

## Appendix A

**Table A1.** UK enterprise policy throughout the past decades

Years	No. of measures/ initiatives	Focus	Public expenditure	No. of small businesses**	Impact
1946-60	2	Mergers and acquisition	£747m*	2.4m	Stagnant growth
1961-70	3				
1971-81	33	Transition to small businesses			
1982-89	103	Quantity	£2.3bn	3.6m	Self-employment growth
1990-97	> 200	Quality	£1.1bn***	3.7m	Modest economic growth
1997-2010	> 500	Balanced portfolio	> £40bn****	4.5m	Significant economic and productivity growth
2010-present	> 800	High-growth potential businesses	£11bn*****	5.7m	Expectations of rebalanced growth through local and enterprise-led growth and public sector cuts

\* Industry subsidies, including £25m support for the British Leyland merger (£290m in 2005 prices); modest support for small enterprise.

\*\* Number of small businesses at the end of the period; based on most recent ONS statistics.

\*\*\* Overall figure missing (£465.8m set-up and operating cost of Business Links; £632m the cost of government initiatives in 1995-1996).

\*\*\*\* £8bn spent in 2001/2002; £10.3bn spent in 2003/2004; average spend on small business support of £2.5bn per year published by DTI (2005); includes direct and indirect support spending.

\*\*\*\*\* Funding allocated for LEPs; other indirect forms of SME support: investment tax reliefs, SME lending through various loan schemes, and public procurement. For example, the government spend through public procurement with SMEs reached £4.9bn in 2014/2015; target procurement with SMEs for 2020 is 33 percent of total procurement spend.

Sources: Greene (2002), Greene et al. (2004), Greene et al. (2008), Corry et al. (2011), BIS (2011a) and BIS (2011b), Greene and Patel (2013), Page (2015), NAO (2016)

## Appendix B

**Table B1.** Employment growth in the SCR in the 1998–2008 cycle

Local authority	Private	Public	Net change
Rotherham	8,319	10,016	18,335
Bolsover	6,505	2,579	9,084
Derbyshire Dales	571	1,614	2,185
North East Derbyshire	-1,814	1,880	66
Doncaster	-2,070	12,336	10,266
Bassetlaw	-2,473	575	-1,898
Chesterfield	-3,621	1,999	-1,622
Sheffield	-5,517	29,505	23,988
Barnsley	-6,563	4,237	-2,326
Total	-6,663	64,741	58,078

Source: SCR (2013)

## Appendix C

**Table C1.** SCR LEP Business Stock by Employment Size 2016

Local authority	Micro (0–9)	% of total	0–4	5–9	Small (10–49)	Medium (50–249)	Large (250+)	Total
Barnsley	5,285	87.4	4,560	725	645	95	20	6,045
Doncaster	8,260	89.8	7,235	1025	765	135	35	9,195
Rotherham	5,905	86.7	5,090	815	710	170	25	6,810
Sheffield	12,975	85.8	11,020	1,955	1,765	330	60	15,130
Bassetlaw	3,425	88.4	2,900	525	375	60	15	3,875
Bolsover	3,565	87.4	2,700	865	455	45	15	4,080
Chesterfield	2,790	85.2	2,320	470	375	90	20	3,275
Derbyshire Dales	4,190	90.3	3,625	565	400	40	10	4,640
North East Derbyshire	2,935	88.8	2,555	380	320	45	5	3,305

Source: ONS (2016b)

## Appendix D

**Table D1.** Business start-ups in the SCR 2010-2016

Local authority	2010	2011	2012	2013	2014	2015	2016
Sheffield	1,440	1,595	1,605	2,145	2,225	2285	2525
Doncaster	765	800	890	1,185	1,505	2135	1955
Rotherham	630	705	735	975	985	1100	1225
Barnsley	565	605	640	775	870	870	1000
Bassetlaw	310	375	340	475	470	470	550
Bolsover	190	170	220	255	450	1,825	455
Chesterfield	290	275	360	425	415	475	450
Derbyshire Dales	295	300	320	385	340	415	375
North East Derbyshire	280	310	265	390	320	395	335

Source: ONS (2016a)

## Appendix E

**Table E1.** Survival of newly born enterprises in the SCR LEP area 2011-2016

Local authority	Births (2011)	1-year survival	2-year survival	3-year survival	4-year survival	5-year survival
Sheffield	1,595	92.8%	73.0%	58.6%	49.5%	42.3%
Doncaster	800	92.5%	71.9%	54.4%	43.8%	37.5%
Rotherham	705	95.7%	79.4%	63.1%	51.1%	44.0%
Barnsley	605	95.9%	76.9%	62.8%	52.1%	45.5%
Bassetlaw	375	96.0%	77.3%	60.0%	50.7%	44.0%
Bolsover	170	91.2%	73.5%	58.8%	47.1%	38.2%
Chesterfield	275	94.5%	74.5%	58.2%	45.5%	38.2%
Derbyshire Dales	300	91.7%	75.0%	61.7%	51.7%	45.0%
North East Derbyshire	310	95.2%	77.4%	62.9%	51.6%	43.5%
SCR average*	3,705	93.8%	74.6%	59.2%	49.0%	42.1%
England average	232,460	93.1%	75.5%	60.4%	50.8%	44.0%

\* Sheffield, Doncaster, Rotherham and Barnsley

Source: ONS (2016a)

## Appendix F

**Table F1.** An illustration of the thematic analysis process

Illustrative quotes from interviewees	First order concepts	Main themes	Objective addressed
‘Funding is significantly reduced now for South Yorkshire and the UK generally so the [support] programmes aren’t quite as big as they used to be. Generally, money is less easy to come by. Going forward, the policies are developing in the City Region based around maximising that public sector investment.’	Austerity and dwindling resources are constraining the capacity for enterprise support	Austerity shifts focus to ‘hunting’ ambitious entrepreneurs	Understand how enterprise policy is designed and implemented locally by LEPs
‘We’ve got less money, less resources to give out [so] we need to support businesses that potentially will make it ... and decide who’s going to have the most intensive support.’			
‘There are lots of low and no-growth lifestyle businesses. Our challenge is both supporting start-ups and supporting businesses with potential to grow.’	The focus of enterprise policy shifted to targeting high growth and ambition, in line with national priorities		
‘It’s important that people are encouraged to start their businesses and then grow, and existing businesses are encouraged to grow as well ... What’s important is the company’s ability and ambition to grow.’			
‘Everybody always talks about supporting the key account managements, the big companies where they employ a lot of employees ... and yes, I agree with that. There has got to be support for those companies but just as much, if you want to develop entrepreneurship, I think you should be supporting the micros.’	National priorities are given primacy over local priorities and needs	The rhetoric-reality gap - national priorities clash with local realities	Assess the relevance and sensitivity of the new approach to local contexts
‘Because [micro-businesses] make up such a massive proportion of our business base you certainly can’t ignore them ... so [our] strategy is	Local business realities differ from		

looking at all business. It's looking at [the locality] as a whole ... We need inward investment, so we've got that new mix of things coming in and new opportunities, but we need to grow our micro firms, our existing business base.'	strategic priorities and enterprise policy focus		
'We have a lot of companies that employ less than 10 people but they're turning over massive amounts. They're real little jewels in the town. They just sit under the radar, they tick along nicely, they provide good employment opportunities.'			
'On the ground floor where we are, if we ever come across growth opportunity or aspiration, excellent! We jump all over it and support them as best as we can, but also being very mindful that the last 15 years have taught us that the majority of people which come to see us aren't going to be growth potential at day one. A lot of it's going to be support, encourage, sometimes it's even by accident.'			
'In general, I feel as though most of the LEP activities seem to be focused around what I'd call larger SMEs and not necessarily the small start-ups.'	There is a gap in the nature of support available to small and micro-businesses		
'If you're a bigger company there are certain things, different grants or things that you are able to have. When you're a small business, there's very little. Well, there's not anything.'			
'The bit at the minute that is giving far too much is start-up and micro-business support ... [and] we've got a real scarcity of business support'			
'The key challenge is ensuring that residents can benefit from all those areas of work and interventions. We will have failed if there's no discernible increase in residents being able to take up the jobs that we're hoping to create. That's the essence of good growth as we see it.'	There is divergence between heterogeneous local-level priorities and LEP-level strategic	Constrained local agency - localism and the illusion of power	Investigate what impact the new localism has had on the ability of local actors to influence

<p>‘A lot of the companies need hand holding. It is time consuming and costly, but if that company then goes on to employ 10 employees and has a turnover of half a million, a million pounds a year, then actually that’s contributing to the local economic development.’</p>	<p>priorities and enterprise policy approach</p>		<p>strategic priorities and enterprise policy at the subnational level</p>
<p>‘From a policy point of view there’s always latent growth potential out there. You’ve seen the LEP’s figures around 70,000 jobs, new start-up kind of thing. So we got the assumption that it’s out there but we equally know we haven’t, off our own back, found them in the past, and yet all the provision just seems to be, from a policy point of view, still to “come and find us”. So we’ve got an emerging Growth Hub which seems to be a sort of call centre model and a website rather than knocking on the doors, walking on the streets kind of approach. I think that’s the bit that’s missing in that policy.’</p>	<p>Embedded local knowledge does not filter into LEP-level enterprise policy initiatives</p>		
<p>‘We’re struggling on next to nothing trying to be creative, trying to support the entrepreneurs and the micro firms and the resources don’t really allow anything on a large scale.’</p>	<p>The current arrangements constrain local agency and create a local struggle to address local problems</p>		
<p>‘I think if we’re to say everything’s focused on growth... but that’s because we’re told it’s got to be. That’s because we’re told the future is growth businesses and that’s probably a headline level.’</p>			
<p>‘You’ve got locally elected councillors and the mayoral system and you’ve got a Sheffield City Region wide Local Enterprise Partnership ... I don’t know how we get away from it because you’ve got local politicians. We’re here to support the public ... and to support the politicians, to deliver their agendas ... but then we’re also, from a political point of view... Because of the devolution and the funding going through to the LEPs, in my opinion, we’ve got a situation where the LEPs have got targets and they’ve got priorities in terms of where they feel the agendas moving, but then we also have a responsibility locally to the business community and the politicians that we serve.’</p>			



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