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Overview of the Council's Support to Businesses

Date: 8th December 2023

Report of: Director of City Development

Report to: Scrutiny Board (Infrastructure, Investment & Inclusive Growth)

Will the decision be open for call in? \Box Yes \boxtimes No

Does the report contain confidential or exempt information?

Brief summary

This report provides an overview of the Council's support to businesses. Business Support forms a key component within the productivity theme of the Leeds Inclusive Growth Strategy. A vibrant business base is essential to both create and retain good jobs in the Leeds economy and is vital in creating the necessary tax revenues to support the costs of high quality public services.

The report provides case studies of businesses assisted in Leeds, details of current challenges faced by businesses and support programmes designed to support start up, survival and growth.

Recommendations

a) Members are asked to note the content of this report and agree any appropriate Scrutiny Board actions.

What is this report about?

- 1 This report provides an overview of the Council's Business Support Service. The Council has worked proactively to support Businesses for over 30 years. There are 34,540 private sector businesses in Leeds, with 97% having less than 50 employees. The Council's focus over many years has been to provide support to businesses with the potential to grow above the VAT threshold of £85,000, expand into business premises and create new employment opportunities.
- 2 National Research from the Federation of Small Businesses (FSB April 2022) shows that 61% of all private sector employment and 52% of business turnover is generated by Small /Medium sized enterprises (SMEs). Small businesses (those employing less than 50 staff) generate 48% of all private sector employment and 36% of business turnover. The latest West Yorkshire business survey carried out by the Combined Authority is showing a small improvement in business confidence compared to 2022 with the key barriers to growth being a potential decline in consumer demand (linked to the cost of living & economic climate), rising energy costs (of particular concern to manufacturing & hospitality businesses) and concerns related to the availability of skilled labour & finance to support growth.
- **3** Over the last 10 years Business Support has predominantly been delivered across the Leeds City Region/West Yorkshire with the Council working in partnership with neighbouring local authorities and other partners.

The Council's current portfolio of Business Support Services consists of the following:

Business Growth Service (BGS)

BGS was established in 2015 as a local authority partnership across the City Region. The Service consists of a central hub based at the combined authority which operates a business enquiry service and centralised support while spokes in each local authority provide a proactive key account management approach through a network of 20 Growth Managers (with 4.5 based in LCC). The Growth Manager role is predominantly around building a working relationship with SMEs with between 5 and 100 employees and over time aiming to help them survive and grow. BGS aims to facilitate growth by encouraging SMEs to take up publicly funded Business Support products and services which traditionally have been accessed by a relatively small number of businesses. The Leeds team over the first two quarters of the current financial year have engaged with 168 businesses, some recent case studies are included in Appendix 1. Through Business Engagement the BGS team also support the Leeds Manufacturing Alliance and the delivery of the Leeds Manufacturing Festival. The team work proactively with our Employment & Skills Service to help businesses to recruit new staff and inspire the next generation to consider a diverse range of careers. BGS also hosts a start up manager role funded through WYCA with a specific remit to provide 1-2-1 advice to prospective new businesses and to provide some enterprise outreach in Leeds.

Key Account Management (KAM)

The Council aims to engage with up to 100 large businesses (those employing more than 250) operating in the city. The KAM service aims to build ongoing working relationships with businesses for the wider benefit of the Council and City. KAM strives to engage with businesses which are receptive to having a long term relationship with the Council and those where there may be a risk of dis investment from Leeds. During the covid pandemic the Council convened regular Zoom calls with top 100 business leaders. These were critical in sharing information & ensuring that best practice in managing Covid risks was disseminated quickly. KAM is coordinated by two staff with input from senior Council officers on particular business issues which may be acting as a restraint on growth.

Ad:Venture Business Growth Programme

Ad:Venture is a £5m business growth programme delivered across West Yorkshire. The programme is managed by LCC on behalf of a partnership of WY local authorities, The Prince's Trust and Business Enterprise Fund (a Community Development Finance Institution which is a subsidiary of West and NY Chamber of Commerce). The programme is aimed at young businesses trading less than three years who have the potential to employ staff and generate a turnover in excess of the VAT threshold of £85,000. The programme aims to support 2,400 businesses by 31 March 2026, generate £6.4m in loan/grant finance to support growth and create 610 new jobs.

Digital Enterprise

Digital Enterprise is a £4.67m business grants programme which aims to support 480 SMEs across West Yorkshire to invest in new digital technology by 2025. The programme aims to generate in excess of £4m of private sector investment in digital technology projects, to help at least 120 businesses to adopt new products/ processes and create 120 new jobs across West Yorkshire.

Inclusive Growth Rate Relief

Inclusive Growth Rates Relief is a business support project which aims to harness Leeds City Council's discretionary rate relief scheme to assist 100 SMEs by 2025. The focus of the project is proactive work to identify and support SMEs with rate relief applications who are in one of the following categories :

- A) SMEs trading less than three years who can demonstrate a need for support with their business rates to help to facilitate business growth.
- B) SMEs who are constituted as social enterprises/the wider third sector who deliver social value but don't qualify for statutory rate relief schemes.
- C) SMEs who operate childcare day nurseries which help to support working parents
- D) Existing SMEs who can demonstrate a need for rate relief and wider social value benefits through the provision of financial support

The offer consists of 50% rates relief up to a maximum of £15,000 per SME in 2023/24 and/or 2024/25. The project will aim to generate up to £1m in rates relief for SMEs over the period 2023-25 and create 25 new jobs.

Hyper local UK Shared Prosperity Fund (UKSPF) Programmes

The Council is currently seeking to invest some of its Hyper local UKSPF allocation in a small portfolio of projects which add value to the mainstream business support offer provided on a West Yorkshire basis. To date the Council has been working on the following Hyper local UKSPF projects :

a) Start Up and Grow – Business Support on the Leeds High Street

Start Up and Grow will provide support for people from diverse backgrounds across the city to turn their business ideas into potential new businesses. It will engage with existing young businesses to enhance their financial resilience and sustainability, to improve their chances of success. This will be achieved by establishing a coordinated network of business support offers available on the local high street through 34 libraries across Leeds, as well as the library outreach location at Kirkgate Market. The delivery model will be through a local hub and spoke approach led by the Business & IP Centre (BIPC) in Leeds Central Library.

b) Be Your Own Boss Programme (BYOB)
BYOB is a 12 week programme of online support to help potential entrepreneurs from disadvantaged backgrounds to start up on their own. The programme is specifically targeted at those who find it difficult to commit to a traditional "in person" support programme due to caring responsibilities, ill health or disability and is delivered through a local social enterprise Trust Leeds.

c) Inclusive Growth Rates Relief

Dedicated officer resource is being provided through Hyper local UKSPF to deliver the inclusive growth rate relief offer (see above) to target businesses.

d) Northern Max Accelerator

Working with Bradford Council Leeds plans to use a UKSPF contribution to fund a business accelerator programme aimed at digital technology businesses. The programme aims to provide intensive support for 20 businesses.

e) Innovation@Leeds

In 2022/23 twelve projects were supported which helped to strengthen the local entrepreneurial ecosystem in areas such as Artificial Intelligence, Digital Sport and Music Intellectual Property. Further assistance is planned in 2023/24 to support entrepreneurs in the finance & professional services sector and to help Leeds stay in the forefront of work associated with net zero, business productivity and diversity. For more information please see Innovation@leeds | Inclusive Growth Leeds

f) Employment and Skills service

Recruitment assistance is available to help businesses to meet immediate needs and future skills planning to meet longer term requirements. Support is also available to help businesses to inspire the next generation, to increase diversity and to operate on a more sustainable basis. Over the last year the service has worked with over 500 employers and helped to recruit more than 3,000 people into jobs and apprenticeships. For more information please see <u>Support For Employers | Inclusive Growth Leeds</u>

In addition to Council delivered business support programmes there are a wide range of business support programmes which are delivered and/or funded by West Yorkshire Combined Authority. For more information please see <u>West Yorkshire Business and Skills Support - West Yorkshire</u> <u>Business and Skills Support (wybusiness-skills.com)</u>

What impact will this proposal have?

Independent evaluation of the Council's business support programmes have found the following :

The Ad:Venture programme delivered 1,678 net new jobs across the City Region over a seven year delivery period (2016-23) with a forecast net addition to Gross Value Added (GVA) to the City Region Economy of £254m. A return of £12.05 for every £1 spent on the programme. For more information please see <u>AD:VENTURE · Ad:Venture Business Support (ad-venture.org.uk)</u>

The Digital Enterprise Programme delivered 665 net new jobs across the City Region over a four year delivery period (2019-23) with a forecast net addition to GVA to the City Region Economy of £170m. A return on investment of £9.70 for every £1 spent on programme delivery. For more information please see <u>Digital Enterprise | Invest in Digital</u>

The Business Growth Service over a three year delivery period (2019-22) is forecast to deliver a net addition to GVA of £38.6m. A return on investment of £11.40 for every £1 spent on programme delivery.

The Business Support team led a £2.1m project to refurbish Leeds Media Centre. Independent evaluation concluded that the project had significantly improved the centre's financial & environmental sustainability and is forecast to generate a net addition to GVA of £54.5m over the next 15 years. A return on investment of £6.90 for every £1 spent on delivering the project.

In addition the Council's key achievements in Business Support include helping 4,457 businesses during the Covid pandemic and providing £29m in discretionary grant aid alongside £270m in statutory grant aid provided through Business Rates to help businesses survive.

The Key Account Management Service has enabled us to develop strong partnerships with some of Leeds strategically important employers. This has enabled us to create the Leeds Business Anchors Network, whereby we invite businesses to work together, and with other partners in the city, to understand and unlock their potential to maximise their Leeds Impact. As part of this work we have introduced the <u>Business Anchors Progression Framework</u> to help businesses to self-assess how they are contributing to Inclusive Growth in Leeds. The consultancy company Arup

(480 employees in Leeds) have used this tool to assess their impact and work is ongoing to maximise their local impact by working with the Council.

How does this proposal impact the three pillars of the Best City Ambition?

 \boxtimes Health and Wellbeing \boxtimes Inclusive Growth \boxtimes Zero Carbon

- 4 This proposal is in line with the Best City Ambition and its mission to tackle poverty and inequality and improve quality of life; focusing on an economy that works for everyone; improving the health of the poorest the fastest and improving standards of living in all the city's communities.
- 5 Business Support forms a key component within the productivity theme of Leeds Inclusive Growth Strategy. A vibrant business base is essential to both create and retain good jobs in the Leeds economy. Business Support contributes to the Council's Zero Carbon agenda through work helping businesses to reduce their carbon emissions with specific support provided through the Combined Authority's Sustainability Service.

What consultation and engagement has taken place?

Wards affected:			
Have ward members been consulted?	⊠ Yes	□ No	

6 Much of Business Support is funded and delivered at a West Yorkshire level with consultation & engagement operating through the Combined Authority's Committee and Advisory group structures. Lead Members in Leeds are consulted on a regular basis on Business Support.

What are the resource implications?

7 Since 2008 the Council has had very limited resources to invest in Business Support activities. The current Business Support Service is primarily funded through government grants devolved to West Yorkshire Combined Authority. The current service has a modest LCC staffing budget of £365,000 in 2023/24. The service has no operational LCC budget with operational budgets and the majority of staffing costs covered by government grants. The Council budget for this Service has reduced from £1.2m in 2007/8 to £365K in 2023/24 (a reduction in real terms of 80%). A further reduction in the LCC budget of @11% is planned for 2024/25.

What are the key risks and how are they being managed?

8 The Key risks for the Service relate to a heavy reliance on external grants which are often short term in nature. These risks are mitigated through the experience of the Business Support team, the excellent track record on service delivery and by working in partnership with West Yorkshire local authorities and other partners involved in delivering Business Support.

What are the legal implications?

- 9 The Council has the powers under the Localism Act 2011 to perform the duties and responsibilities outlined in this report.
- 10 In administering Business Support funds, the Council has an obligation to ensure that any support provided is compliant with the Subsidy Control Act 2022. The Subsidy Control Act 2022 provides a legal framework for public authorities to award subsidies to businesses in line with the UK's domestic and international obligations. Any subsidies provided to businesses under the Council's Business Support programmes will be provided under the Minimal Financial Assistance (MFA) regulations as set out in the Subsidy Control Act 2022. MFA allows public

authorities to award low-value subsidies (up to £315,000) without the need to comply with the majority of the subsidy control requirements. Subsidies of more than £100K will be published on the BEIS Transparency Database.

Options, timescales and measuring success

What other options were considered?

11 n/a

How will success be measured?

12 n/a

What is the timetable and who will be responsible for implementation?

13 n/a

Appendices

• Please see Appendix 1 for examples of recent case studies, Appendix 2 provides data on the current business stock in Leeds.

Background papers

None

Appendix 1 – Case Studies

Business Growth Service Boot Repair Company secures £300K NPIF investment

Leading footwear brand Dr Martens has launched a new 'back to factory standard' repair service in partnership with the Leeds-based Boot Repair Company (BRC).

The Boot Repair Company will now provide an exclusive UK-wide repair and 're-ware' service for Dr Martens as well as handling online re-sales of reconditioned boots.

Originally set up as a joint venture providing boot repairs for the military, BRC has been working with footwear brands to develop sustainable alternatives to disposal of used footwear.

In collaboration with major outdoor footwear brand Vivobarefoot, BRC has developed the 'ReVivo' service, offering UK customers a full range of repair, reconditioning and resale services. Launched in July 2020, the service saw orders totalling £250,000 taken in the first week.



ReVivo has transformed BRC, taking turnover from just over £400K in 2020 to £1.25m the following year. The workforce increased from 14 to 33 over the same period and brought BRC to the attention of other major footwear brands.

BRC is now viewed as the market leader in sustainability for the footwear industry and expansion of contracts with other footwear brands is forecast to see turnover reach £3.7m for the current financial year.

Rapid expansion of the business made relocation a priority and the company subsequently moved to a 15,000 sq ft unit at Hunslet Trading Estate in September 2022. The workforce now stands at around 40.

Expansion has created financial pressures, with relocation and growth to date funded through cash reserves and working capital. Costs associated with relocation were in the region of £150K, with a further £160K invested in wages, accommodation, travel and training for staff employed to fulfil the Dr Martens contract.

Some financial support has been provided by Leeds City Council, Leeds City Region LEP and through WYCA-funded business support programmes. BRC benefitted from LCC business rate relief and a grant of £10,762 from the WYCA Business Productivity Service.

Recognising the need for an injection of cash, growth manager David Baggaley introduced the directors to Mercia Asset Management to explore options for borrowing to finance growth.

A £300,000 investment has now been agreed over a four-year term through the Northern Powerhouse Investment Fund to replenish cash reserves and top up working capital to fund future growth of the business.



Quality Bearings bids to lead industry in carbon reduction

Quality Bearings Online Ltd (QBOL) is a worldwide distributor of bearings for the engineering and manufacturing sector, with 80% of sales going to US and Canada. The business posted turnover of £5.5 million to year end 31/3/23 and is forecasting growth to £7.5 million for next year.

The company relocated from shared offices and warehousing last year to larger premises with secure warehousing and all staff now operate from the same site. The move will provide space for greater stock holding to reduce lead times and provide a platform for future growth.

The company is embarking on a digital transformation project which will see a new CRM system implemented to drive sales, a new website plus fully automation of dispatch and returns processes.

Working with the Business Growth Service the owners have accessed a range of business support including:

- grant funding of £9,484 towards the new website and CRM through Digital Enterprise.
- Consultancy support through the Business Productivity Programme to help develop a productivity improvement plan for the business.
- enrolled on the Help to Grow leadership programme at Leeds University Business School.
- Signed up to the 'Mindful Employer' charter
- Met with WYCA's business sustainability service to begin the process of mapping carbon footprint and environmental impact.

QBOL is committed to an active CSR programme and earlier this year QBOL achieved the silver Investors in People standard. A key ambition for the business is to become carbon neutral as this is now a key requirement for supplying into the defence and aerospace sectors. The company is exploring a Knowledge Transfer Partnership with Leeds Beckett University to take this net zero work forward.



Post-production facility ready for further expansion

Sticks and Glass, a post-production facility serving the broadcast media, has been awarded a grant worth £37,250 towards investment totalling £149,000 which will see expansion of its studios in Leeds city centre.

Founded by Adam Bennet and Verdy Oliver and now in its fifth year of trading, the business currently has five editing suites, a colour grading room, dubbing suite and voice-over booth.

But with significant interest from broadcast clients including BBC, CBS, NEP, C4 and NBC, Adam and Verdy now plan to expand the facility, with an eye to doubling revenues over the next 12 months and creating new jobs.

Working with Growth Manager Haroon Qammar, they identified several key opportunities and challenges:

- knowledge gaps with staff
- increase in competition from bigger and more established post houses
- energy costs were a big risk to the business as their servers are on constantly 24hrs a day and need to be kept cool
- better uses of data to measure productivity and efficiency
- a significant investment in new technology and increased capacity

Haroon has brokered in support from the Skills4 Growth service to address the knowledge gaps and the Business Productivity Service (BPS) to help structure their approach to productivity.

BPS has since supported the business to develop a productivity improvement plan which has identified the following key areas of business performance to maximise efficiencies and revenues from the company's facilities.

Following development of the productivity improvement plan the company was awarded \pounds 37,250 grant support towards expansion, new equipment and fit-out of premises, with the investment totalling \pounds 149,000 and creating 2.5 x FTE jobs



Matt Pallister And Janet McGlaughlin Of Marmion, Front, With Bipin Mistry Of Leeds City Council And Gary Whitaker Of Mercia, Back.

based recruitment agency Marmion has received investment worth £150,000 to support future expansion, following an introduction to the Northern Powerhouse Investment Fund by growth manager Bipin Mistry.

The 'ethical' recruitment firm specialises in working with fast growing start-ups, recruiting to permanent roles at all levels and prioritising the interests of both the employer and candidate to ensure successful placements.

Founded in 2016 by Janet McGlaughlin, by the time Marmion was introduced to the Growth Service in July last year, the business had reached a turnover of £500,000 and employed a team of ten.

Working with the management team, Bipin led a session using the business orbit tool to establish the current position of the business and a vision for where they want the business to be over the next 12-24 months.

It was clear from this that finance would need to be raised to support the strategy for growth so an introduction was made to Gary Whittaker of Mercia Asset Management and NPIF, with the business securing £150K funding to support investment in people, technology and marketing.

Referrals were also made to the LEP Skills for Growth team and Digital Enterprise.

With the business now forecast to turnover £850K in 2023, rising to £1 million next year, and staffing set to reach 17 FTEs, the search for new premises needs to begin soon as the company will quickly outgrow its Thorp Park offices.

Key Account Management (KAM) Service

Schneider Electric (SE)

SE is a French multinational manufacturing company that specialises in digital automation and energy management. They employ 555 people in Leeds (4468 UK / 167,000 Globally) and contribute £335k per annum to our Rates income. SE were looking to expand their factory in Leeds or Hungary and create up to **110 new jobs** by the end of 2032. If they choose Hungary, this most likely would have resulted in the closure of their operation in Leeds at the **loss of 555 jobs** in the city. To secure this investment in Leeds, the Council awarded SE £315k in rates relief and agreed to provide them with significant employment & skills support to ensure that local residents would benefit from the 110 new jobs being presented to the community by SE.

Stepchange Debt Charity

StepChange is the UK's leading provider of free debt advice and solutions to people within financial difficulty and has been described as an essential national service. It provides help to around 600,000 people per annum, as well as managing solutions for around 200,000 people and helping those clients repay nearly £500m from their debts each year on an affordable basis. StepChange were planning the consolidation of its three Leeds offices into a single office HQ. They requested that we provide them with discretionary rates relief to do this project in Leeds rather than at one of their other sites outside the city. To secure this investment in Leeds, the Council awarded Stepchange Debt Charity £180k in rates relief. This **safeguarded 950 jobs, created 180 new jobs over 3 years** and ensure that the Council would net £576,000 in business rates income over the term of their lease.

Maximus

MAXIMUS UK is part of Maximus Inc. with over 5,000 employees operating from 240 locations across the UK. They have six contact centres in the UK. MAXIMUS UK have secured a significant national contract from Migrant Help (a charity specialising in helping migrants) on behalf of the Home Office for up to six years to handle all logistical matters related to UK's refugees' basic needs. To manage this contract, the company must significantly expand their call centre capacity by adding 50 new call handlers to their team at one of their sites in the UK. Migrant demand is expected to continue to rise, and the company expects further expansion of resource for this contract in the future. Two sites were shortlisted; Leicester, which is also where the company is headquartered; and Leeds, which was at risk of closure. To secure this investment in Leeds the Council offered MAXIMUS UK rates relief for 1 year only to expand their call centre in Leeds and **create 50 new jobs in the city**. The actual cost to the Council for doing this was just £17,709.50.

Digital Enterprise

White Label Loyalty

Leeds-based <u>White Label Loyalty</u> received a Digital Enterprise grant of £8,000 towards bespoke software development. The additional development allowed White Label Loyalty clients to fully customise their own loyalty microsites.

Achille Traore, CEO and Founder, shared his insights and practical tips on leveraging digital technology to help improve performance and productivity at Digital Enterprise's recent showcase event, he commented: "The financial grant support from Digital Enterprise and the advice we received from our Digital Growth Advisor allowed us to accelerate and achieve significant growth in White Label Loyalty and deliver a great experience for our customers.

"I was delighted to talk about our experience and encourage other businesses to see how they can benefit from Digital Enterprise support. In our case, grant funding helped us to simplify the build process to make it more user-friendly, as well as speed up the implementation and on-boarding of new clients. Without a doubt, this has led to increased productivity at White Label Loyalty and created more jobs. I'm very proud of the fact that we've achieved this growth while staying headquartered in the city of Leeds."

VTR North

<u>VTR North</u>, is an award-winning, TV production company, which was able to achieve its growth goals with support from Digital Enterprise. Already successfully providing production and post-production services for Channel 4 and Sky Bet, VTR North wanted to expand into the world of audio podcasts.

With a Digital Enterprise grant of almost £10,000, the company completed a studio fit out with the hardware and software required to give them the ability to live webcast and produce high-quality podcasts.

Spencer Bain, MD at VTR North, explained "The new podcast service has created a real buzz with existing clients and new opportunity for us. Being able to offer this podcasting service creates another revenue stream which is instrumental for the continued growth of the company, as well as hopefully creating a few more jobs at VTR North."

Podcast popularity streams growth opportunity (digitalenterprise.co.uk)

Involution

To support the growth of the business Leeds-based workwear, clothing and merchandising specialist, Involution, realised they needed to streamline their operations, and began looking at Enterprise Resource Planning (ERP) and CRM software that would enable the full business to be run and managed online. But there was nothing on the market that suited Involution's needs so the team decided to make their own.

To develop such a system Involution applied to Digital Enterprise and was awarded a grant of over £12,000 to support the business with project costs.

Nathan Cookson, Operations Director, explains: "We've been on a journey towards building a fully bespoke ERP and CRM system that manages the entire business, from a customer ordering online all the way through to production, planning, stock, accounts and then out of the door."

Looking ahead, Involution will continue building out its end-to-end ERP and CRM system. Digital adoption has been a big part of why turnover has increased 250% over the last seven years, enabling the company to onboard 30 new hires. And the company has a keen eye on reaching the £10 million turnover mark by 2025.

Digital Revolution under way at Involution | Digital Enterprise

Ad:Venture

Little Bao Boy

A street food company which has expanded into wholesale markets and currently employs 22 people. Ad:Venture provided a growth grant of £25,000 to expand the business

https://www.ad-venture.org.uk/news-case-studies/LittleBaoBoyADVENTUREVideoCaseStudy/

You Bee Media

A digital marketing agency established in Morley,Leeds. Ad:venture provided access to a business accelerator programme called Northern Max and grant support to help the business to fit out premises and employ staff.

https://www.ad-venture.org.uk/news-case-studies/YouBeeMediaADVENTUREVideoCaseStudy/

Amity Brew

A Brew pub established in Farsley, Leeds. Ad:Venture helped with business advice and introduced the Business Enterprise Fund who provided low cost loans to help establish the business. Grant support was provided by Ad:Venture to fund business expansion

https://www.ad-venture.org.uk/news-case-studies/AmityBrewCoADVENTUREVideoCaseStudy/

Appendix 2 – Key Statistics on the Leeds Business Stock

Recent WYCA research has identified that the business stock in Leeds is growing at a faster rate in Leeds than other WY districts and above the England Average. The Business Stock has grown by 12% over the period 2016-22.

A detailed breakdown of the business stock is listed below with a small fall recorded for micro businesses in 2022 & 2023. This mirrors the England wide average with three quarters of the fall due to a reduction in micro businesses in transport and storage (principally self employed couriers associated with internet deliveries)

Number of Local Units for private businesses (Office for National Statistics 2023)

Date	Total	Micro (0 to 9)	Small (10 to 49)	Medium- sized (50 to 249)	Large (250+)
2010	25,510	20,510	4,020	820	160
2011	25,475	20,570	3,955	810	140
2012	26,205	21,215	4,010	820	160
2013	26,530	21,405	4,115	850	160
2014	27,625	22,335	4,255	860	170
2015	31,455	25,965	4,440	885	170
2016	31,475	25,875	4,535	900	165
2017	33,530	27,820	4,610	930	170
2018	33,705	27,880	4,705	950	170
2019	33,905	27,980	4,785	965	175
2020	35,600	29,605	4,855	960	180
2021	35,750	29,775	4,835	970	175
2022	35,535	29,505	4,865	1,000	170
2023	34,540	28,380	4,985	1,000	175