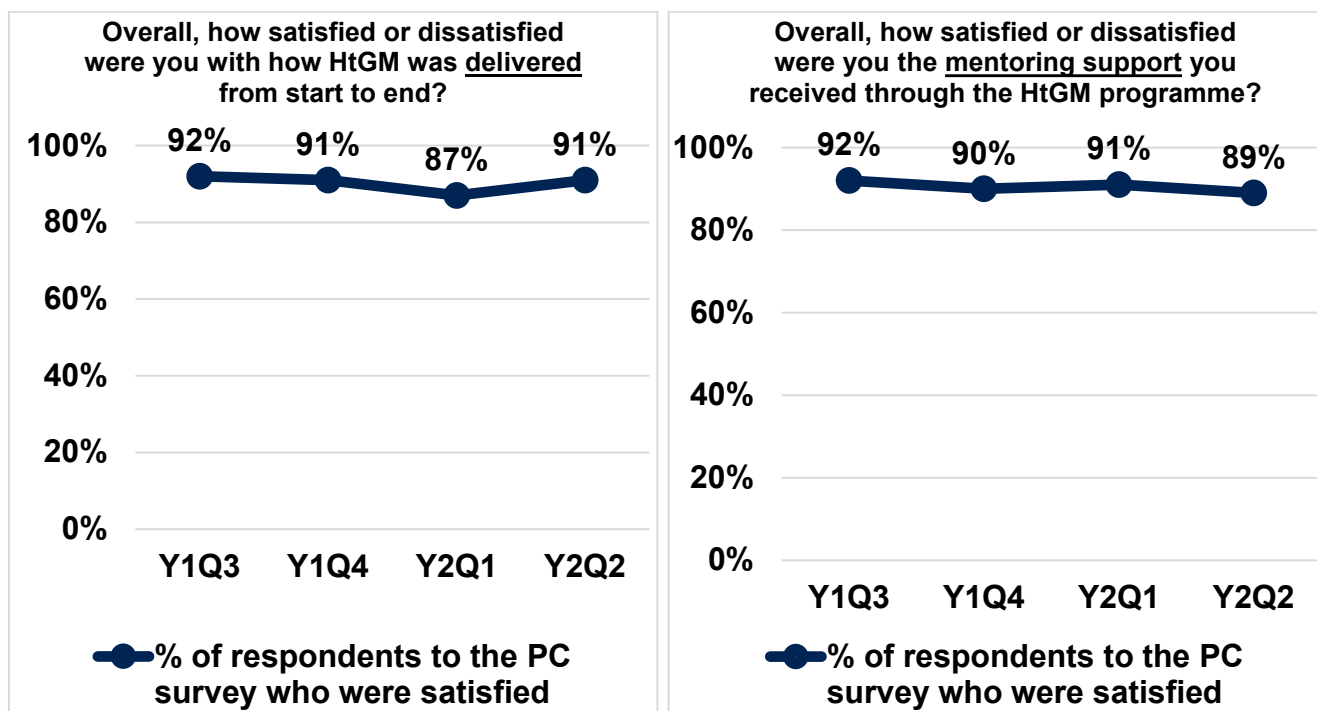
Source: Post completion survey (n=581 for delivery satisfaction, n=549 for mentoring satisfaction); Question type: Single choice per statement; Note: the mentoring satisfaction question was only of those who were matched with a mentor and did all/some mentoring hours

Drop out survey[10]

This section sets out early evidence on the experiences of programme dropouts, including overall satisfaction, reasons for not completing and whether anything could have supported dropouts to attend more of the programme.

These findings are based on very small sample sizes and should therefore be interpreted with caution.

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[10] Commentary will be added to future reports once the sample size has increased.

Figure 19: Feedback from SME leaders who dropped out of HtGM

Overall, how satisfied or dissatisfied were you with the HtGM programme?

- 3
- 6
- 1
- 1

■ **Very satisfied**

■ **Fairly satisfied**

■ **Fairly dissatisfied**

■ **Very dissatisfied**

What was the main reason for you not completing the programme?

7	4	2	1
Time commitment required	Due to other business commitments	Course content was not relevant	Too far to travel

9 out of 12
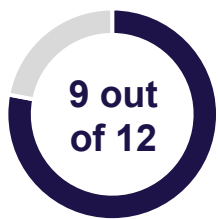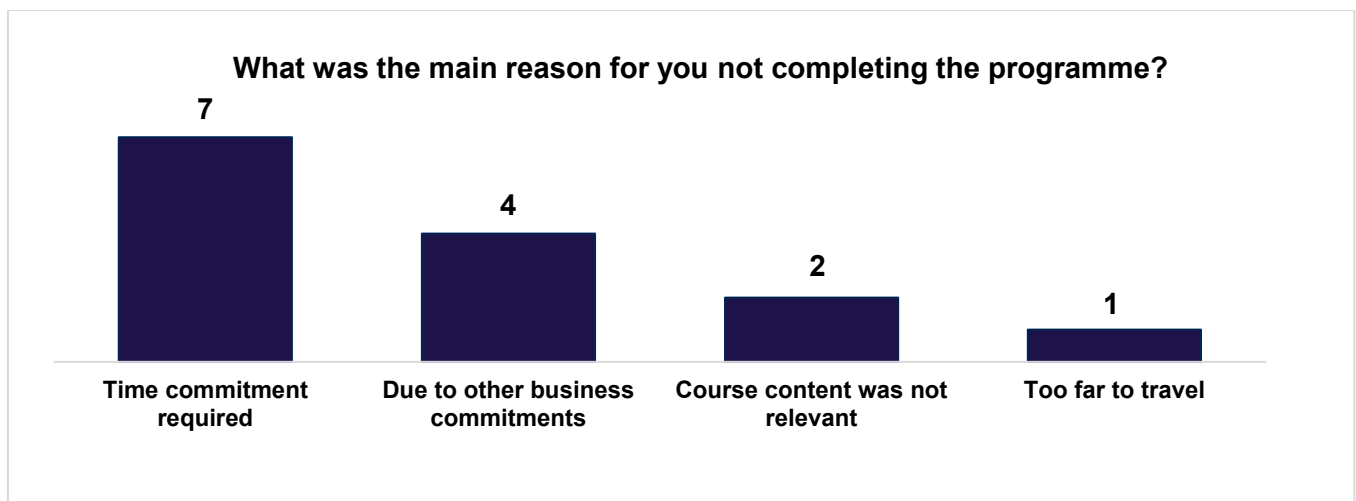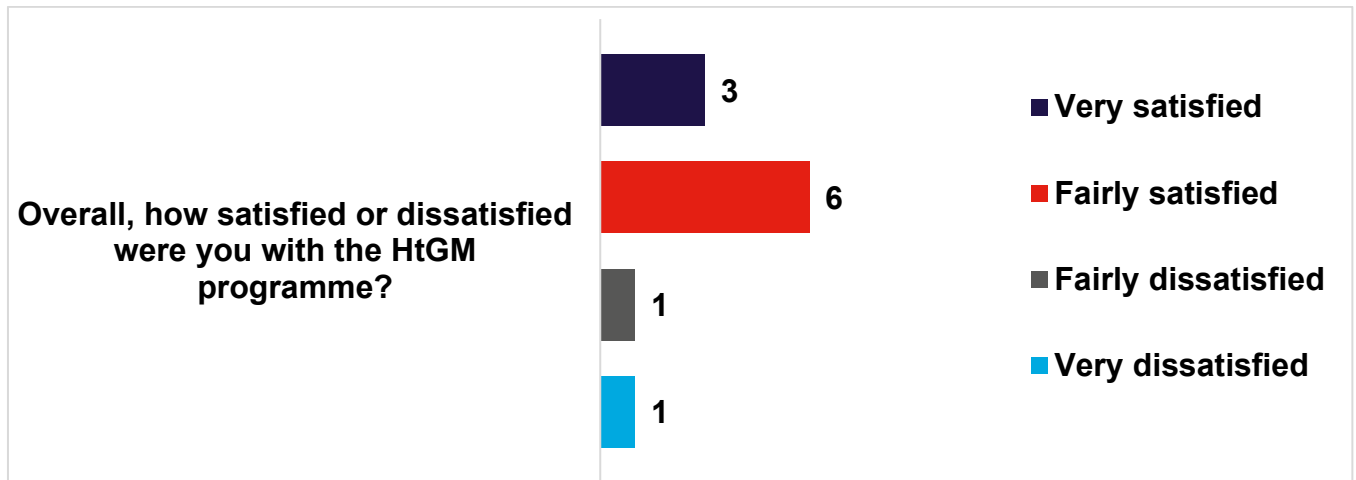
SME leaders who had dropped out of HtGM would be interested in completing the programme at a later point in time

What, if anything, could have supported you to attend more of the programme?

2	2	2	1	1	1
Financial support	Time off / less busy at work	Flexible learning / can learn on own time	More face to face delivery	More time between session	Longer delivery period
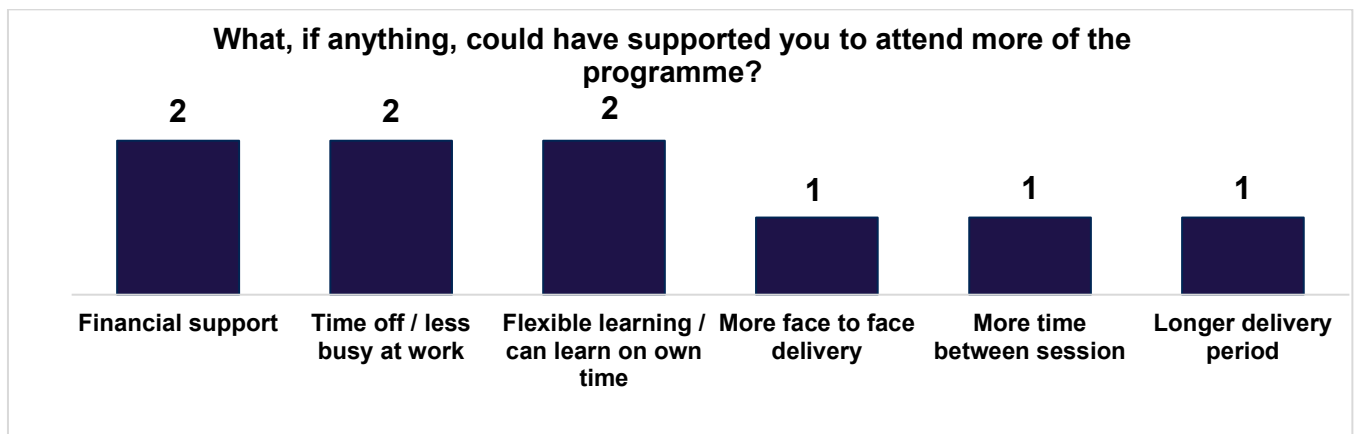
Source: Drop out survey (n=12)

Self-reported individual outcomes

This section focuses on individual level outcomes. All findings presented are self-reported and should therefore be treated as indicative rather than conclusive.

Individual outcomes

Within six weeks of completing the programme, the majority of participants report **greater confidence in leading and managing** their business (69%), **improved leadership and management skills** (66%), improved understanding of **how to innovate their business model** (61%) and increased awareness of factors that drive **business productivity and growth** (61%) as a result of participating in HtGM (Figure 20).

Improvements in understanding how to improve **operational efficiency** and **employee engagement** were also reported by over half of participants (57% and 55% respectively).

Within six months, most SME leaders completing the programme felt **better supported to make decisions in their business** (84%), **had an improved understanding of available business support** (78%) and **felt less isolated in their role** (73%) (Figure 21).

Since completing the programme, **the majority of SME leaders (86%) had continued to interact with SME leaders outside of their firm**, typically through informal discussions (68%) or networking events (54%). Only 14% reported having no interactions with anyone outside of their business (Figure 22).

Figure 20: Which (if any) of the following have you learned or gained from participation in the Help to Grow: Management programme?

Category	Percentage	Change
Greater confidence in leading and managing your business	69%	▬
Improved leadership and management skills	66%	▲ +2
Improved understanding of how to innovate your business model	61%	▬
Increased awareness of factors that drive business productivity and growth	61%	▲ +2
Improved understanding of how to improve operational efficiency in your business	57%	▲ +2
Improved understanding of employee engagement	55%	▼ -2
Improved understanding of the use of metrics to monitor growth and support strategic decision making	50%	▲ +4
Improved understanding of how to enhance employee wellbeing	46%	▲ +3
Greater awareness of the key elements and principles of financial management	40%	▲ +6
Improved understanding of the value of data analytics	29%	▼ -5
Greater understanding of how to embed equality, diversity and inclusion practices within your business	26%	▼ -3

Source: Post completion survey (n=581, All responses); Question type: Multiple Choice
Note: bars show data from wave 2 of the six month survey (Jul-Sept 2022), arrows show changes from wave 1 (April-June 2022) the dash indicates no change between waves

Figure 21: To what extent has participation in the Help to Grow Management Programme contributed to you…

Statement	To a great extent	To some extent	Hardly at all	Not at all
Feeling better supported to make decisions about your business	27%	57%	8%	8%
Having a better understanding of the business support available to SMEs like yours	21%	57%	14%	8%
Feeling less isolated in your role as a business leader	24%	49%	10%	16%
Having an expanded network of peers to discuss issues in your business	15%	45%	18%	22%
Sharing information and experiences with other SME leaders outside your sector	13%	41%	21%	24%
Sharing information and experiences with other SME leaders in your sector	13%	44%	19%	24%

Source: Six month follow up survey (n=360, All responses); Question type: Single choice per statement

Figure 22: Since completing the programme, what activities do you engage in at least quarterly?

Activity	Percentage
Informal discussions with other businesses	68%
Networking / learning events	54%
Formal discussions with other businesses	36%
One to one discussions with a mentor	34%
Exhibitions	0%
No interactions with anyone outside of my business	14%

Source: Six month survey (n=360, All responses); Question type: Multiple choice

Network benefits

Around two thirds (65%) of SME leaders completing the programme report that HtGM helped to expand their peer network. There was an increase of seven percentage points on this measure between this quarter and last (from 61% to 68%) (Figure 23).

Figure 23: Network benefits
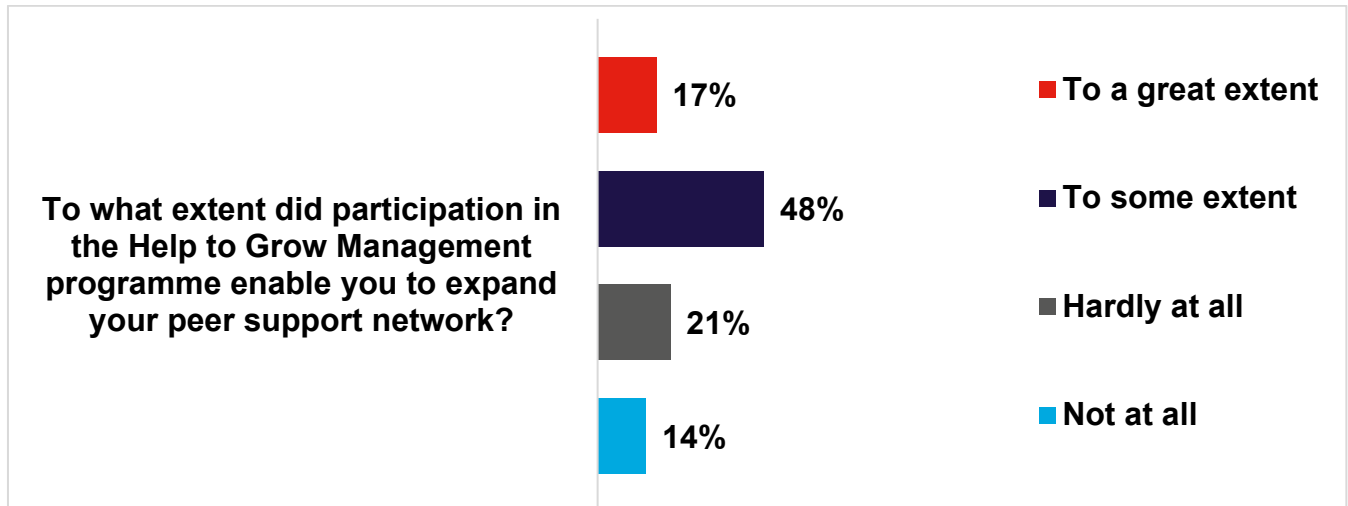
Source: Six month follow up survey (n= 360); Question type: Single choice

After six months, three quarters of programme SME leaders (77%) had stayed in touch with peers from their HtGM cohort or intended to in the future. Around half (47%) of programme completers stayed in contact with up to half of their peers, suggesting SME leaders were selective with who they added to their networks (Figure 24). Of those that were already in touch with their HtGM peers, or intended to be, the majority (83%) expected that they would network with them in the future. This suggests that the network benefits generated by HtGM persist beyond programme completion.
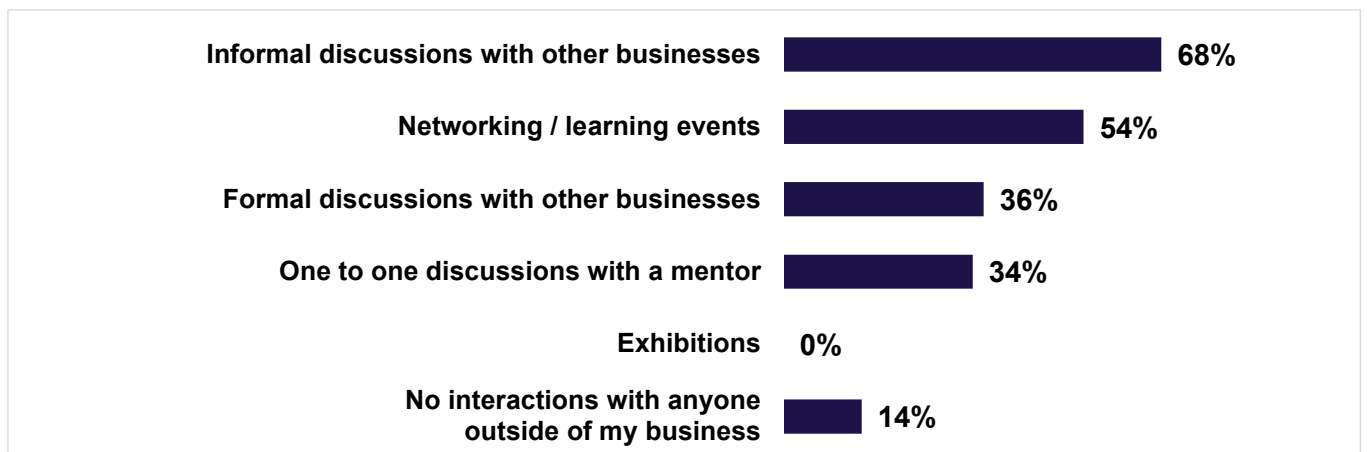
Figure 24: Ongoing contact with peers
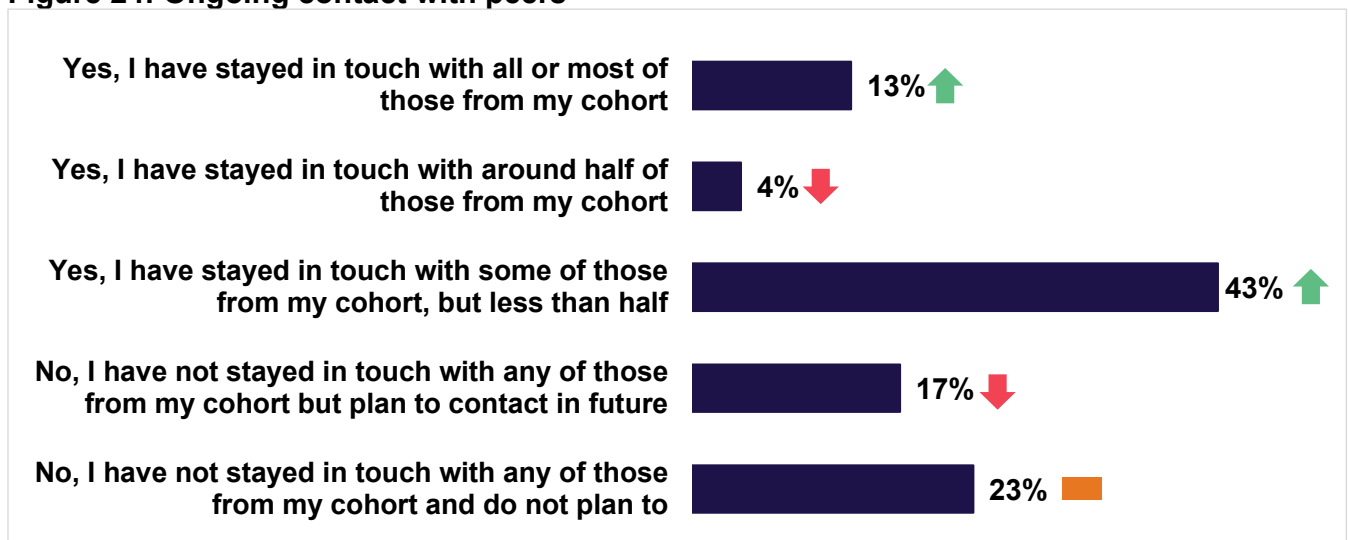
Note: bars show data from wave 2 of the six month survey (Jul-Sept 2022), arrows show changes from wave 1 (April-June 2022) the dash indicates no change between waves

How likely are you to stay in contact with peers from your HtGM programme cohort in the future?

28%	55%	15%	1%

■ Very likely ■ Likely ■ Not likely ■ Not at all likely
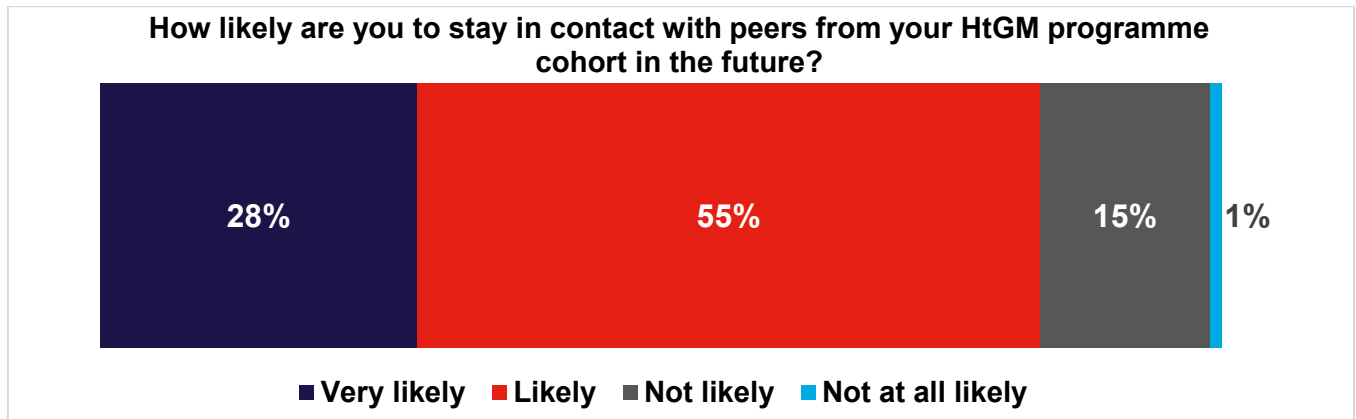
Source: Six month follow up survey (n=360); Question type: Single choice

Follow on activity

Six months after completing HtGM, over one third (34%) of SME leaders were engaged in mentoring activity at least quarterly (Figure 22). **Almost one in four (23%) were continuing to be mentored by their HtGM mentor** (Figure 25).

Figure 25: Have you continued mentoring since completing?

■ Yes, with my HtGM mentor
■ Yes, with another mentor
■ No

23% / 13% / 64%
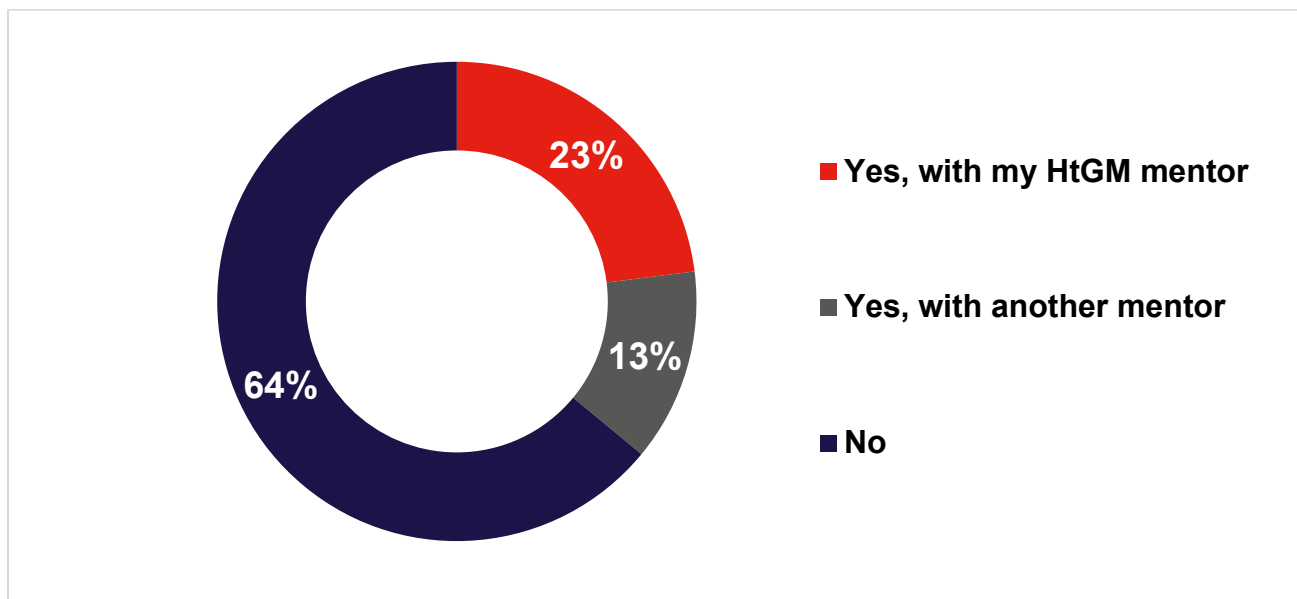
Source: Six month follow up survey (n=192); Question type: Single choice

Programme completers expressed an interested in a range of alumni activities, with further course (67%), alumni events (59%) and accreditations (43%) being most popular. (See Figure 26). Looking at the underpinning quarterly data, interest levels dropped for **GAP health checks** (48% to 32%) and **further courses** (77% to 67%).

Figure 26: What type of HtGM alumni activities or offers would you be interested in taking part in? Please select all that apply

Activity	Percentage
Further courses	67% ↓
Alumni events	59% ↓
Accreditations	43% ↓
GAP health checks	32% ↓
None of these	7% ↓
Networking events	2% ↓
Mentoring / coaching / discussion with experts	2% ↑
Don't know	1% ↓
Peer group catch ups	1% —
Anything / I'm flexible	1% ↑
Webinars / zoom meetings	1% ↑
Other	1% —
Presentations	0% ↓
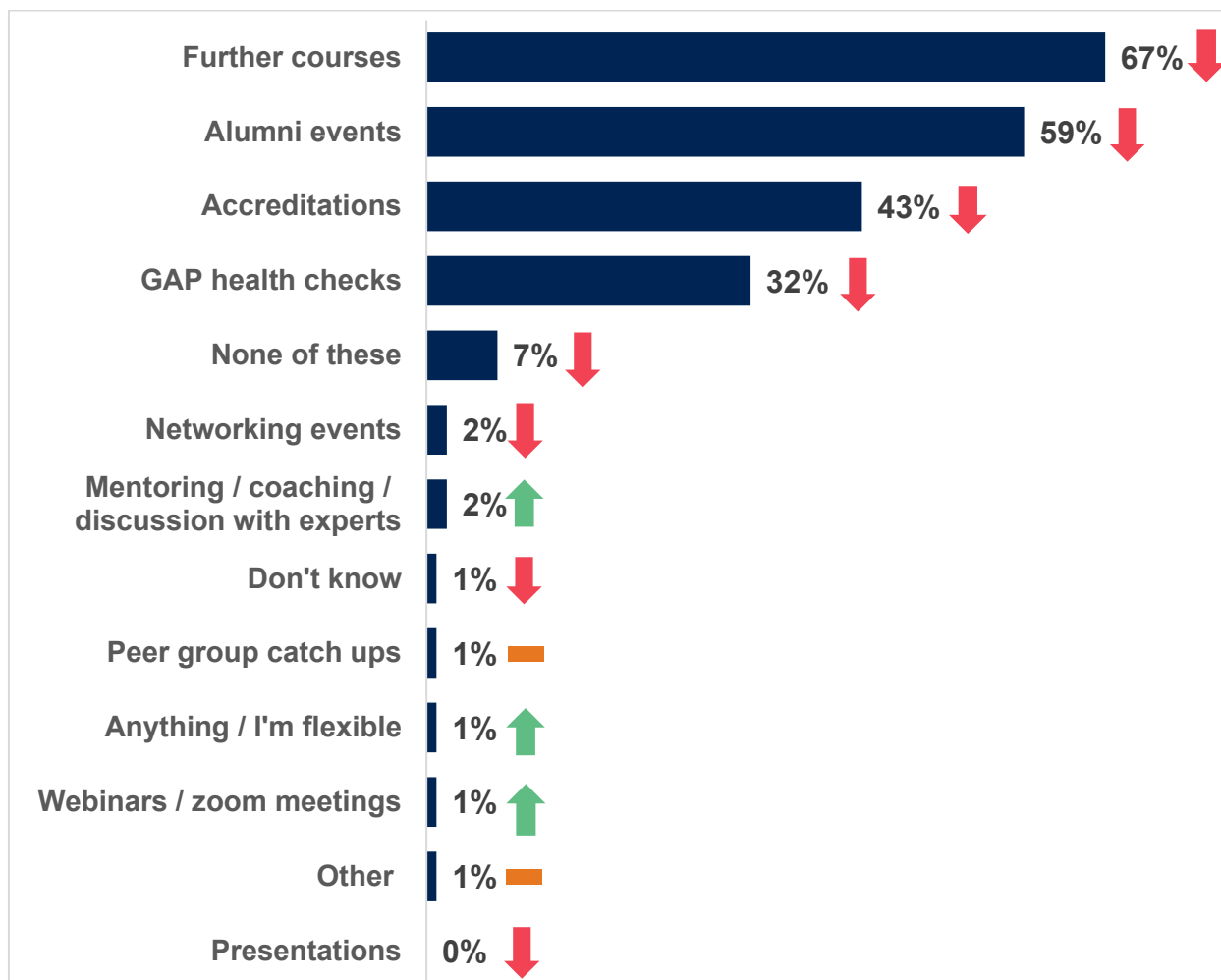
Source: Six month follow up survey (n=360); Question type: Multiple choice
Note: bars show data from wave 2 of the six month survey (Jul-Sept 2022), arrows show changes from wave 1 (April-June 2022) the dash indicates no change between waves

Self-reported business outcomes

This section provides an overview of emerging evidence on business-level outcomes from HtGM. As with individual outcomes, these are self-reported and should therefore be *interpreted a*s *indicative rather than conclusive. Moreover, causal claims cannot be made about the extent to which any self-reported outcomes can be attributed to the programme. Business level impacts will be explored through data linking with secondary data sources at a later stage in the evaluation.*

Upon completing the programme, SME leaders reported that their firms had strong capabilities and experience in a breadth of areas and, in most cases, these continued to strengthen up to six months after completing HtGM (Figure 27).

Figure 27: How would you rate your own firm's capabilities and experience in the following areas?

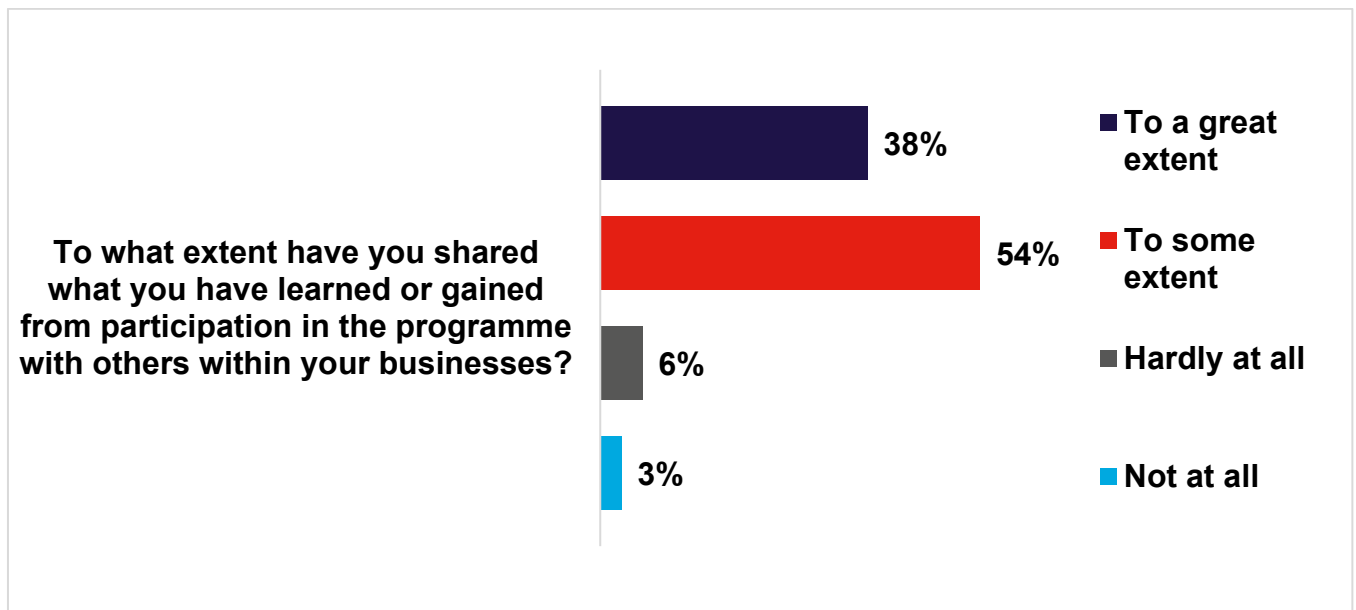| Capability area	Post completion survey	Six month follow up survey
Understanding the effectiveness of operational processes and how they could be improved	67%	77%
Leading through change and uncertainty	66%	80%
Understanding financial management and the use of financial data to support strategic decision making in the organisation	66%	71%
Understanding different types of customers and how to meet their needs	64%	78%
Implementing a business plan and strategy	64%	61%
Understanding your business' positioning compared to market competitors	59%	64%
Developing and introducing new products or services	56%	56%
Digitalising systems and processes	54%	67%
Using data to inform decision making	51%	67%
Communicating the business vision, mission and value statements	49%	70%
Using digital technology to help grow the business	49%	63%
Implementing a development plan for employees	37%	48%
Accessing external finance eg. loans, overdraft, equity finance	33%	44%
Entering new markets (including overseas)	22%	34%

% Strong / Very strong

■ Post completion survey   ■ Six month follow up survey

Source: Post completion & Six month follow up surveys (n=87); respondents answering both surveys; Question type: Single choice per statement

Most (92%) respondents to the post-completion survey had gone on to share what they had learned or gained from participating in the programme with others in their business (to a great/some extent) (Figure 28). Only 3% had not shared what they had learned with others. This diffusion of learning is one of the key mechanisms for generating the outcomes and impacts set out in the Theory of Change for the programme.

Figure 28: Knowledge sharing

To what extent have you shared what you have learned or gained from participation in the programme with others within your businesses?

- 38% ■ To a great extent
- 54% ■ To some extent
- 6% ■ Hardly at all
- 3% ■ Not at all

Source: Six month follow up survey (n=360, all respondents); Question type: single choice

Three quarters (76%) of participants produced a Growth Action Plan for their business through participation in the programme. As mentioned previously, around half of participants used mentoring to support the development of their GAP (Figure 16). The quarterly data also suggests that the proportion of SME leaders producing a GAP remained the same between the most recent quarters (Y2Q1 and Y2Q2) although the target of 90% completion set by BEIS has not yet been reached in any quarter (Figure 29).

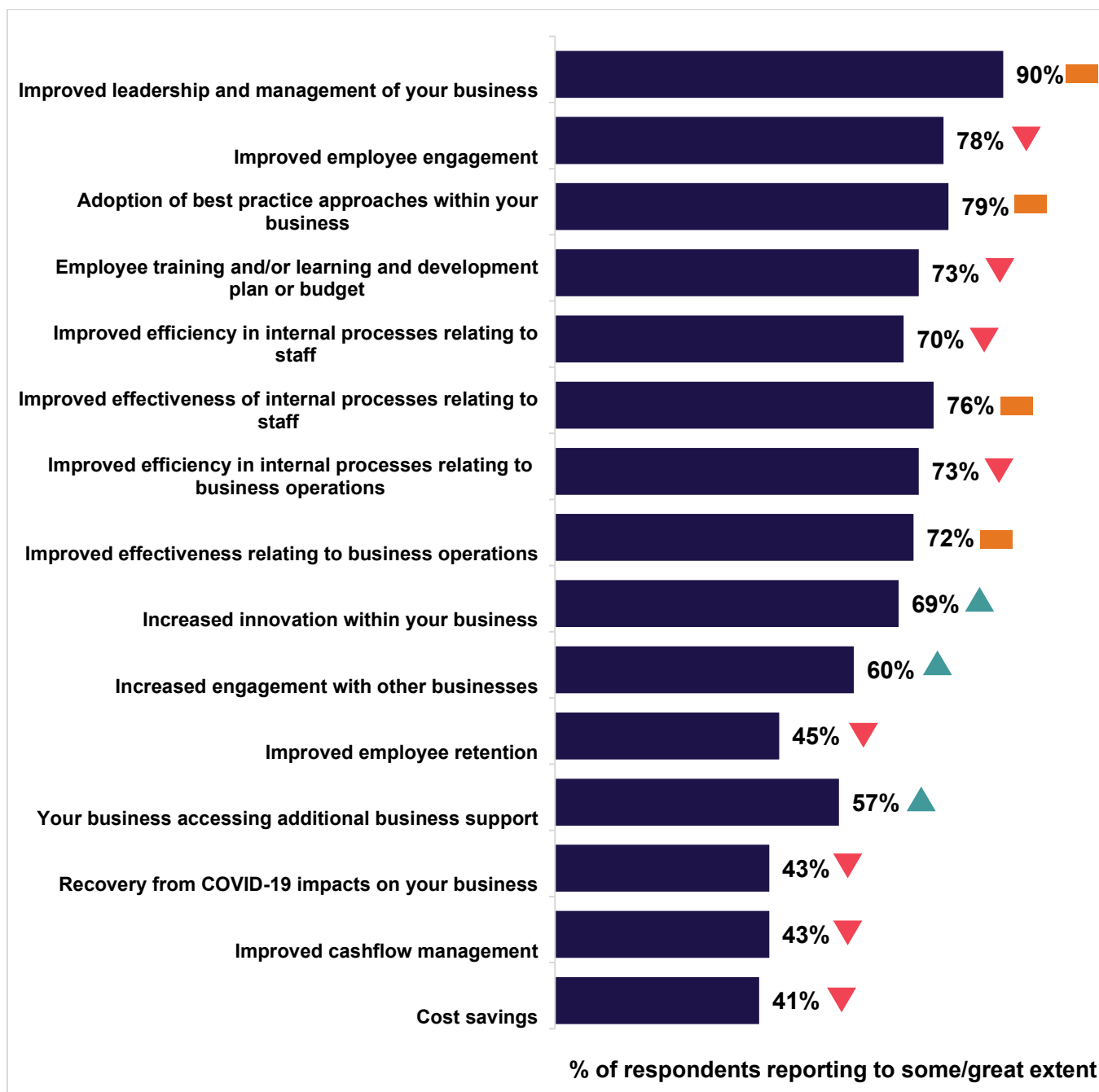**Figure 29: Have you produced a Growth Action Plan (GAP) for your business as a result of your participation on the Help to Grow programme?**

■ % of survey responsents reporting yes   ●●●●Target

90%

Y1Q3	Y1Q4	Y2Q1	Y2Q2
81%	74%	76%	76%
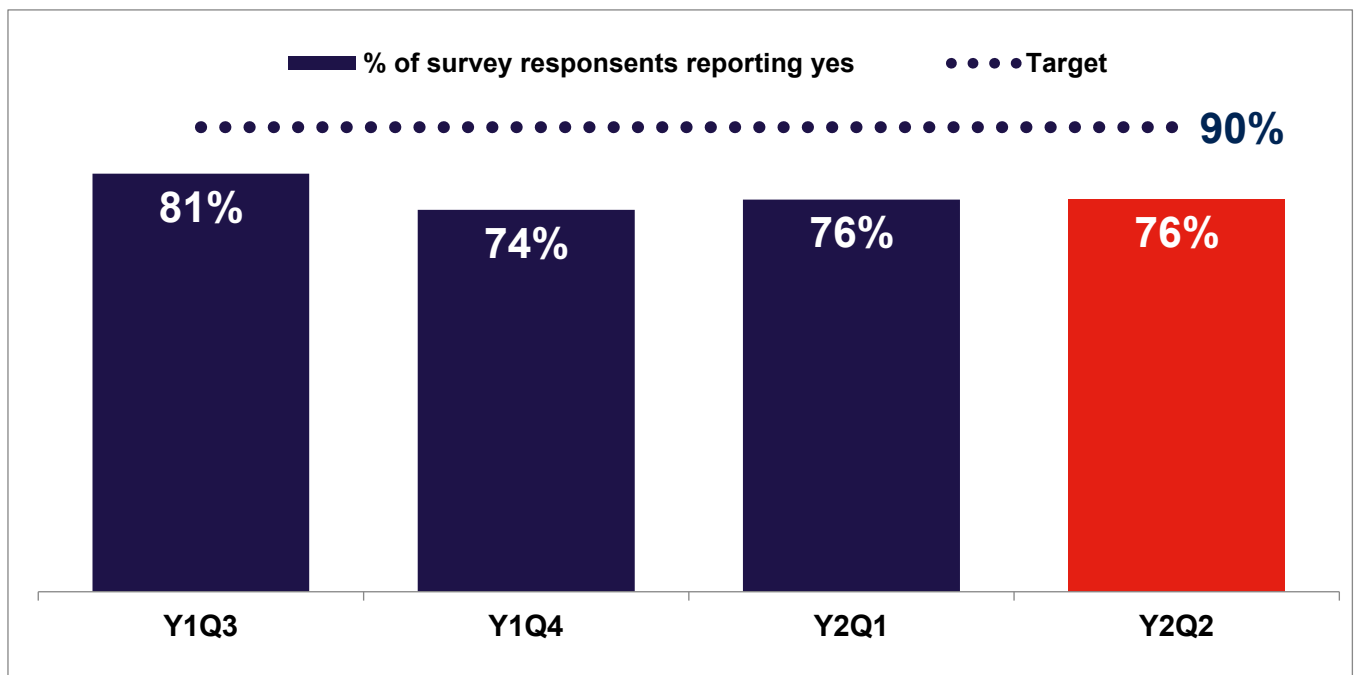
Source: Post completion survey (n=581); Question type: Single choice per statement

Within six months of completing the programme, recent participants report a range of business benefits, most commonly **improved leadership and management of businesses** (90%), **adoption of best practice approaches** (79%) and **improved employee engagement** (78%) (Figure 30). These results are very similar to the previous quarter.

Figure 30: To what extent has participating in the Help to Grow Management Programme contributed to… (Latest quarterly data)

Category	%
Improved leadership and management of your business	90%
Improved employee engagement	78%
Adoption of best practice approaches within your business	79%
Employee training and/or learning and development plan or budget	73%
Improved efficiency in internal processes relating to staff	70%
Improved effectiveness of internal processes relating to staff	76%
Improved efficiency in internal processes relating to business operations	73%
Improved effectiveness relating to business operations	72%
Increased innovation within your business	69%
Increased engagement with other businesses	60%
Improved employee retention	45%
Your business accessing additional business support	57%
Recovery from COVID-19 impacts on your business	43%
Improved cashflow management	43%
Cost savings	41%

% of respondents reporting to some/great extent

Source: Six month follow up survey (n=360; Question type: Single choice per statement;
Note: bars show data from wave 2 of the six month survey (Jul-Sept 2022), arrows show changes from wave 1 (April-June 2022) the dash indicates no change between waves

Business outcomes immediately following completion vs 6 months later

The post-completion and follow-up surveys have different samples and so cannot not be directly compared. However, collectively they provide some early insight into the nature and likely timescales of outcomes from HtGM.

Early evidence suggests that business-level benefits continue to accrue up to six months after completing HtGM: respondents reported more outcomes in the six month follow up survey than the short-term post-completion survey (Figure 31). After six months, **most business leaders (69%) had already made changes to their business**, typically to their **leadership and employee engagement** (87%) and **operational efficiency** (79%) (Figure 32).

Figure 31: As a result of participation in HtGM, have you or do you plan to make any changes to the way you manage, organise, or operate your business?
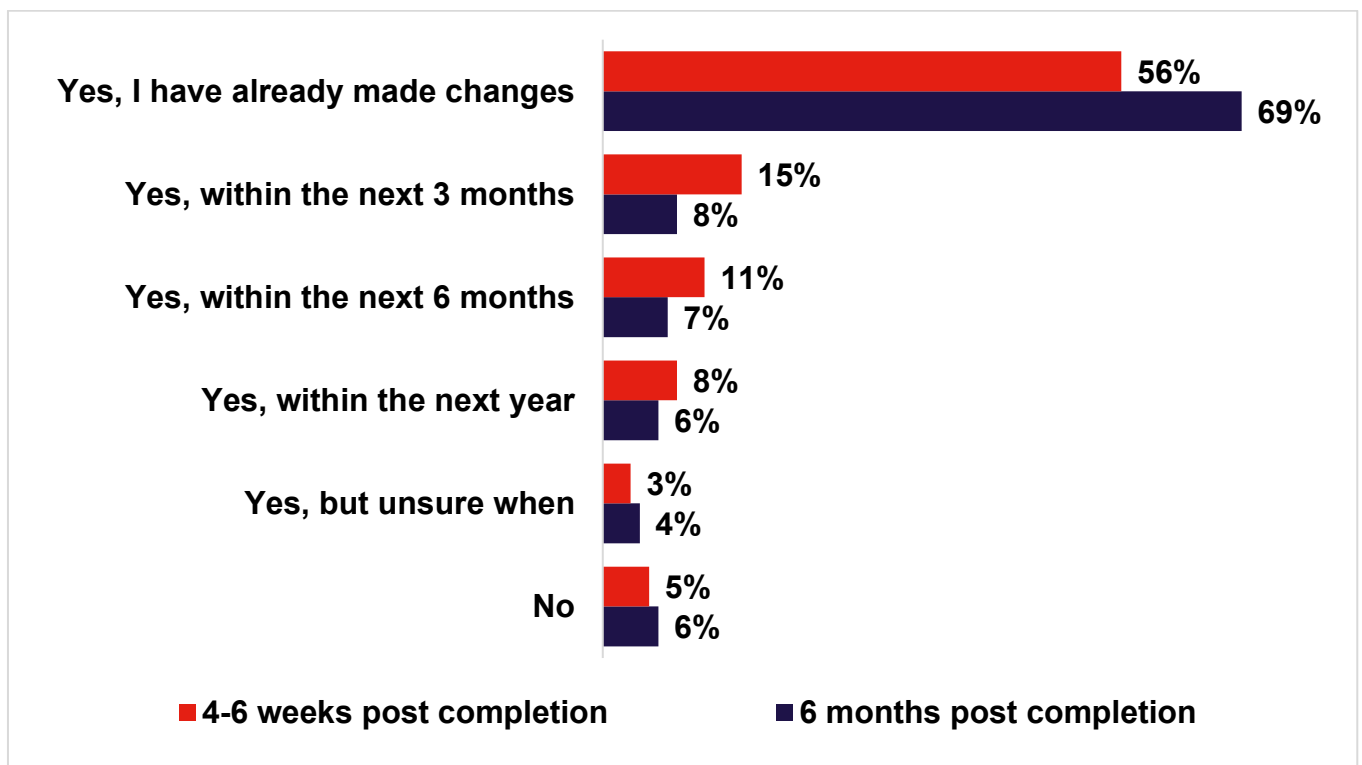
Source: Post completion & Six month follow up survey (n=581; 360); Question type: Single choice

Figure 32: As a result of participation in HtGM, have you made changes in any of the following ways in which you manage, organise or operate your business?

Source: Post completion & Six month follow up survey (n=327; 248); Question type: Multiple choice; Note: asked to those who had already made a change in their business

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