



Department for
Business & Trade

Evaluation of Help to Grow: Management

Quarterly Progress Update (October to December 2024)

Ipsos and the Institute for Employment Studies

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Introduction

The Department for Business and Trade (DBT) 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 eleventh in a series of quarterly updates to DBT, presenting evidence collected through Ipsos' ongoing programme of surveys with SME leaders completing the programme and those who dropped out.¹ It draws on evidence collected between October and December 2024 and was submitted alongside an accompanying slide deck.² In this report, quarterly data corresponds to the financial year of HtGM delivery (i.e., Y3Q3 = October to December 2023, Y4Q1 = October to December 2024) and refers to the period of time in which SME leaders completed the questionnaire.

In some cases, the report compares the results between quarters, in other cases it reports all evidence collected to date. The data source and associated time period is clearly referenced in the sources. Differences between quarters are only reported if they are statistically significant.

This work was carried out in accordance with the requirements of the international quality standard for market research, ISO 20252.

¹ The data informing these reports are updated on a quarterly basis and sometimes data from previous quarters is updated leading to very small differences in the original tables (usually <1%). This may mean that the data reported here is not always identical to earlier quarterly reports. In these cases, the most recent report will use the most accurate data.

² 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.

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 1.

Figure 1: Overview of HtGM Evaluation surveys

Post-completion		Six-month follow-up		Non-completion	
Issued to all participants two 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 Waves completed: 38 Next wave: 18 th February 2025	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 Waves completed 11* Next wave: 19 th February 2025	Participants who start the programme but did not complete (completing <75% of the programme) are contacted by telephone and asked to provide feedback on their experiences and reasons why they did not complete the programme.	Launch date: June 2022 Mode: Telephone Frequency Quarterly Waves completed: 11 Next wave: 19 th February 2025

The survey analysis in this report is based on **aggregate survey responses** unless otherwise specified as quarterly breakdowns or comparisons between the two most recent quarters. Aggregate data combines evidence across **all years** of the evaluation and therefore may differ from annual evaluation reporting. Where changes between quarters are reported, caveats have been included to clarify whether the change is statistically significant or not.

• Please note that the pre-election period impacted the six month follow up survey fieldwork dates for **Y4Q1**.

Survey update

As of 31st December 2024, a combined total of 3,312 responses had been received to the post-completion and six month follow up surveys (Figure 2):

- The post-completion online survey was issued to **11,916** SME leaders who completed HtGM before December 2024. **1,752 responses** had been received, representing a 15% response rate.³
- In total **4,079** SME leaders who completed HtGM before December 2024 have been contacted to take part in the six-month follow up telephone survey. **1,560** responses had been received, representing a 38% response rate (adjusted to account for ineligible leads in the sample). Both post-completion and the follow up survey response rates remain relatively consistent with the previous quarter.⁴
- Both post-completion and the follow up survey response rates remain relatively consistent overall, however they vary compared to last quarter. This can be attributed to the election which impacted fieldwork dates for both surveys, post-completion has a higher response

³ Ipsos has produced an updated report containing measures to be taken that can be taken to improve the survey response rates. An adjusted response rate is not provided for the post completion survey because there were very low instances of ineligible contacts in the sample.

⁴ This is the adjusted response rate, excluding those SME leaders who were not eligible for the survey from the sample.

rate compared to last quarter. while six month follow up has a lower response rate compared to last quarter.

The analysis presented on the following figures are based on the **3,312** responses to one or both surveys. Results from the non-completion survey are reported separately due to small sample sizes (n = 104).

Figure 3 shows how the aggregate response rates to the three surveys has varied over time.⁵

Figure 2: Post completion and six month follow up survey response rates as of 31st July 2024

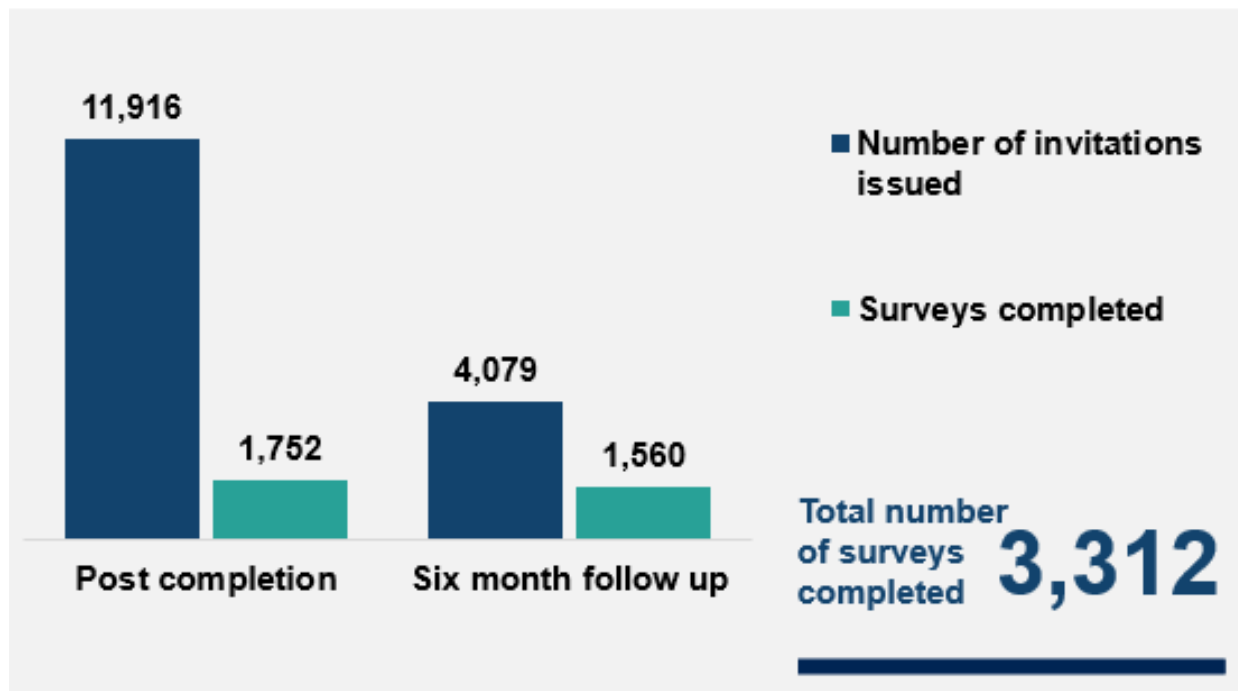
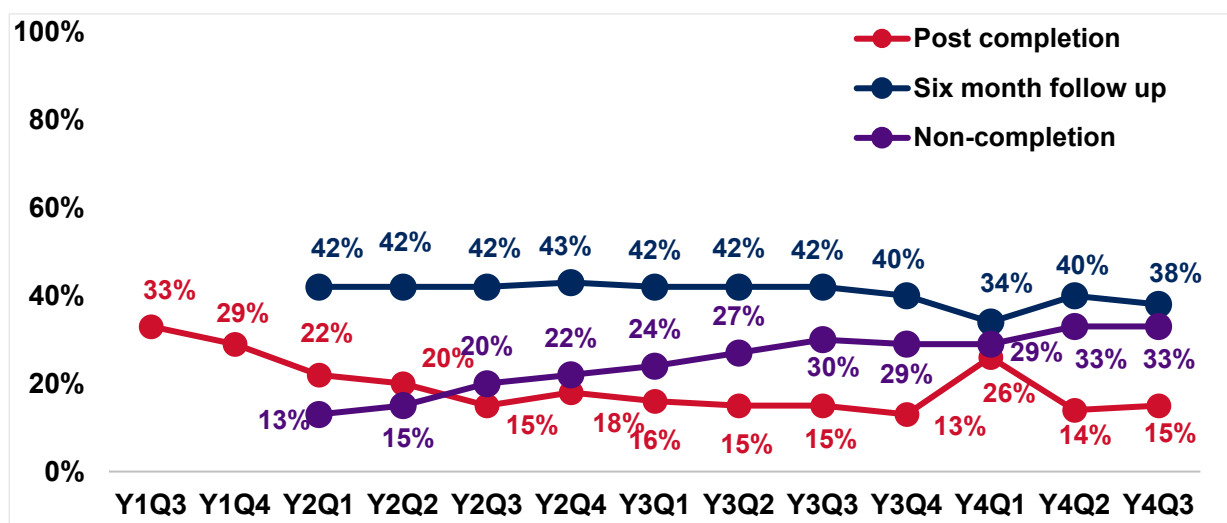


Figure 3: Cumulative readjusted response rates over time



⁵ Response rate over time is based on cumulative figures.

Note: this figure shows cumulative response rates over time, reporting all responses to date as a percentage of all those who have completed the programme to date. The six month follow up survey response rate shows the adjusted response rate over time. The non-completion survey and six-month survey use the same sample, with those reporting completing less than 75% of the module content directed to the non-completion survey and those completing 75% or more completing the six-month follow up survey.

Profile of demand

Businesses

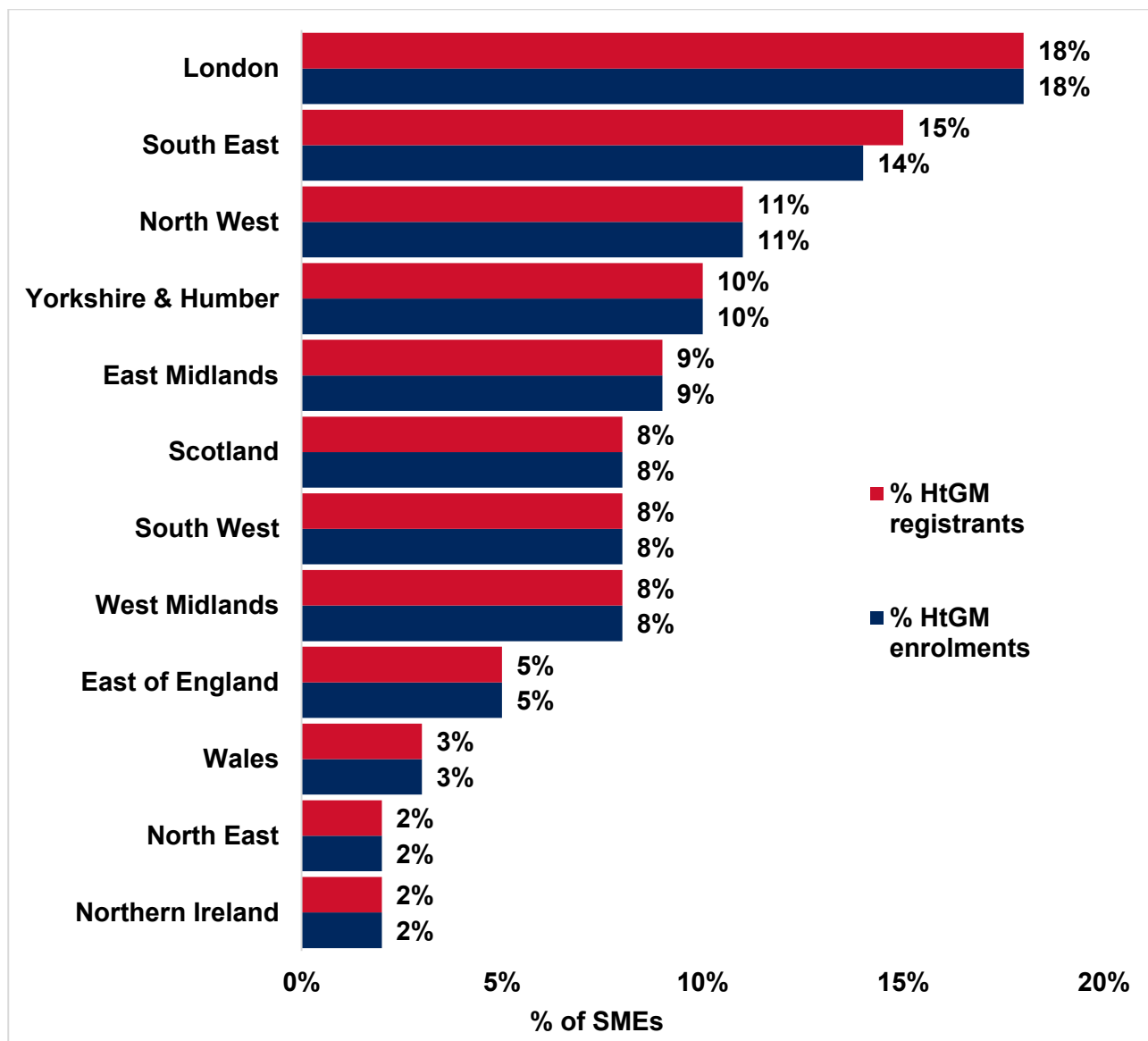
To date, the HtGM programme has attracted interest from a broad range of businesses (Figures 4-7):

- 1) **Location:** the programme has generated interest from businesses across all regions of the UK. Around one third of firms registering or enrolling to HtGM were based in London (18% registrations, 18% enrolments) and the South East (15% registrations, 14% enrolments). 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 share (34%).
- 2) **Sector:** businesses that registered for HtGM operate across a broad range of industry sectors (Figure 5). The largest proportion of SMEs who registered/ enrolled on the programme operate in 'Other service activities' (16%). This includes activities of member organisations, repair of computers and other personal / household goods and personal services, such as hairdressers, beauty salons and gyms. This is followed by the manufacturing sector (both registrations and enrolments 14%) and construction sector (both registrations and enrolments 11%). The remainder operate across a range of different industries. This is consistent with previous quarters of the HtGM programme.
- 3) **Age:** around half of SMEs that registered (50%) / enrolled (48%) on HtGM had been in operation for between one and ten years and more than a third (36% registering, 37% enrolling) had been in operation for between 11 and 30 years (Figure 6).⁶
- 4) **Size:** firms registering and enrolling for HtGM were typically small SMEs in terms of employment (median 12 FTE registering / 13 FTE enrolling) (Figure 7). The median annual turnover in 2021/22 financial year was £852k for registrants and £970k for enrolments, the average differed slightly (£2.76M for registrants and £2.93M for enrolments).⁷ This has remained consistent in previous quarters.

⁶ Note: businesses that have been operating for less than one year are not eligible for the programme.

⁷ Median results are reported here over mean because of large outliers. However, mean results are also presented in Figure 1.

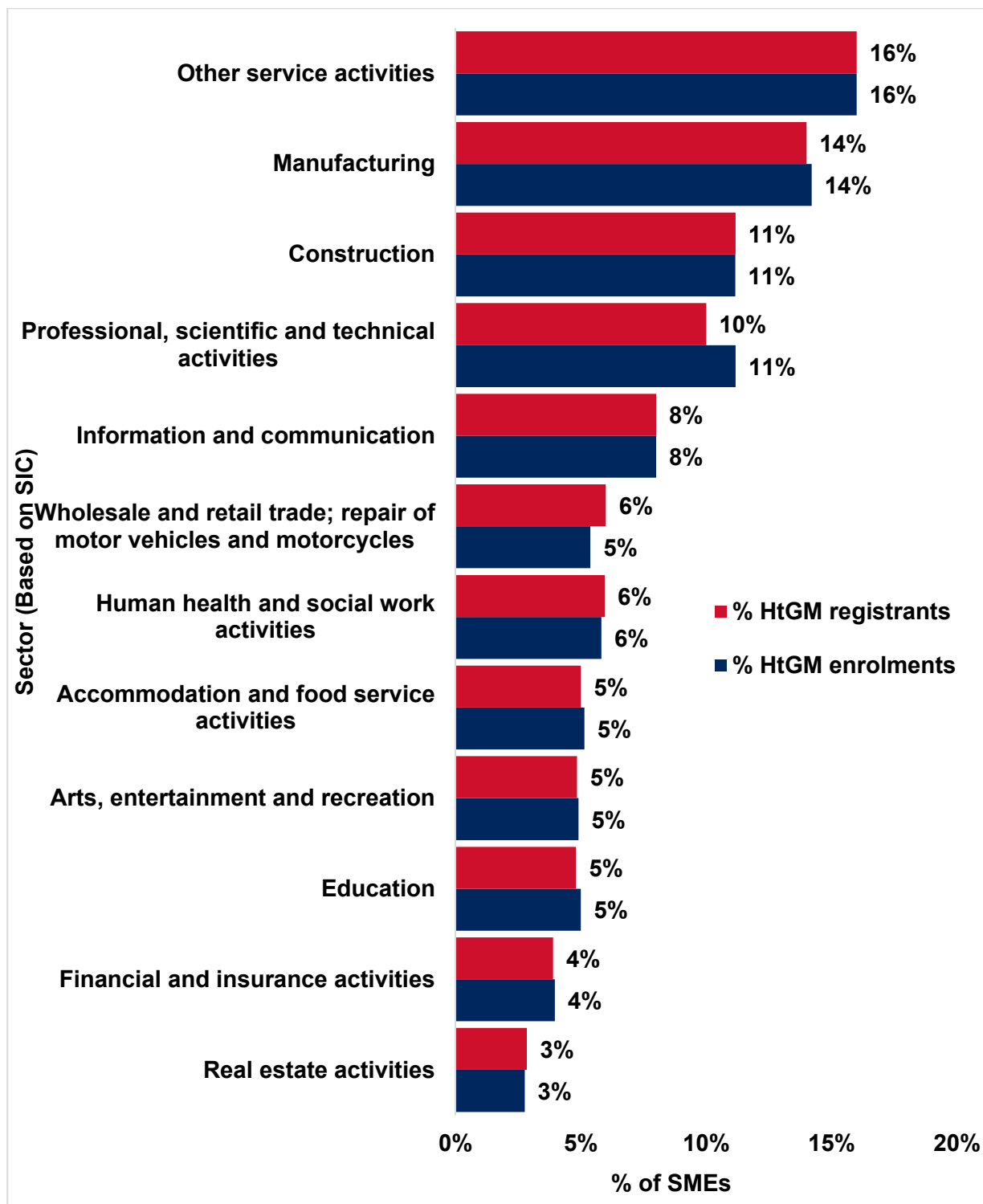
Figure 1: Location of businesses registered and enrolled to HtGM⁸



Source: DBT monitoring data, registrations (n=11,503), enrolments (n=9,816). Question type: single choice,
 Note: 'OxCamArc' data constitutes East of England for DBT data; ONS SME Business Characteristics
 (2021). Includes all HtGM data up to Y4Q3.

⁸ SME population data are restricted to only include SMEs with 5-249 employees to align to HtGM eligibility.

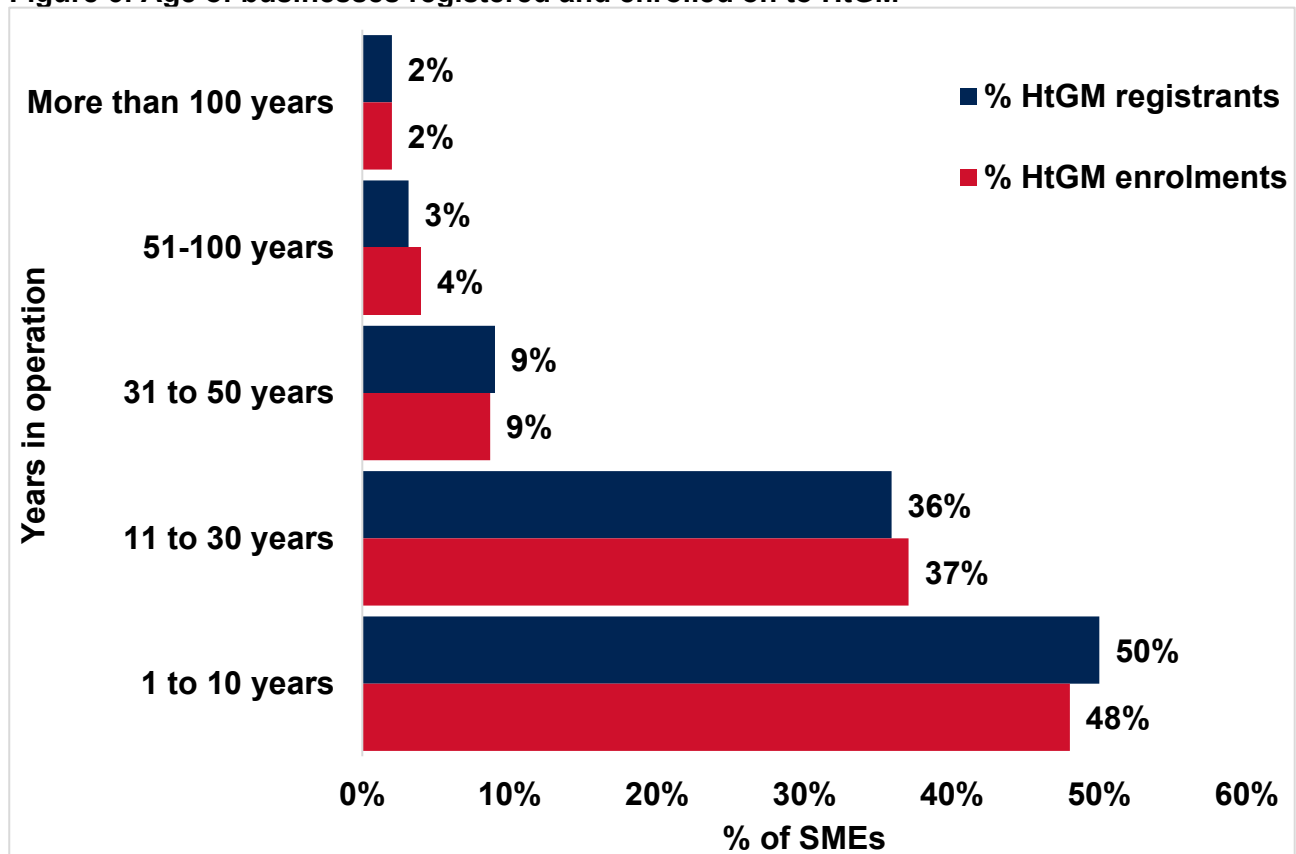
Figure 2: Sector of businesses registered and enrolled to HtGM⁹



Source: DBT monitoring data, registrations (n=11,503), enrolments (n=9,816). Includes all HtGM data up to Y4Q3. Sectors with a % less than 2 are not displayed on the chart.

⁹ SME population data are restricted to only include SMEs with 5-249 employees to align to HtGM eligibility.

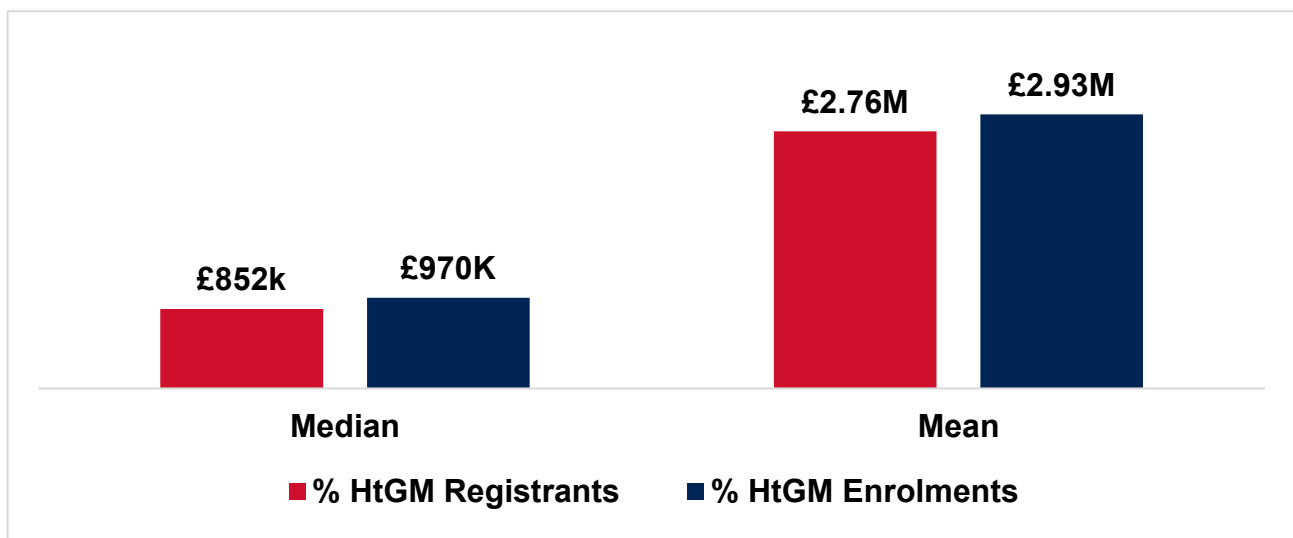
Figure 6: Age of businesses registered and enrolled on to HtGM



Source: DBT monitoring data; Base: registrations (n=11,327), enrolments (n=9,661). Includes all HtGM data up to Y4Q3.

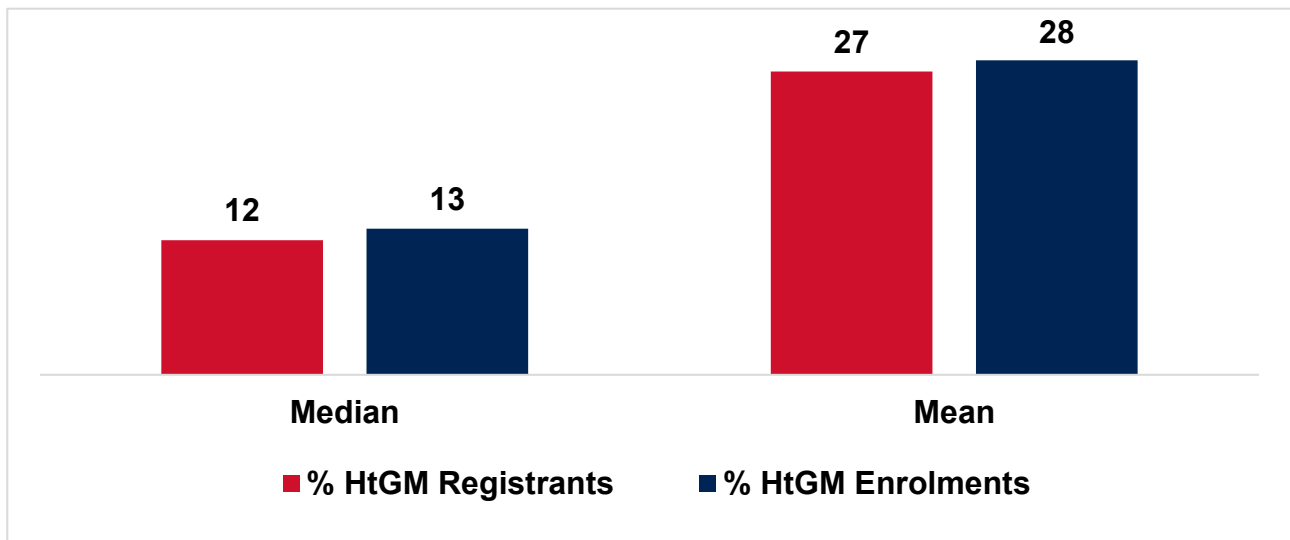
Figure 7: Size (turnover and employees) of businesses registered and enrolled to HtGM

Figure 7.1: Turnover



Turnover source: HtGM Registration form (n=11,094), enrolments (n=9,424)

Figure 7.2: Number of employees (FTE)



Number of employees (FTE) Source: HtGM Registration form (n=11,413), enrolments (n=8,839)
Note: these data are based on Ipsos analysis and exclude outliers. Includes all HtGM data up to Y4Q3.

SME leaders

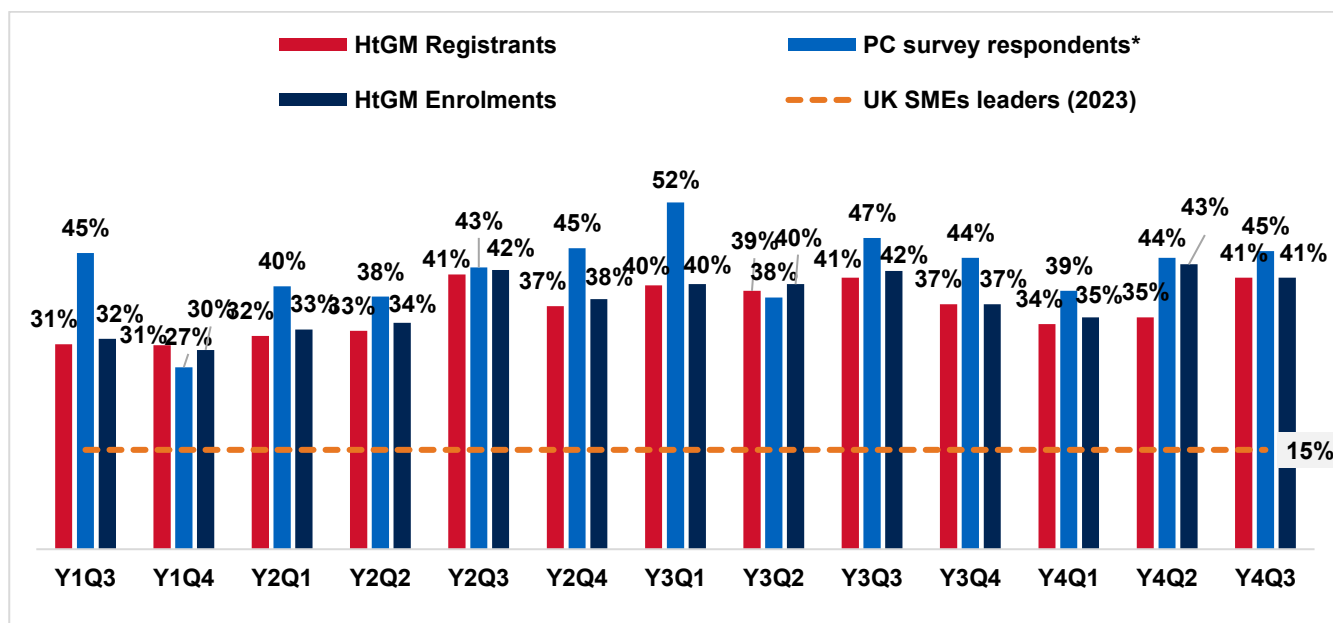
The HtGM programme continues to attract interest from a diverse range of SME leaders when compared to the gender and ethnic profile of SME leaders in the wider business population. In Y4Q3, the proportion of female SME leaders registering on the programme (41%) is higher than the proportion of private sector employment accounted for by female-led businesses.¹⁰ The proportion of SME leaders registering for HtGM who are from an ethnic minority background (20%) is also 13 percentage points higher than the proportion of private sector employment accounted for by ethnic minority-led businesses (see Figure 9).¹¹

The profile of those responding to the post completion (PC) evaluation survey is broadly in line with all SME leaders involved in HtGM in terms of ethnicity and gender.

¹⁰ 15% of SMEs in the wider SME population are led by women- [Small Business Survey \(2023\)](#)

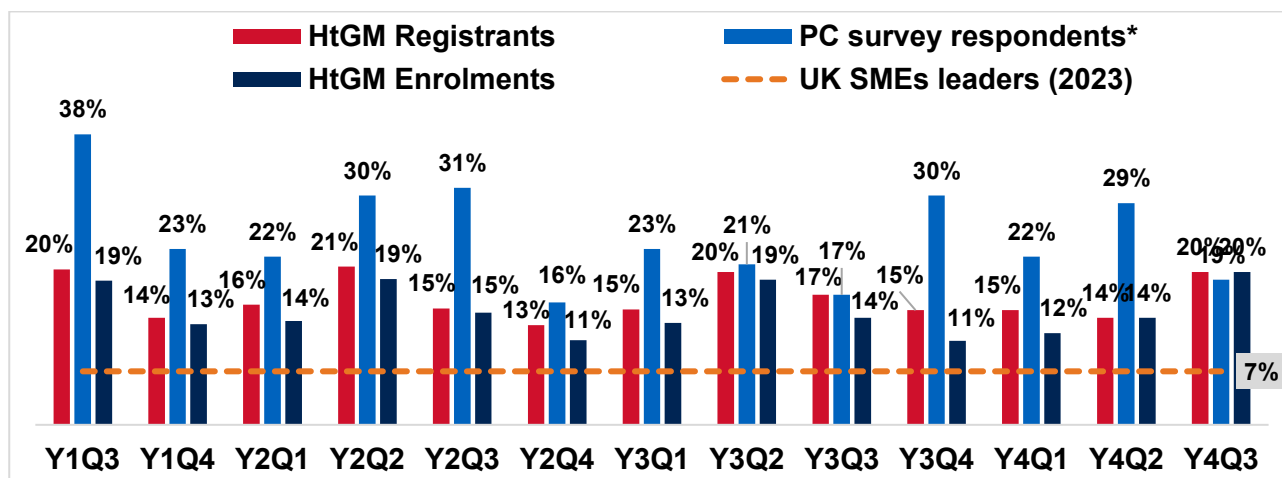
¹¹ Across the wider business population, 7% of SMEs are led by people from an ethnic minority background [Small Business Survey \(2023\)](#).

Figure 3: Proportion of SME leaders who are female



*PC survey respondents answering yes to 'Are any of the senior leaders in your business female?'.

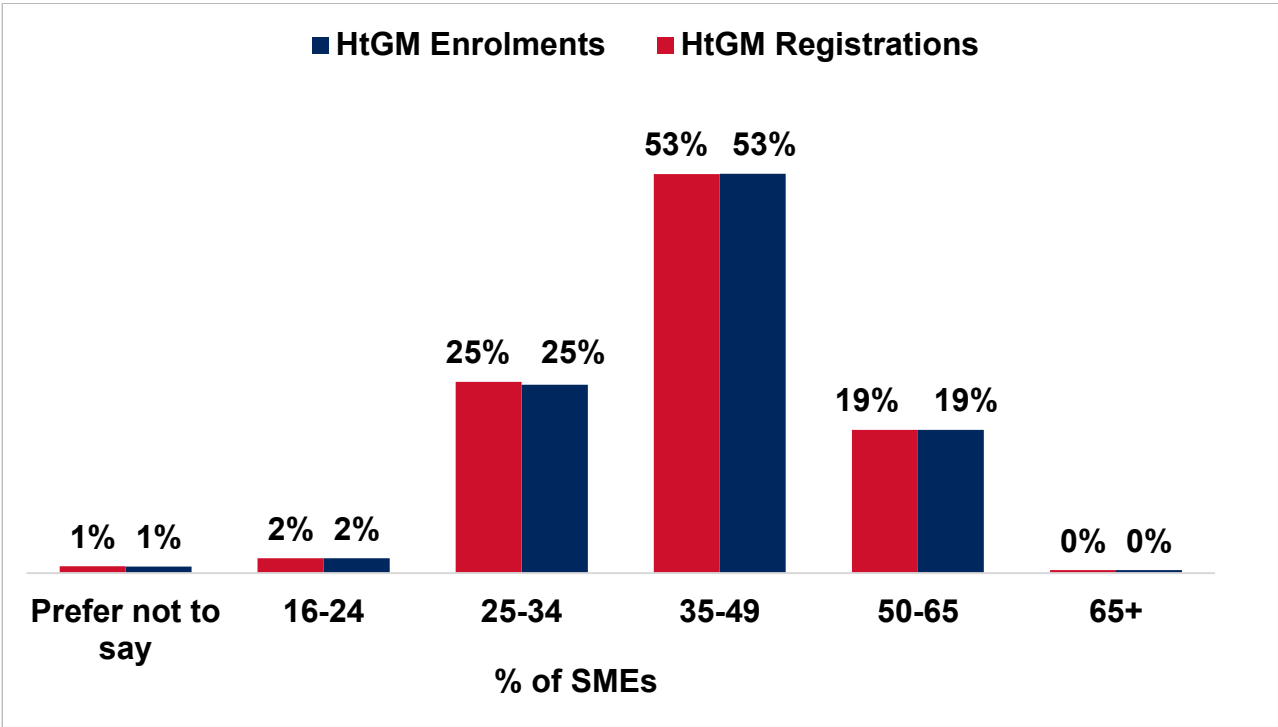
Figure 9: Proportion of SME leaders from ethnic minority backgrounds



*PC survey respondents answering yes to 'Are any of the senior leaders in your business from an ethnic minority background?' Source: HtGM Registration form (n=10,503 for registrants and n=8,818 for enrolments); Post-completion survey (n=1,752); Leadership of small and medium enterprises (2023), Longitudinal Small Business Survey (2021). Includes all HtGM data up to Y4Q3. Note: Orange dashed line represents a singular point in time. It should be used to contextualise and not be interpreted as time series.

To date, just over half of SME leaders registering / enrolling (53%) to the programme were aged between 35-49 years (Figure 10). One quarter (both 25%) were aged between 25-34 years and one in five were aged between 50-65 years (19% registered, 18% enrolled).

Figure 10: Age of SME leaders registering and enrolling on HtGM



Source: DBT monitoring data, registrations (n=11,482), enrolments (n=9,797). Includes all HtGM data up to Y4Q3.

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

Through participating in HtGM, SME leaders most commonly expected to improve leadership and management skills (76%), have an increased awareness of productivity and growth (74%) and improve confidence in leading their business (74%). This has been consistent across quarters.

Survey respondents were least likely to expect to widen their professional and peer networks (29%), improve their understanding of how to improve their understanding of data analytics (24%), and how to embed equality, diversity and inclusion practices (17%).

Figure 11: What were your expectations of the Help to Grow: Management programme? What were you hoping to get out of it?

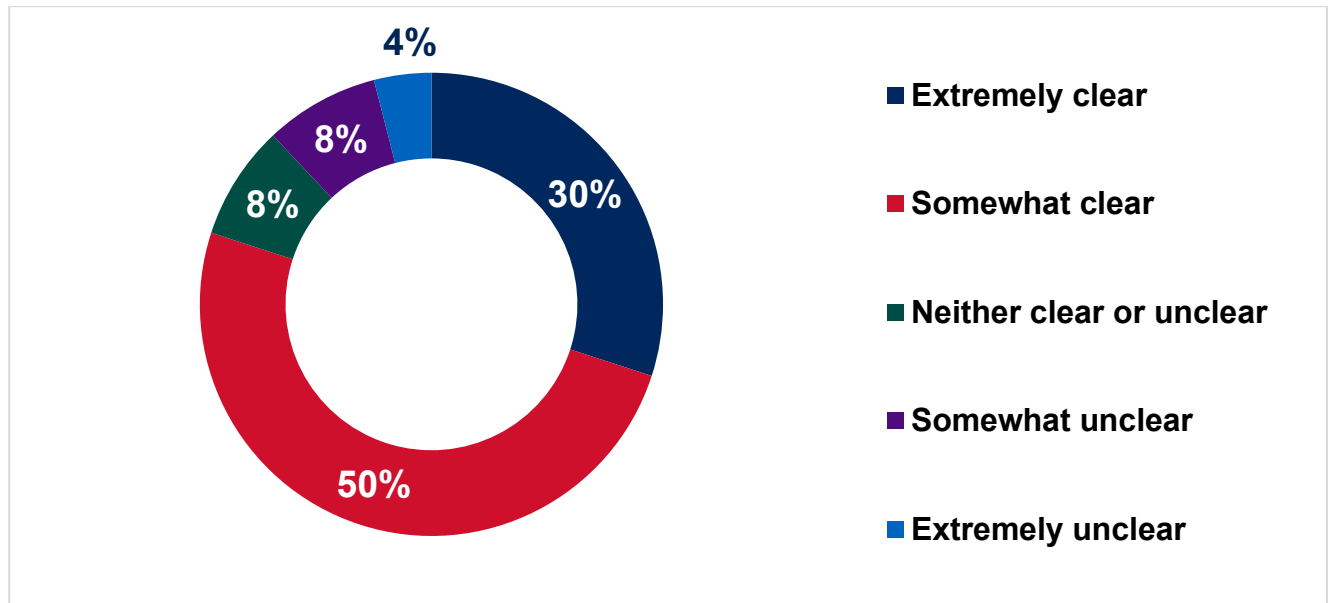


Source: Post completion survey; Base: 1,752 (Figure shows aggregated survey responses)

Note: Respondents could select more than one option. Only the top three most reported and least three reported are included in the chart

Most survey respondents (80%) were **clear on the programme's aims and objectives** at the time of application. Around one in ten (12%) were unclear. This has been consistent through all quarters.

Figure 12: When you applied, how clear were you on the aims and objectives of the programme?



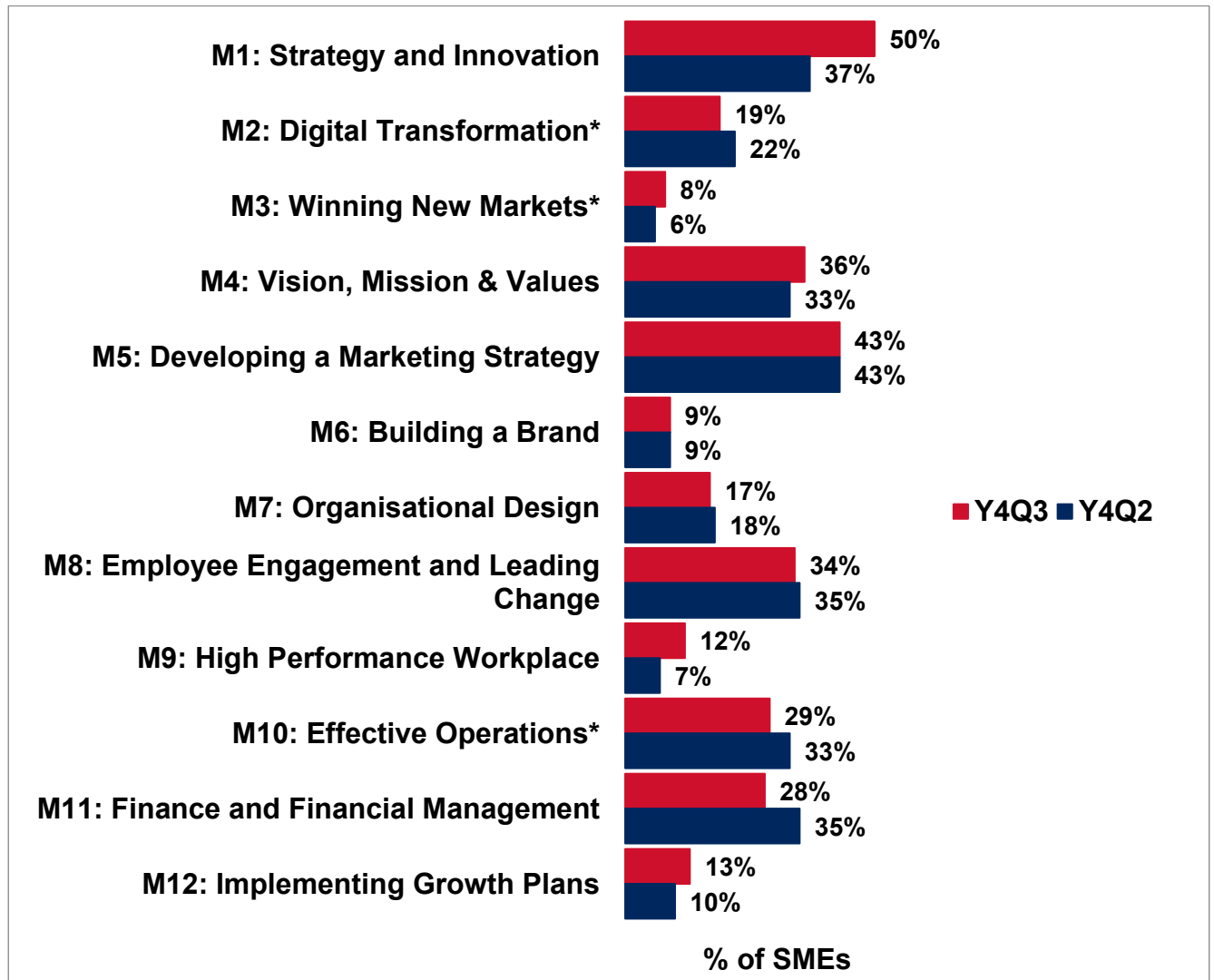
Source: Post completion survey; Base: 1,752 (Figure shows aggregated survey responses)

Note: Figures based on aggregating categories may not always reflect the sum of the individual answer categories due to rounding

Motivations and experience of applying

In the most recent quarter (Y4Q3), the modules reported by programme completers as their top four modules of interest at the time of applying were Strategy and Innovation (50%), Developing a Marketing Strategy (43%), Vision, Mission & Values (36%) and Employee Engagement and Leading Change (34%). Strategy and Innovation saw the largest decrease compared to the previous quarter, going from 37% to 50%. This is statistically significant.

Figure 13: Which three modules were you most interested in when you signed up to the programme?



Source: Post completion survey; Base: (Figure shows quarterly survey responses); Y4Q3 (172), Y4Q2 (134)
 Note: Respondents could select up to three options. *These module names were updated in 2023- the chart has been updated to reflect this.¹²

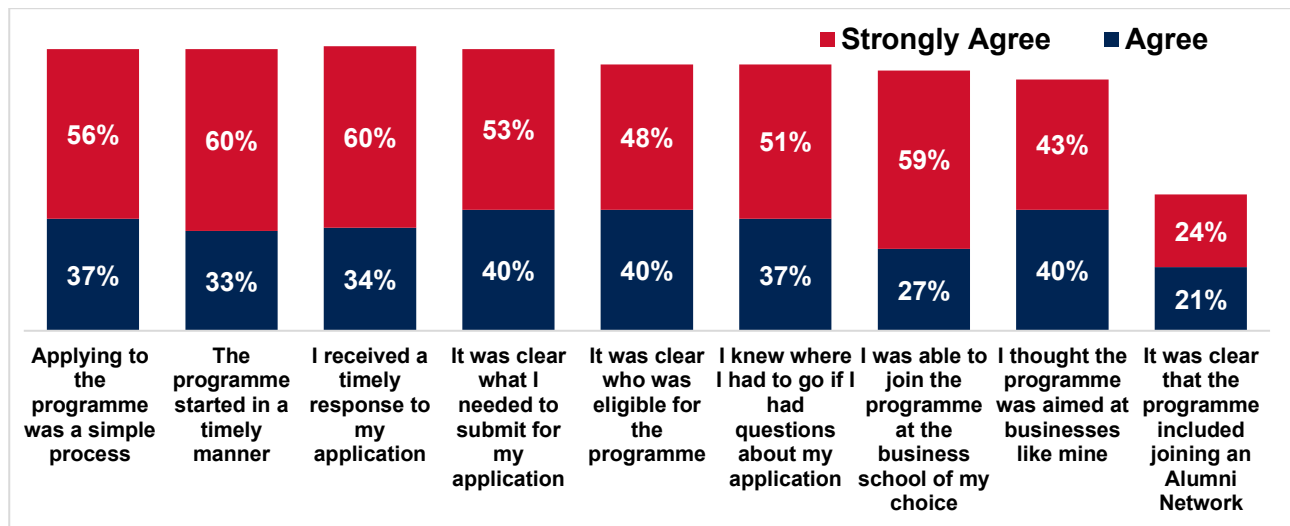
Feedback remains positive on the application and onboarding process. Nearly all respondents agreed that submitting an application was clear (94%), the programme started in a timely manner (94%), applying to the programme was a simple process (93%) and responses to applications were timely (93%).

In December 2022, an additional response option relating to the alumni network was added to the question presented below. It is relatively unclear that the programme included joining an alumni

¹² These module names were updated in 2023 and the chart has been updated to reflect this. M2 was formally called Digital Adoption, M3 was formally called Internationalisation and M10 was formally called Efficient Operations.

network for one in three programme participants (72% Y3Q2, 70% Y3Q3, 70% Y3Q4, 42% Y4Q1, 45% Y4Q2, 45% Y4Q3).

Figure 14: Thinking about your experience of applying to HtGM, to what extent do you agree or disagree with the following statements?



Source: Post completion survey; Base: 1,613 (Figure shows aggregated survey responses). Question type: Single choice per statement.

Note: Figures based on aggregating categories may not always reflect the sum of the individual answer categories due to rounding. The code 'It was clear that the programme included joining an Alumni Network' was added in Y2Q3, meaning it has a smaller sample (1,032). This base excludes 'Not stated/not answered'.

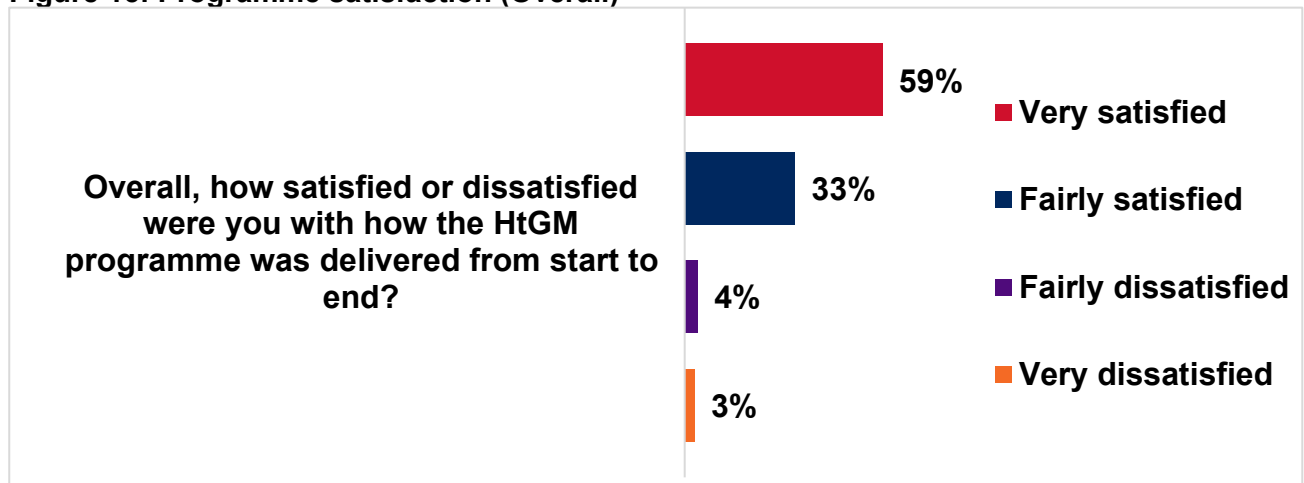
Experience of HtGM

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

Delivery

Overall, SME leaders are reporting high levels of satisfaction with programme delivery, with 92% saying they were fairly or very satisfied and 8% saying they were fairly or very dissatisfied. This consistent with previous quarters.

Figure 15: Programme satisfaction (Overall)



Source: Post completion survey; Base: 1,752 (Figure shows aggregated survey responses) Question type: single choice; Note: Figures based on aggregating categories may not always reflect the sum of the individual answer categories due to rounding.

Participants are reporting high levels of satisfaction with the overall design and content of the modules. In Y4Q3, Vision, Mission & values was deemed most relevant (91%) by programme completers, followed by Strategy and Innovation (90%) and Developing a Marketing Strategy (90%). All modules saw an increase in relevance since Y4Q2. The module that saw the biggest increase in relevance was Developing a Marketing Strategy, which increased from 79% in Y4Q2 to 90% in Y4Q3 (this difference is statistically significant).

Winning New Markets was deemed to be the least relevant module and has remained consistently low across all quarters, compared to other modules. However, this has seen an increase from 53% in Y4Q2 to 63% in Y4Q3, though this is not statistically significant.

Figure 16: How relevant were each of the Help to Grow: Management modules to your business?



Source: Post completion survey; Base: Y4Q3 (172), Y4Q2 (134)

Note: bars show data from Y4Q3 of the post completion survey, arrows show changes from Y4Q2;

Note: Respondents could select relevancy for each statement. *These module names were updated in 2023- the chart has been updated to reflect this.¹³

Mentoring

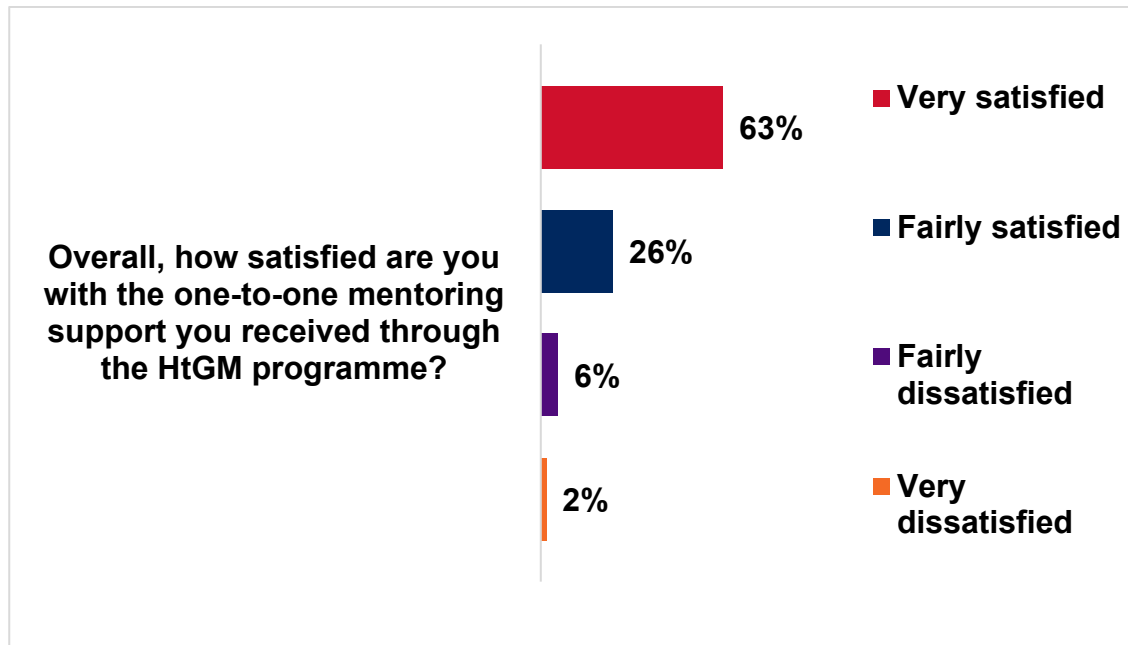
As of 1st August 2022, DBT changed the mentoring element of HtGM from mentors being paid for their time to mentors participating on a voluntary basis. All respondents to the Y3Q4 survey will have received mentoring under the new delivery model.

A key difference in the new mentoring model is that programme participants can choose a mentor. Whereas, previously, business schools formed the mentoring relationships on their behalf.

¹³ These module names were updated in 2023 and the chart has been updated to reflect this. M2 was formally called Digital Adoption, M3 was formally called Internationalisation and M10 was formally called Efficient Operations.

Overall, levels of satisfaction amongst participants are high and remain consistent with previous quarters. Around nine in ten (89%) survey respondents were satisfied with mentoring support received. The satisfaction level increased from 93% in Y4Q2 to 96% in Y4Q3, though this is not statistically significant.

Figure 17: Satisfaction with mentoring

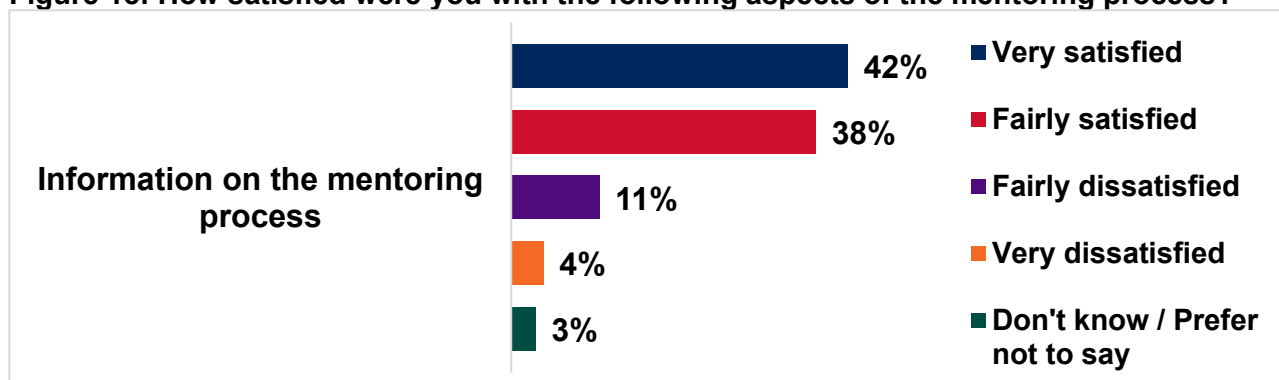


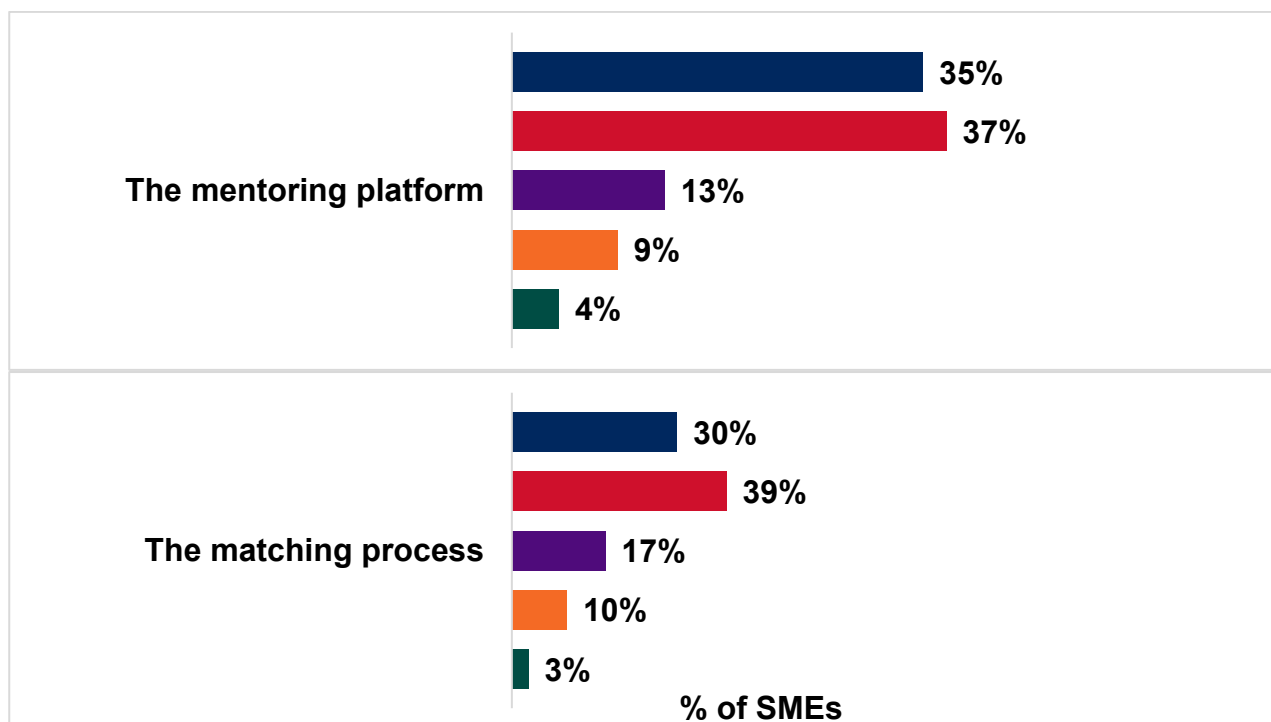
Source: Post completion survey; Base: 1,452 (Asked only to those that were matched to a mentor and had completed all/some mentoring hours) (Figure shows aggregated survey responses)

Note: This base excludes 'Not stated/not answered' and figures based on aggregating categories may not always reflect the sum of the individual answer categories due to rounding.

Overall satisfaction of the voluntary mentoring model has also been consistent with previous quarters. In Y4Q3, SME leaders felt most satisfied with the information provided on the mentoring process (80% satisfied). This compares to 72% who felt satisfied with the mentoring platform and 69% who felt satisfied with the matching process.

Figure 18: How satisfied were you with the following aspects of the mentoring process?





Source: Post completion survey; Base: 172 (Figure shows quarterly responses) (This question was added to the survey in December 2022 resulting in a smaller sample); Question type: single choice per statement

In Y4Q3, the majority (85%) of survey respondents thought their mentor's experience was well matched to their needs. This has increased from 78% in Y4Q2 (not statistically significant). Satisfaction amongst programme completes with the quality of the match has been relatively consistent over the past four quarters, however, Y4Q3 is the highest level of the survey to date (85%).

In Y4Q3, SME leaders most commonly (35%) completed between 9 to 10 hours of mentoring and over one quarter of SME leaders (29%) completed/attended less than 5 hours. Only 6% completed/attended more than 10 hours.

Figure 9: To what extent do you agree or disagree that your mentor's experience was well matched to your needs?

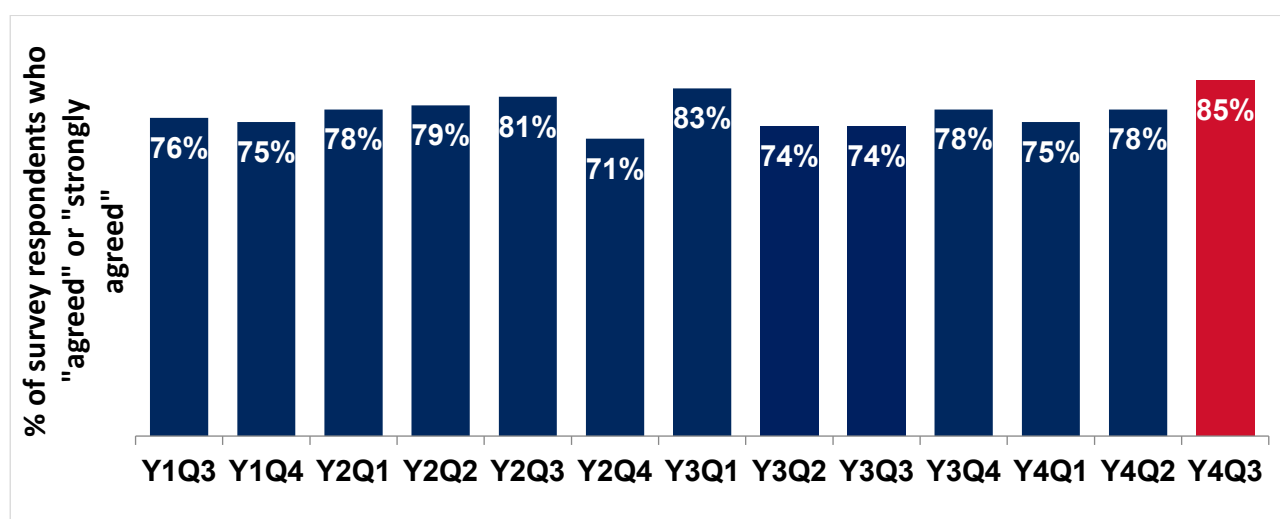
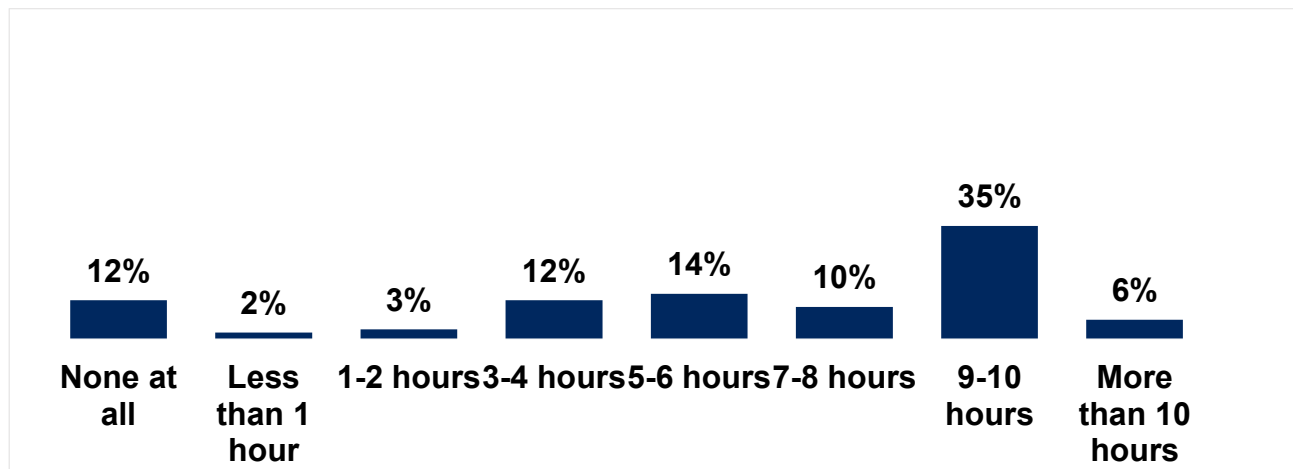


Figure 20: How many hours of mentoring did you complete / attend?



Source: Post-completion survey; Base: 172 (Figure shows quarterly response). Question type: single choice.

The mentoring support is used by programme participants to cover a range of topics both in the curriculum and beyond (Figure 21). In Y4Q3, more than half (52%) of programme completers used the mentoring support to cover existing topics in the programme, an increase from the lowest survey rate (45%) the previous quarter in Y4Q2. Respondents who used their mentoring to cover topics not in the programme has seen a slight decrease since the previous quarter (47% in Y4Q2 to 46% in Y4Q3), though this is not statistically significant.

Figure 21: Which of the following describes how you used one-to-one mentoring support?
(i) I used the mentoring support to build on topics covered in the programme

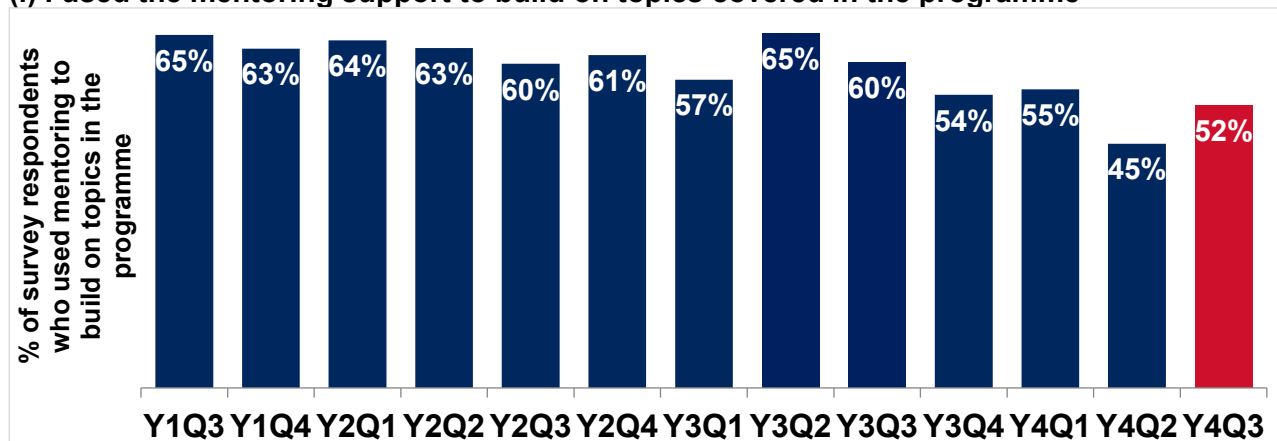
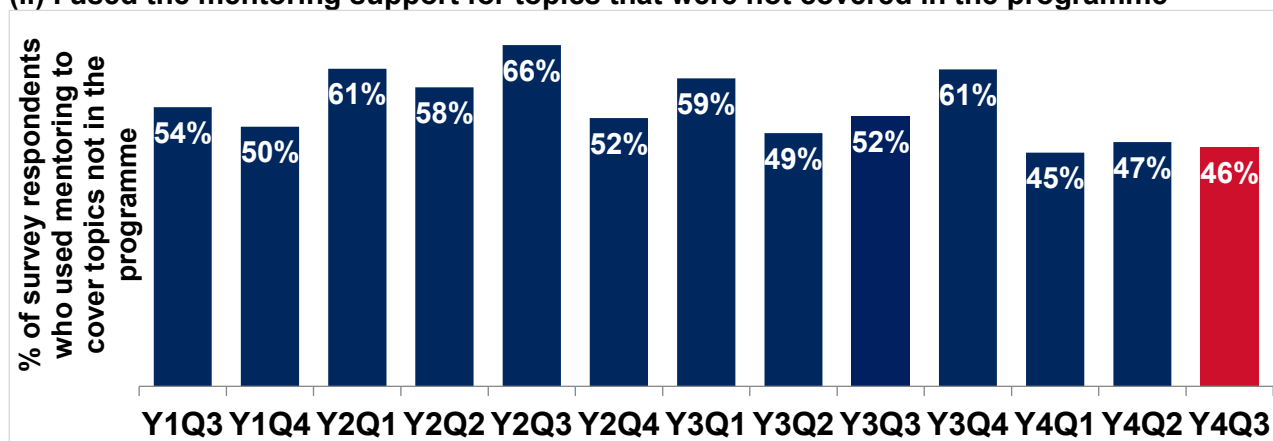


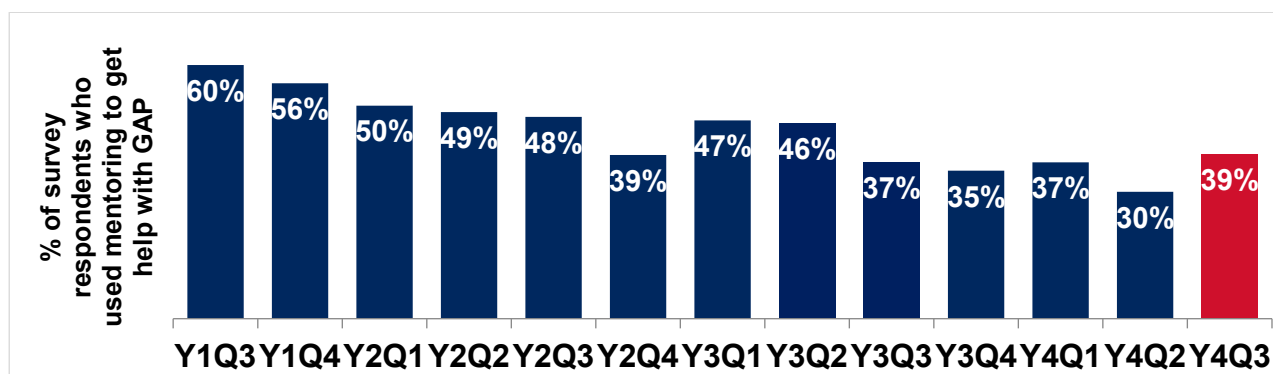
Figure 22: Which of the following describes how you used one-to-one mentoring support?
(ii) I used the mentoring support for topics that were not covered in the programme



Source: Post completion survey; Base: 80 Y1Q3; 88 Y1Q4, 242 Y2Q1, 139 Y2Q2, 67 Y2Q3, 31 Y2Q4, 81 Y3Q1, 78 Y3Q2, 97 Y3Q3, 71 Y3Q4, 171 Y4Q1, 119 Y4Q2, 145 Y4Q3 (all who were matched with a mentor and did all/some mentoring hours) (Figure shows all responses to date, by quarter).

Note: 'not stated' responses are excluded from the base in Y2Q3, Y2Q4, Y3Q1 and Y4Q1. The tools to increase productivity code has been excluded to match the base from previous waves.

Figure 23: Which of the following describes how you used one-to-one mentoring support?
(iii) I used the mentoring support to get help with my Growth Action Plan

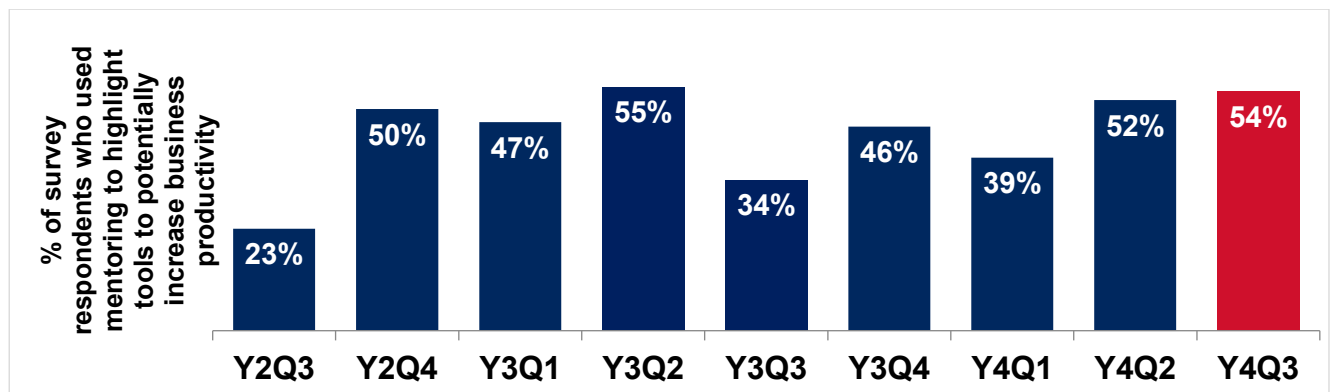


Source: Post completion survey; Base: 80 Y1Q3; 88 Y1Q4, 242 Y2Q1, 139 Y2Q2, 67 Y2Q3, 31 Y2Q4, 81 Y3Q1, 78 Y3Q2, 97 Y3Q3, 71 Y3Q4, 171 Y4Q1, 119 Y4Q2, 145 Y4Q3 (all who were matched with a mentor and did all/some mentoring hours) (Figure shows all responses to date, by quarter).

Note: 'not stated' responses are excluded from the base in Y2Q3, Y2Q4, Y3Q1 and Y4Q1. The tools to increase productivity code has been excluded to match the base from previous waves.

In Y4Q3, around two fifths (39%) of SME leaders used their mentoring sessions to develop their Growth Action Plan (GAPs). The proportion of respondents using mentoring to highlight tools to increase business productivity has seen an increase since the last quarter, though this has fluctuated since its introduction in Y2Q3 (52% in Y4Q2 to 54% in Y4Q3). This is not statistically significant.

**Figure 24: Which of the following describes how you used one-to-one mentoring support?
(iii) I used the mentoring support to highlight tools to potentially increase business productivity**



Source: Post completion survey; Base: 80 Y1Q3; 88 Y1Q4, 242 Y2Q1, 139 Y2Q2, 67 Y2Q3, 31 Y2Q4, 81 Y3Q1, 78 Y3Q2, 97 Y3Q3, 71 Y3Q4, 171 Y4Q1, 119 Y4Q2, 145 Y4Q3 (all who were matched with a mentor and did all/some mentoring hours) (Figure shows all responses to date, by quarter).

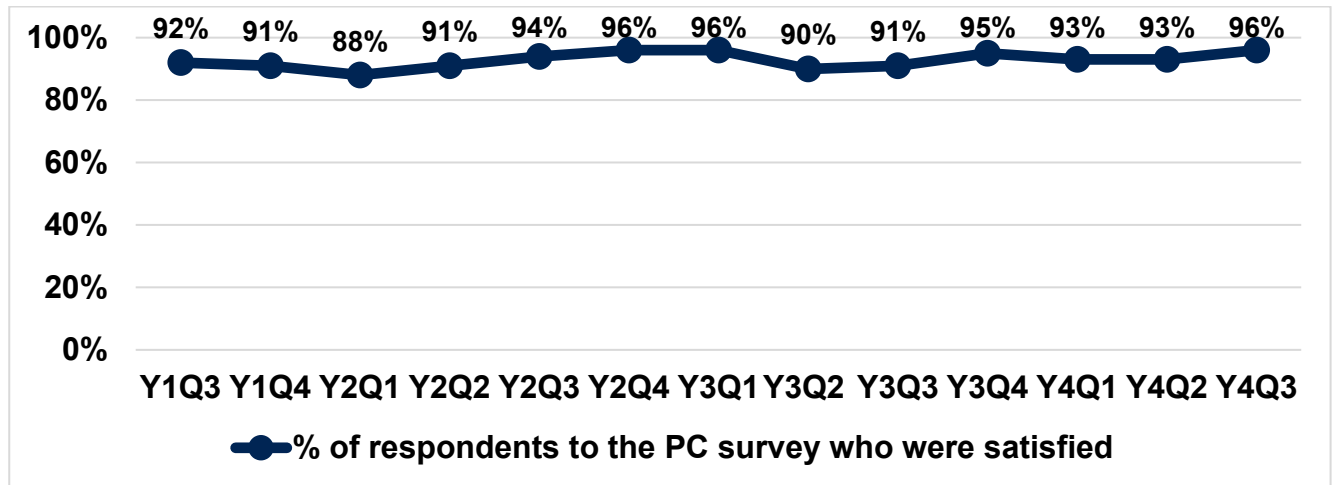
Note: 'not stated' responses are excluded from the base in Y2Q3, Y2Q4 and Y3Q1. The tools to increase productivity code has been excluded to match the base from previous waves.

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, 96% were satisfied with how the programme was delivered.
- The proportion of programme completers who were satisfied with their mentoring support has remained consistent for the past few quarters, though Y4Q3 satisfaction levels are back in line with those reported in Y2Q4 and Y3Q1.

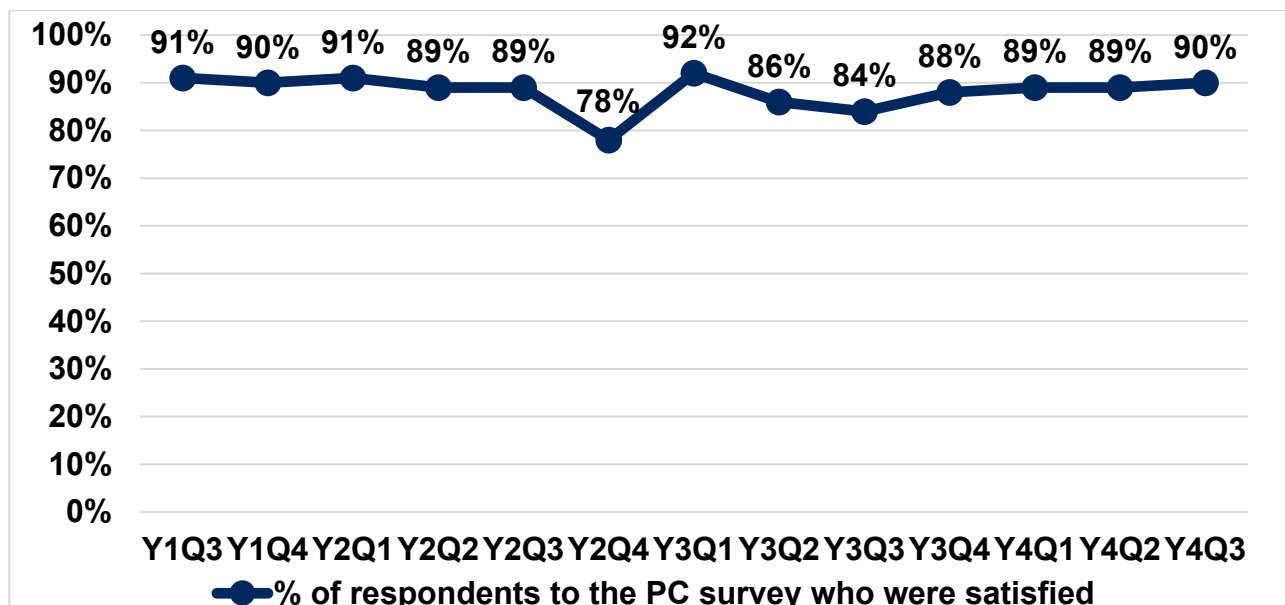
Figure 25: Overall, how satisfied or dissatisfied were you with how HtGM was delivered from start to end?



Source: Post completion survey

Base: 85 Y1Q3; 91 Y1Q4, 256 Y2Q1, 149 Y2Q2, 90 Y2Q3, 67 Y2Q4 , 128 Y3Q1, 136 Y3Q2, 138 Y3Q3, 106 Y3Q4, 200 Y4Q1, 134 Y4Q2, 172 Y4Q3

Figure 26: Overall, how satisfied or dissatisfied were you the mentoring support you received through the HtGM programme?



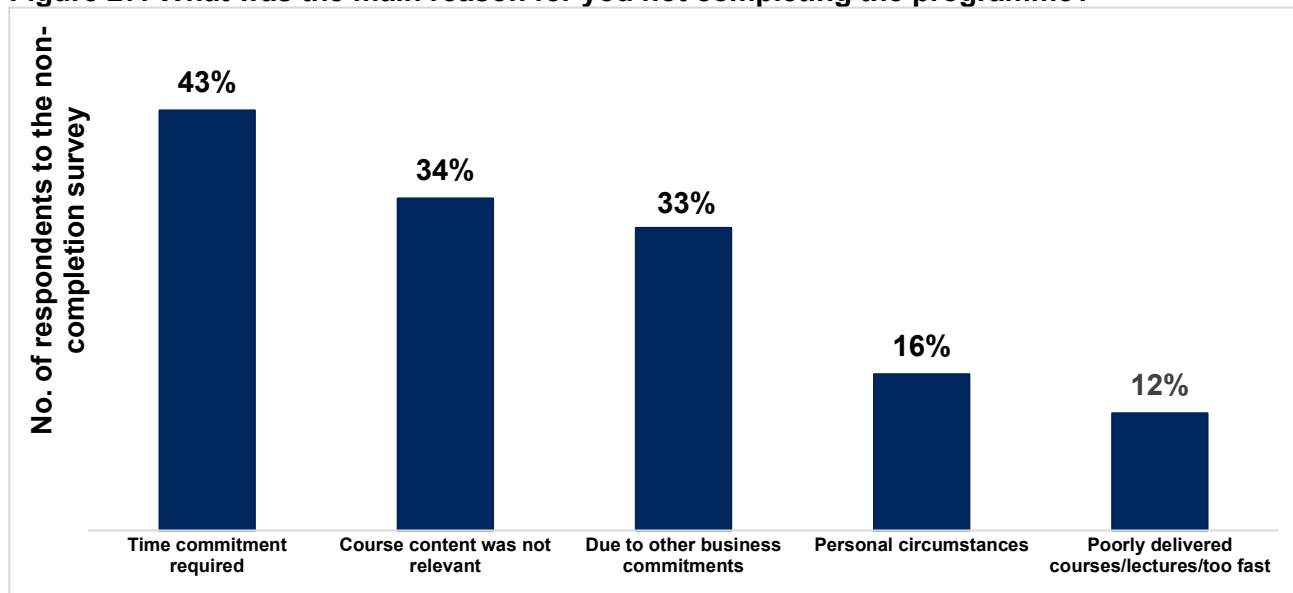
Source: Post completion survey

Base: 80 Y1Q3; 88 Y1Q4, 242 Y2Q1, 139 Y2Q2, 73 Y2Q3, 36 Y2Q4 , 88 Y3Q1, 95 Y3Q2, 102 Y3Q3, 74 Y3Q4, 171 Y4Q1, 119 Y4Q2, 145 Y4Q3 (Asked only of those who were matched with a mentor and did all/some mentoring hours) Note: 'not stated' responses are excluded from the base

Non-completion survey¹⁴

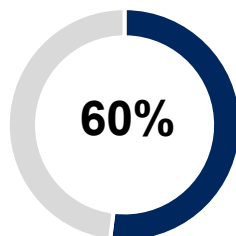
This section sets out early evidence on the experiences of SME leaders who enrolled on the programme but completed less than 75% of the modular content. It presents findings on overall satisfaction, reasons for not completing and whether anything could have supported them to attend more of the programme. These findings are based on an aggregate response.

Figure 27: What was the main reason for you not completing the programme?



Source: Non completion survey Base: 104

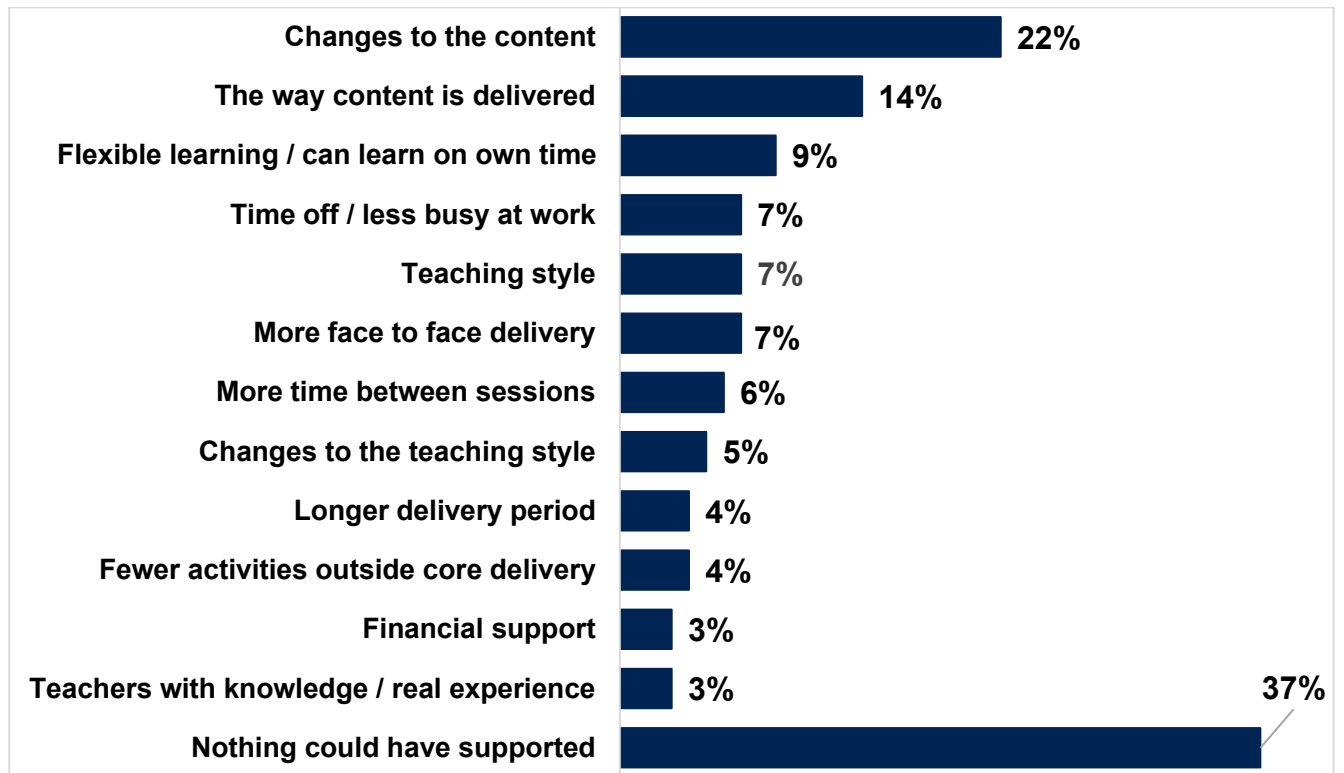
Note: Respondents could select more than one option (Figure shows aggregated survey responses), 'not stated' responses are excluded from the base



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

¹⁴ Commentary will be added to future reports once the sample size has increased.

Figure 28: What, if anything, could have supported you to attend more of the programme?



Source: Non completion survey; Base: 104

Note: Respondents could select more than one option (Figure shows aggregated survey responses)

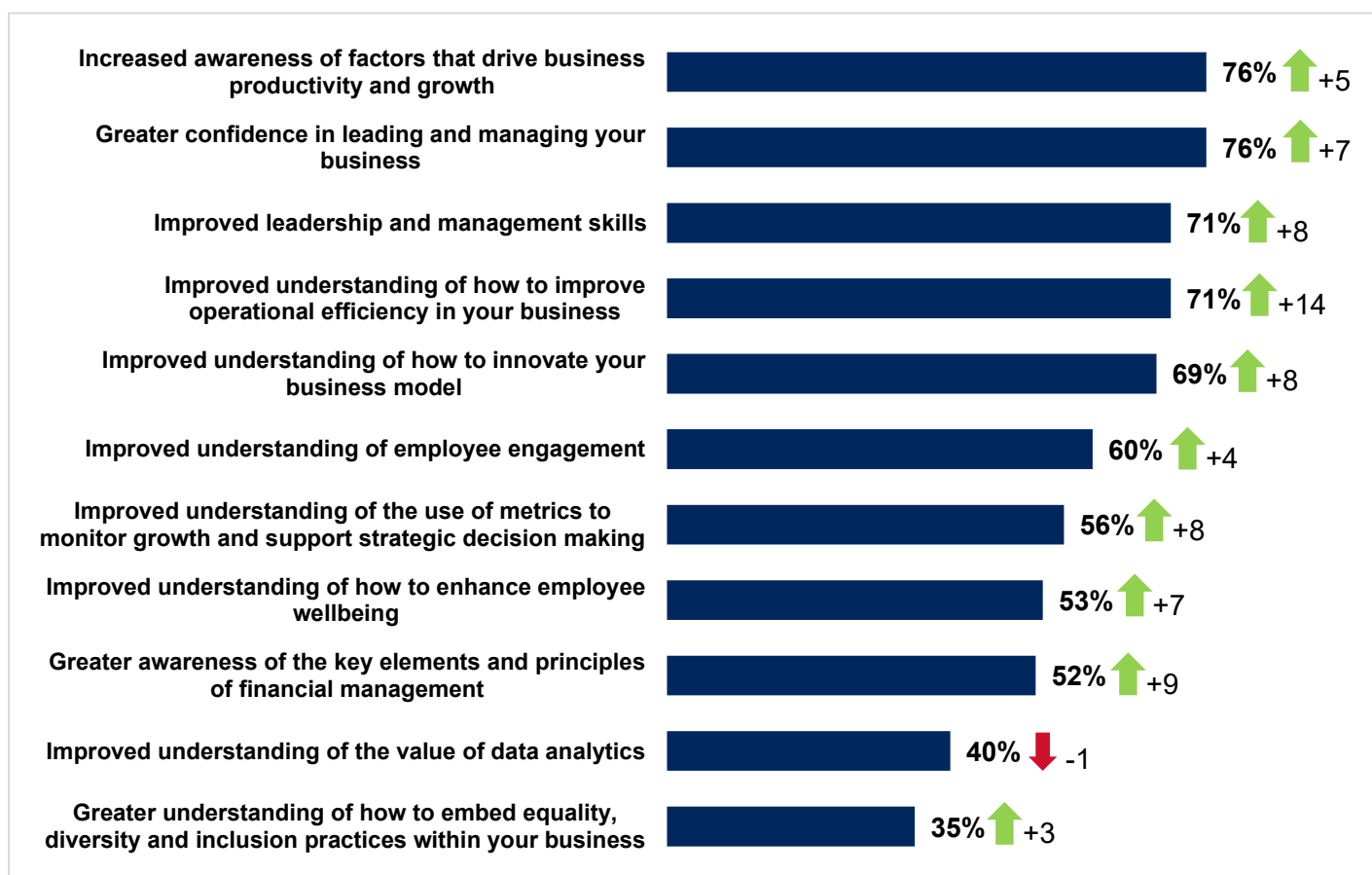
Self-reported individual outcomes

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

Within six weeks, HtGM programme completers in Y4Q3 most commonly reported increased awareness of factors that drive business productivity and growth (76%), greater confidence in leading and managing their business (76%), improved understanding of how to innovate their business model (71%) and improved understanding of how to improve operational efficiency in their business (71%). Almost all of the individual outcomes have seen an increase since Y4Q2, though not statistically significant.

Figure 29 shows percentage point changes between Y4Q3 and Y4Q2, although these changes are not statistically significant.

Figure 29: Which (if any) of the following have you learned or gained from participation in the Help to Grow: Management programme? Please select all that apply (Quarterly comparison)



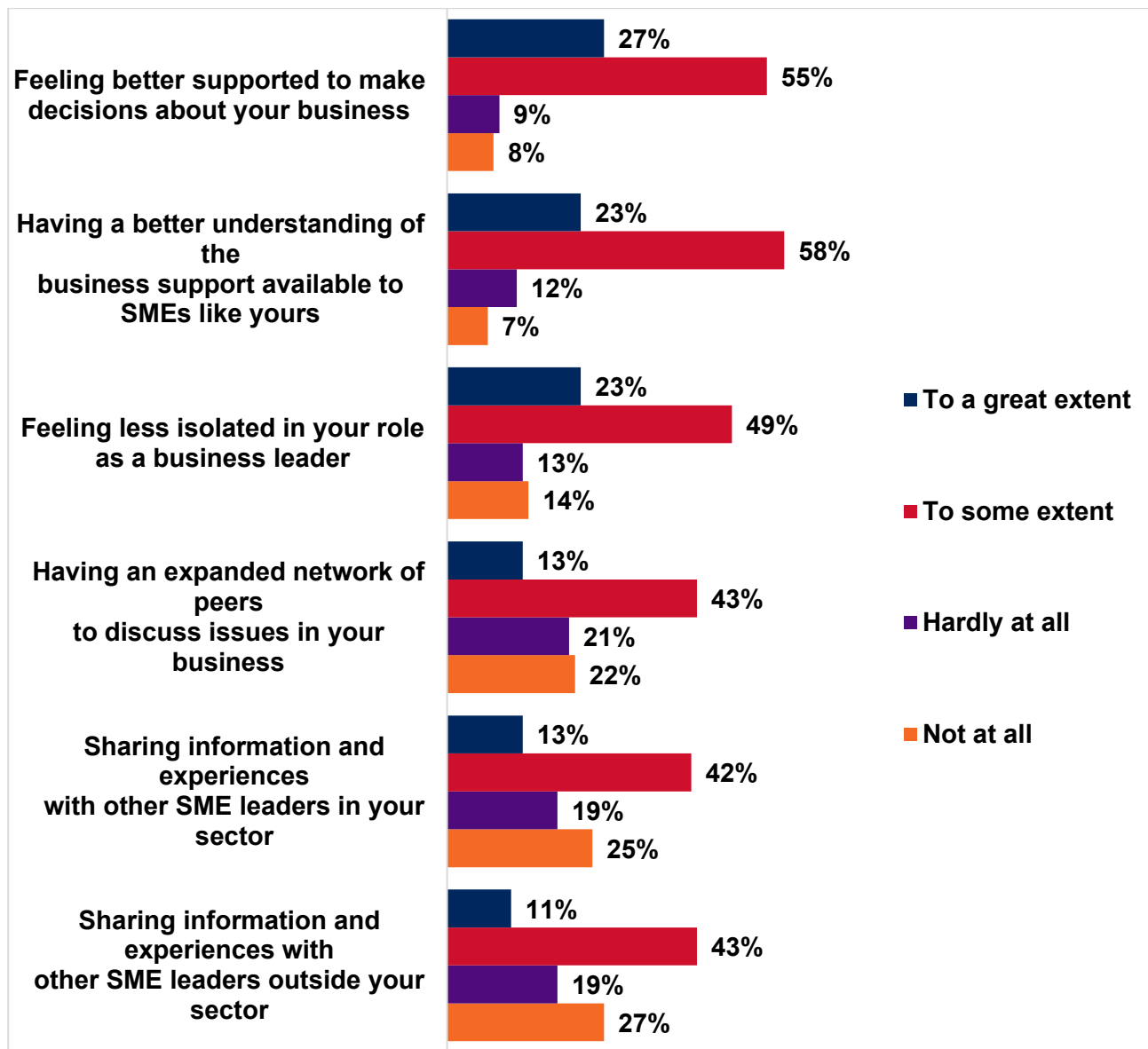
Source: Post completion survey; Base: Y4Q3 (172), Y4Q2 (134)

Note: bars show data from Y4Q3 of the post completion survey, arrows show changes from Y4Q2; Question

type: Multiple choice; Figures based on aggregating categories may not always reflect the sum of the individual answer categories due to rounding

HtGM programme completers also reported feeling better supported to make decisions (83%) having a better understanding of the support available (80%) and feeling less isolated in their role as a business leader (72%).

Figure 30: To what extent has participation in the Help to Grow Management Programme contributed to you...

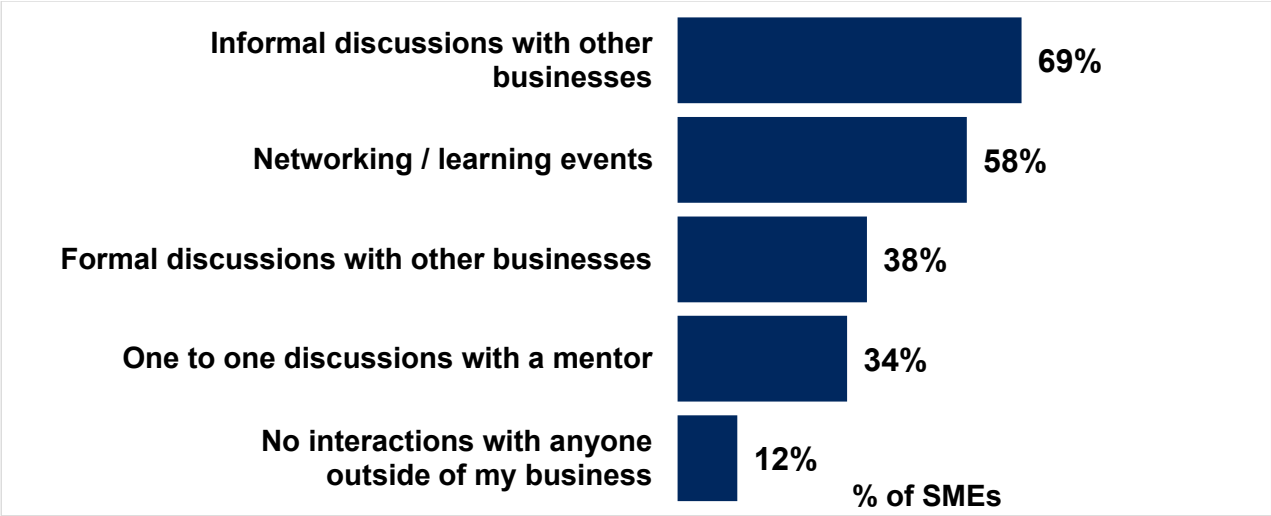


Source: Six-month follow up survey; Base: 1,560 (Figure shows aggregated survey responses)

Note: Figures based on aggregating categories may not always reflect the sum of the individual answer categories due to rounding

Since completing the programme, the majority of SME leaders (88%) had interacted with SME leaders outside of their firm, typically through informal discussions (69%) or networking events (58%). The proportion of programme completers who did not engage with other business leaders at all has remained at the aggregate average of 12%.

Figure 31: Since completing the programme, what activities do you engage in at least quarterly?

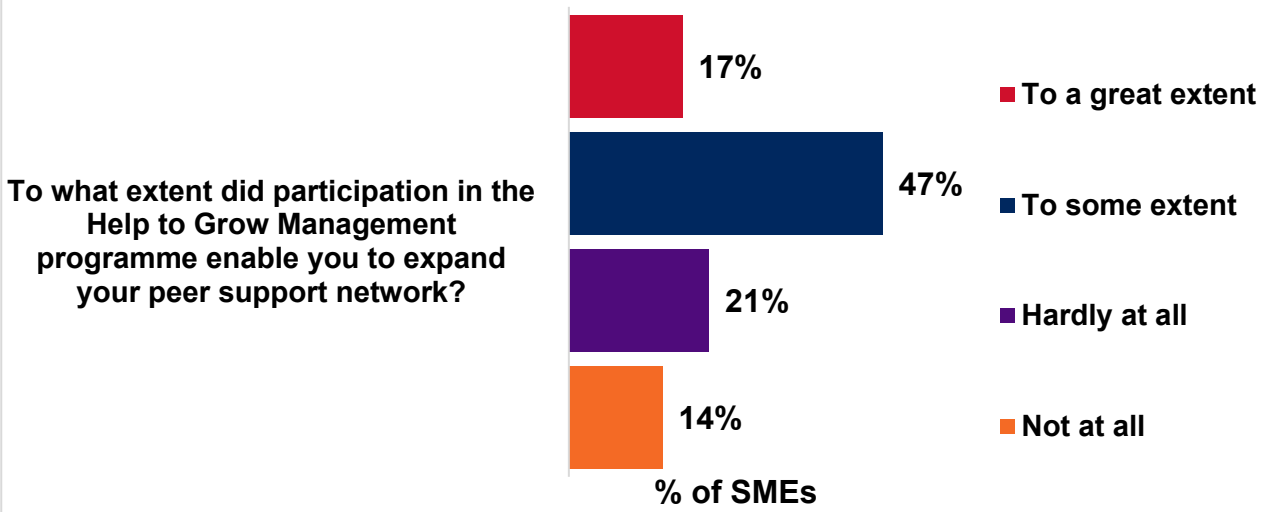


Source: Six month follow up survey; Respondents could select more than one option. Base: 1,560 (Figure shows aggregated survey responses). *Note: The chart only includes response options with >1%*

Network benefits

Overall, around two thirds (64%) of SME leaders completing the programme reported that HtGM enabled them to expand their peer support network.

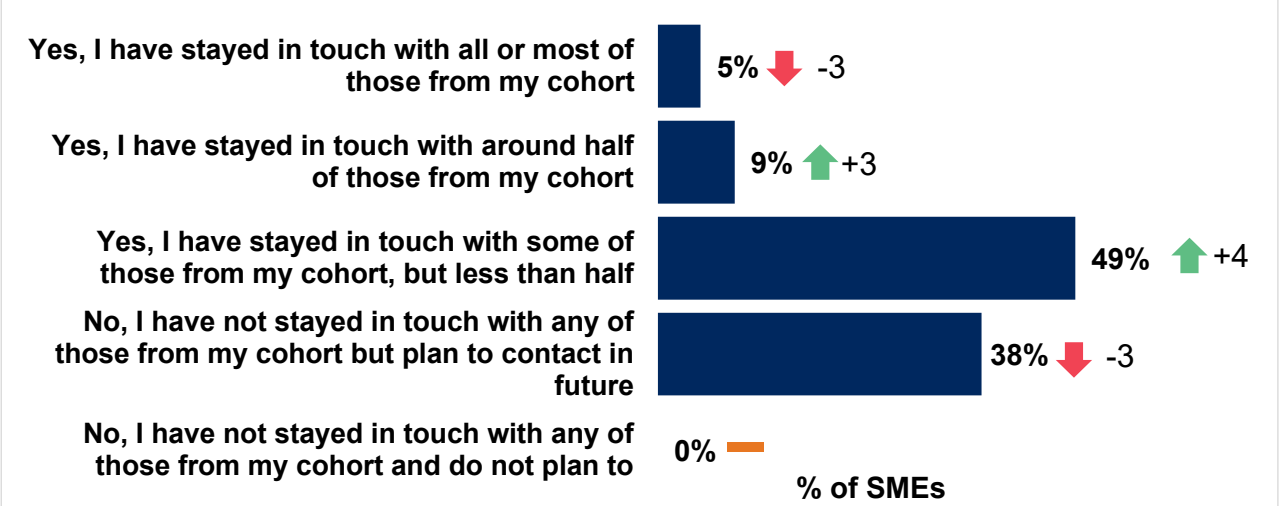
Figure 32: Network benefits



Source: Six month follow up survey; Base: 1,560 (Figure shows aggregated survey responses)

Since launch, more than half of programme participants in Y4Q3 (62%) had stayed in touch with some peers from their programme cohort within 6 months, and 38% have not stayed in touch.

Figure 33: Have you stayed in touch with peers from your HtGM cohort since you completed the programme? (Quarterly comparison)



Source: Six-month follow up survey; Base: 55 (Figure shows quarterly survey responses); Y4Q3 (133), Y4Q2 (145). NB: bars show data from wave 9 (Y4Q3) of the six month survey (December 2024), arrows show changes from the previous wave and the orange dash shows no change.

Nearly all SME leaders (93%) were likely to recommend HtGM to another business leader, with over two thirds (66%) being very likely to.

Figure 34: How likely would you be to recommend HtGM to another business leader?



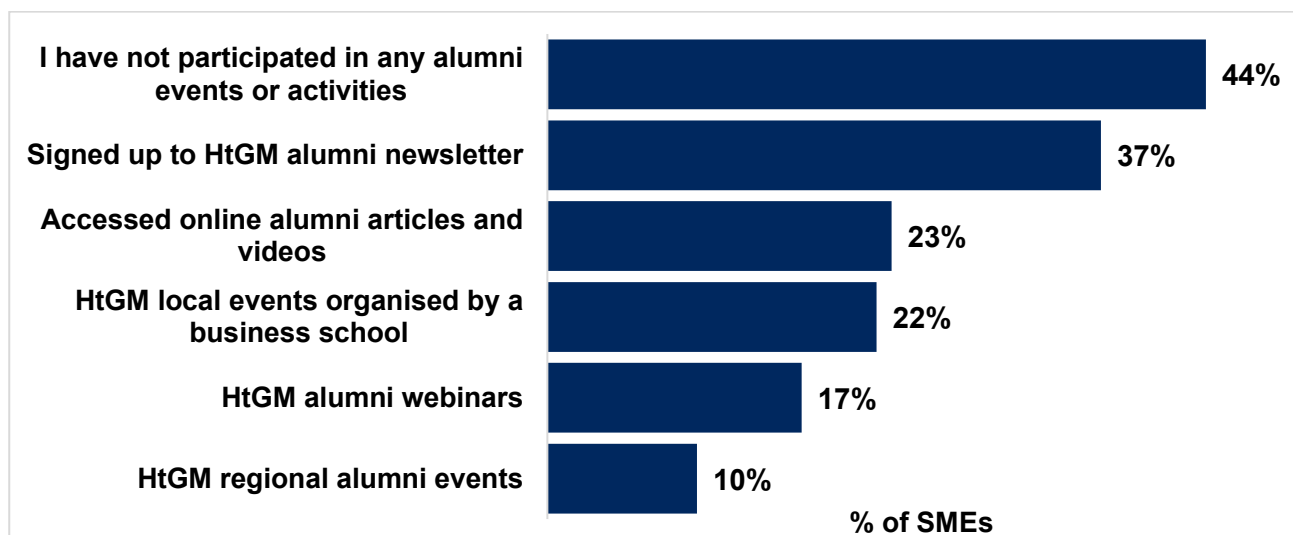
Source: Six month follow up survey; Base: 1,560 (Figure shows aggregated survey responses) (Figure shows aggregated survey responses)

Alumni activity

Please note: the alumni survey questions presented and discussed in this section were added from Y3Q1 so base sizes are relatively low and should be interpreted with caution.

Almost half (44%) of respondents said they had not participated in any alumni events or activities six months after completing the programme. However, over one third signed up to the HtGM alumni newsletter (37%), followed by online alumni articles and videos (23%) and HtGM local events organised by a business school (22%).

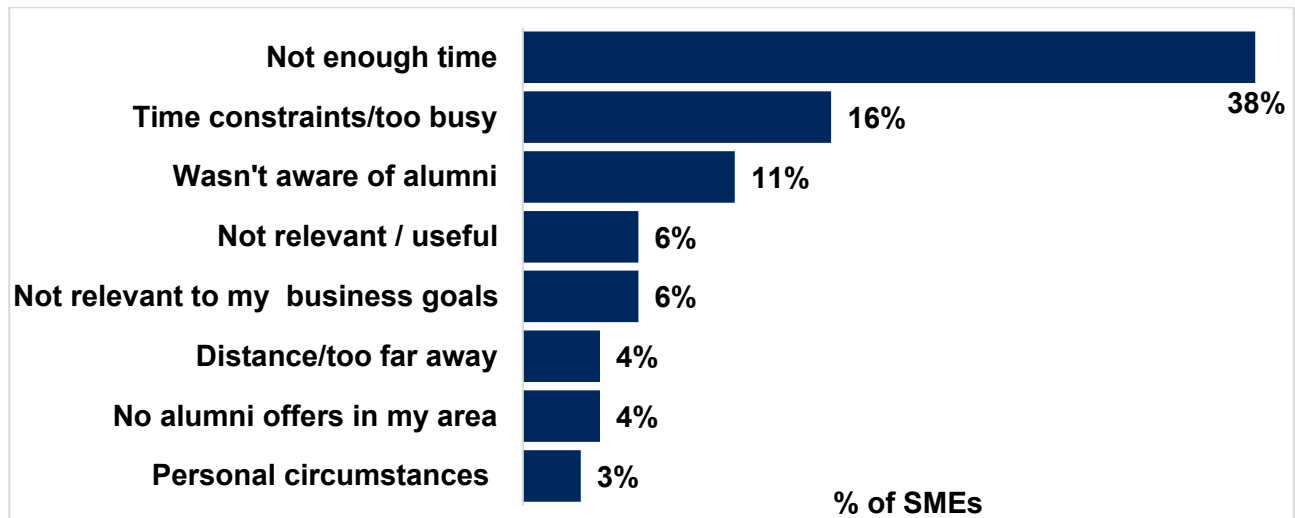
Figure 35: Have you participated in any HtGM alumni activities and, if so, which of the following have you taken part in?



Source: Six month follow up survey; Base: 908. This is a new question added at Y3Q1.

The most common reasons for not taking part in alumni activities were not having enough time (38%) and time constraints/being too busy (16%). A further 11% said they were not aware of the alumni network and 6% reported that they did not find it relevant or useful, and that it wasn't relevant to their business goals.

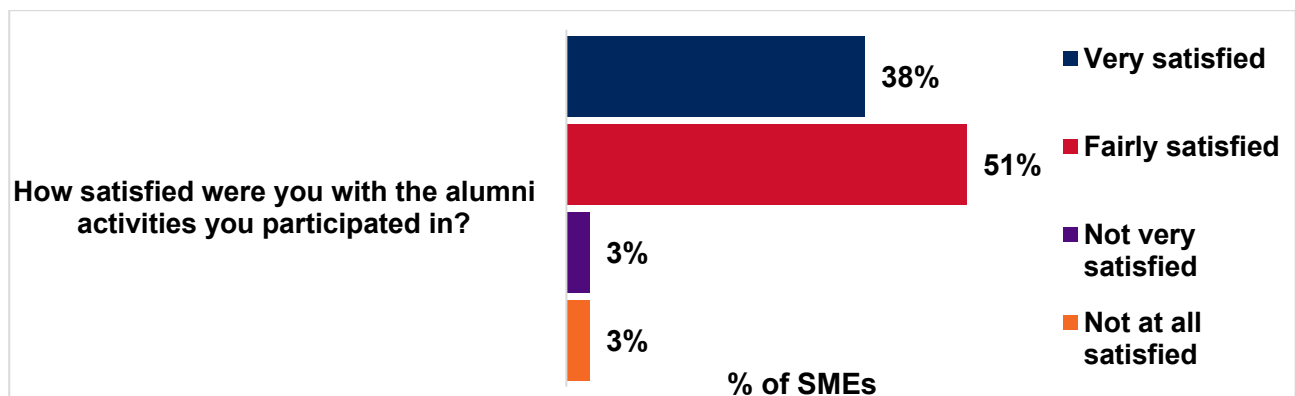
Figure 36: Why have you not taken part in any alumni related activities?



Source: Six month follow up survey; Base: 396 (all completers who have not taken part in any alumni activities). This is a new question and was added at Y3Q1. Note: Small base, interpret with caution.

The majority of respondents participating in alumni activity were very/fairly satisfied with this (89%).

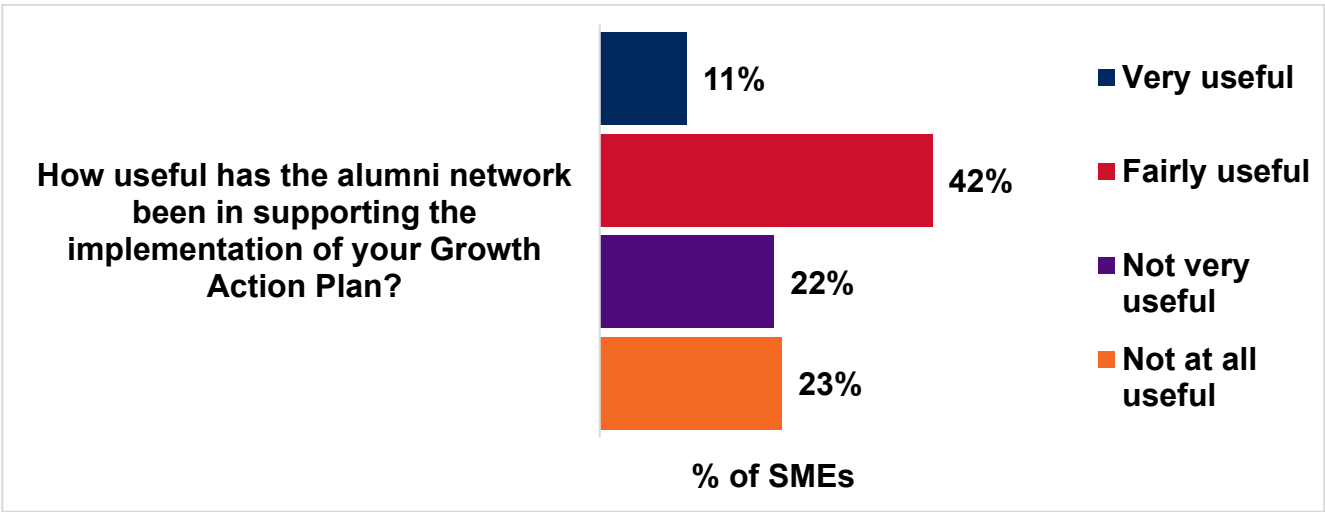
Figure 37: Satisfaction with alumni activities (Overall)



Source: Six month follow up survey; Base: 512 (all completers who have taken part in an alumni activity). This is a new question and was added at Wave 5. Note: Small base, interpret with caution.

There are mixed views on whether the alumni network is useful in supporting the implementation of Growth Action Plans. Over half of respondents (53%) found it very/fairly useful for this purpose, whilst 45% found it not very/not at all useful.

Figure 38: Usefulness of alumni support with the implementation of Growth Action Plans



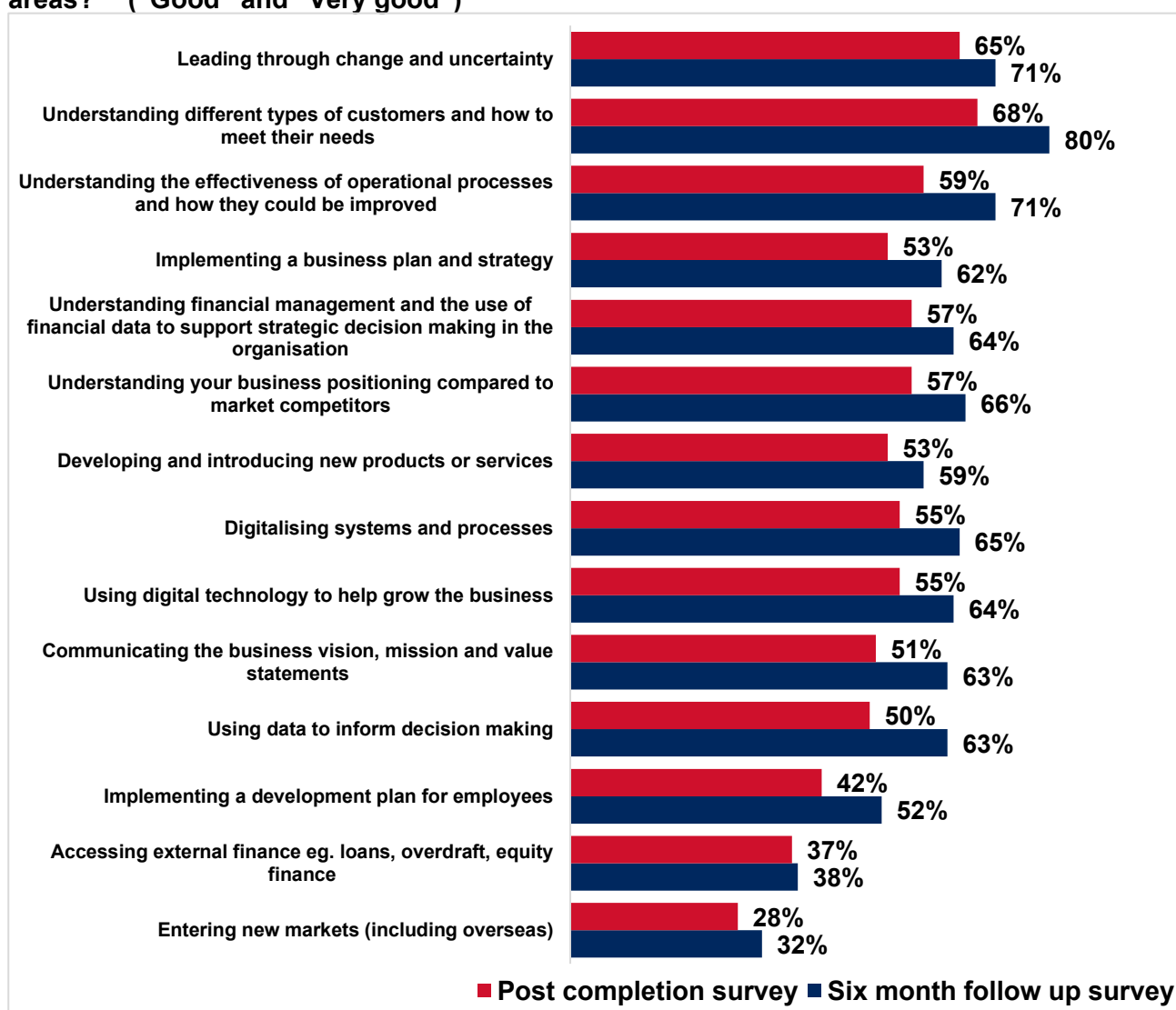
Source: Six month follow up survey; Base: 512 (all completers who have taken part in an alumni activity).
This is a new question and was added at Wave 5.

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 as indicative only. Moreover, causal claims cannot be made about the extent to which any self-reported outcomes can be attributed to the programme.

Upon completing the programme, SME leaders report that their firms have good capabilities and experience across a breadth of areas and, in most cases, these continued to improve up to six months after completing HtGM (see Figure 39).

Figure 39: How would you rate your own firm's capabilities and experience in the following areas?¹⁵ (“Good” and “Very good”)

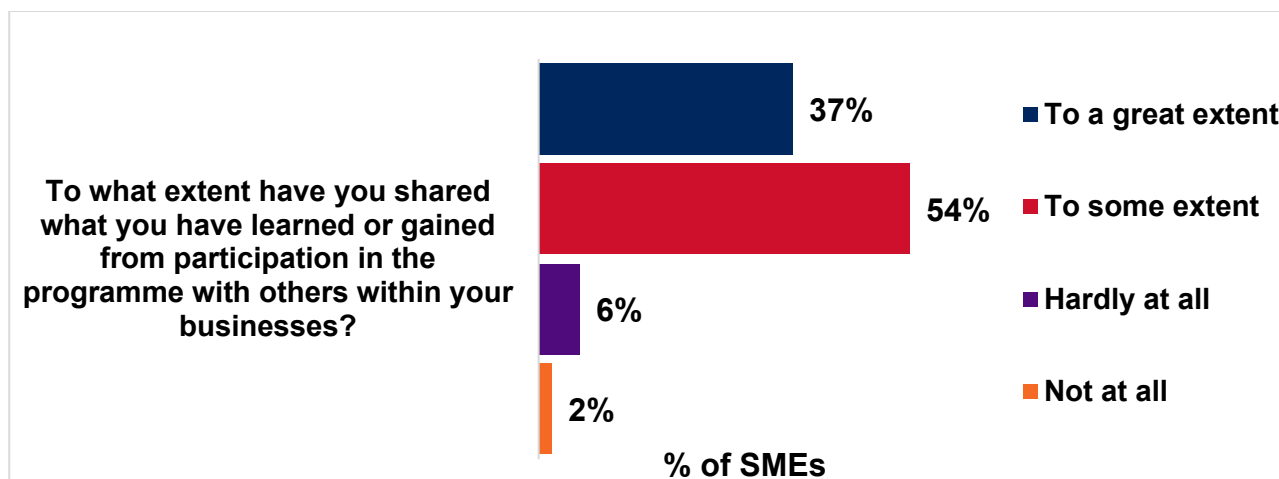


¹⁵ Some survey response options have been shortened for reporting purposes: “understanding financial management and use of financial data” is “Understanding financial management and the use of financial data to support strategic decision making in the organisation” in the survey and “understanding effectiveness of operational processes” is “Understanding the effectiveness of operational processes and how they could be improved?” in the survey questionnaire

Source: Post completion & Six month follow up surveys; Base: 393 (respondents answering both surveys) (This figure reports aggregate responses); Note: Graph shows Very strong/strong NET

Most (91%) programme completers 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 40). Only 2% 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.

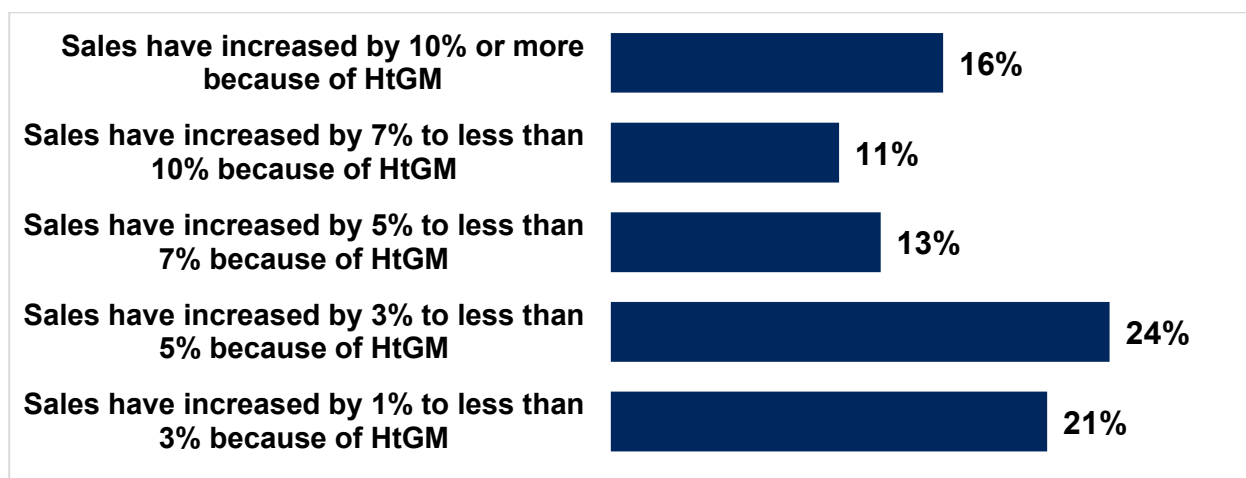
Figure 40: Diffusion of knowledge



Source: Six month follow up survey; Base: 1,560 (Figure shows aggregated survey responses)

As shown in Figure 41, most SME leaders (85%) agreed that participation in the HtGM programme increased sales. The size of this increase was typically modest, most commonly an increase of less than 5% (45%). Nearly one-fifth (16%) reported that sales had increased by 10% or more because of the programme.

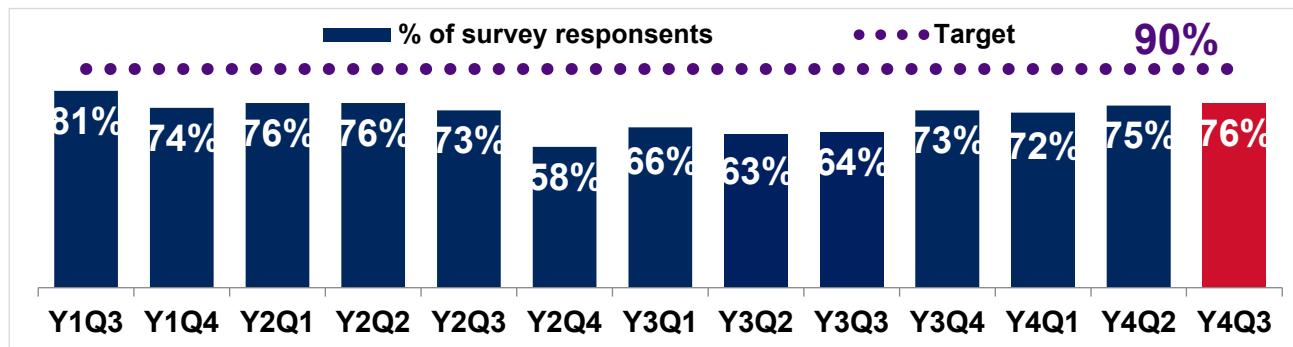
Figure 41: Earlier you mentioned that the Help to Grow Management programme increased sales. By approximately how much did the sales increase?



Source: Six-month follow up survey; Base: 545 (Question was introduced at Y3Q1) (Figure shows aggregate survey responses)

In Y4Q1, over two-thirds (76%) of all post-completion survey respondents said they had produced a Growth Action Plan (GAP) for their business through participation in the programme. The figure has remained relatively constant since the survey began until Y2Q4 where there was a notable drop of 15 percentage points (73% in Y2Q3 to 58% in Y2Q4). The target of 90% completion set by DBT has not yet been reached in any quarter. This quarter's figure is the highest since Y2Q2.

Figure 42: Have you produced a Growth Action Plan for your business as a result of your participation on the Help to Grow programme?

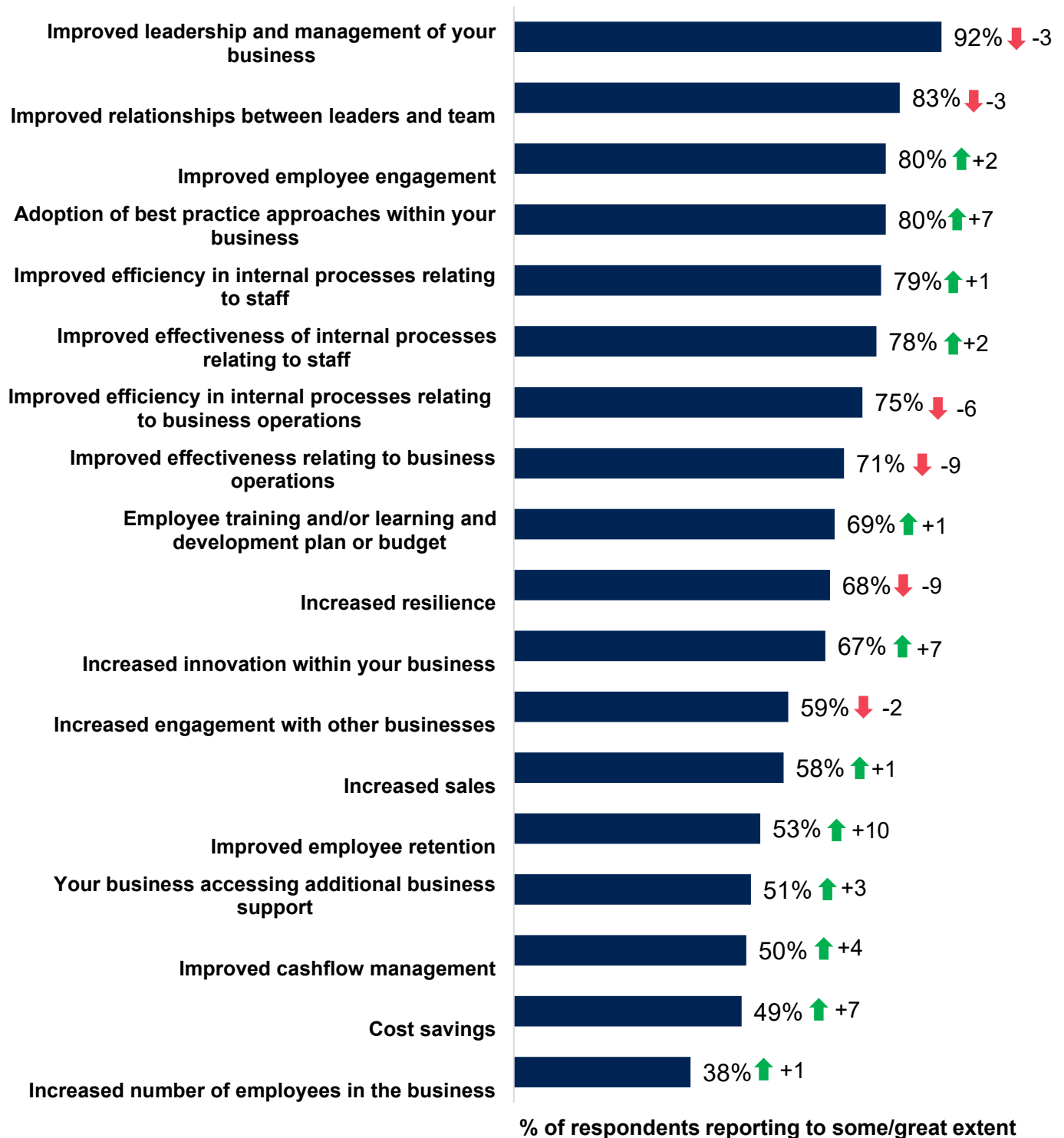


Source: Post completion survey; Base: 1,752 (Figure shows quarterly survey responses)

Participating in Help to Grow Management has had a variety of positive impacts on programme completers. Most notably, improved business leadership and management (92%), increased leader and team relationships (83%), improved employee engagement (80%) and improved effectiveness of internal processes relating to staff (80%). Since Y4Q2, the biggest decrease was **increased resilience** (9 percentage ppt decrease). The greatest increase was **improved employee retention** (10 percentage ppt increase). Neither of these changes are statistically significant.

Figure 43 shows the results from the most recent quarters, but the differences are not statistically significant.

Figure 43: To what extent has participating in the Help to Grow Management Programme contributed to...



Source: Six-month follow up survey; Base: Y4Q3 (133), Y4Q2 (145); Note: bars show data from Y4Q3 of the six month follow up (November 2025), arrows show changes from Y4Q2.

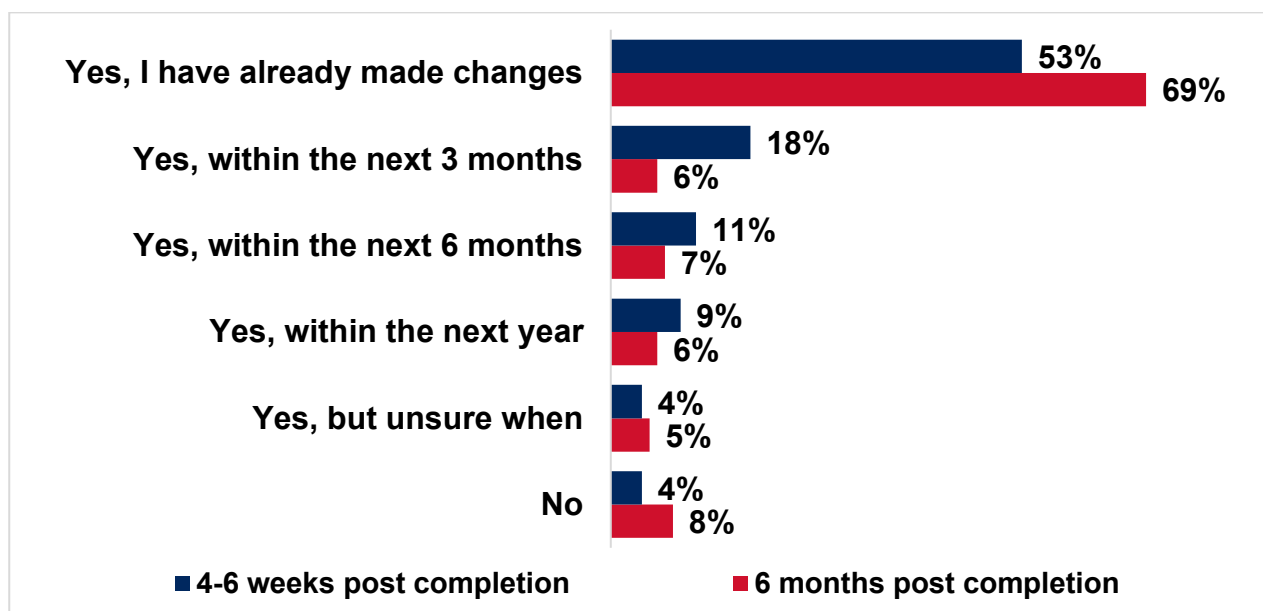
Business outcomes immediately following completion vs 6 months later

The two surveys have different samples and so comparisons between them should be interpreted as indicative only rather than definitive.

After six-months, most business leaders (69%) had already made changes to their business, typically to their leadership and employee engagement (88%), operational efficiency (79%) and vision, purpose and brand (76%) (Figure 44, Figure 45).

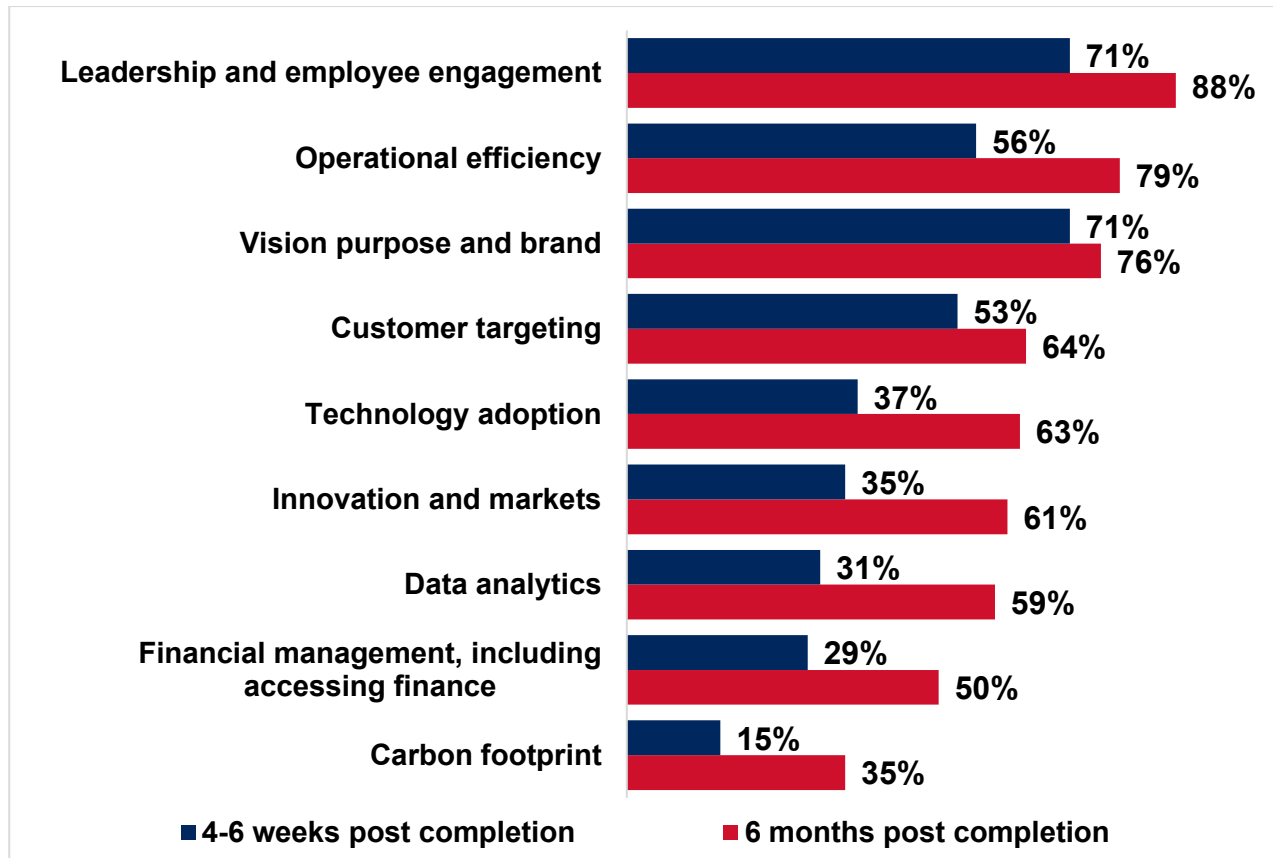
Early evidence suggests that business-level benefits continue to accrue six months after completing HtGM: respondents reported more outcomes in the six month follow up survey than the short-term completion survey.

Figure 44: 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 (1,752) & Six month follow up surveys (1,560) (Figure shows aggregated survey responses)

Figure 45: As a result of participation in HtGM, have you already made changes in any of the following ways in which you manage, organise or operate your business



Source: Post completion (930) & Six month follow up surveys (1,071); Asked to those who had already made a change in their business) (Figure shows aggregated survey responses)

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