

EXETER CITY COUNCIL
SCRUTINY COMMITTEE – ECONOMY
16 JANUARY 2014

SUPPORT FOR SMALL BUSINESSES

1.0 PURPOSE OF THE REPORT

- 1.1 To provide Members with an overview of the provision of business support in Exeter including the contribution made by services funded by Exeter City Council and recommend changes in delivery.

2.0 BACKGROUND

- 2.1 In March 2013 Economy Scrutiny Committee received a report on the City Council's funding of free professional advice and guidance to support the start up and early survival of small businesses and social enterprises in Exeter.
- 2.2 In order to sustain Exeter's economic strength, particularly as public sector employment declines and average wage levels remain low, it is important to encourage and support new business start ups to create new and better employment opportunities, and assist small businesses which are struggling.
- 2.3 Exeter Business Support is a partnership consisting of Peninsula Innovations Limited (PIL), who are responsible for the management of the University's Innovation Centre, Exeter College Business School, and the Fruit Tree for Business. The Fruit Tree for Business is contracted to deliver support to new or existing social enterprises in the city.

The range of advice offered by Exeter Business Support has the main benefit of ensuring expertise is available in the city across a wide spectrum of business needs which encompasses support for pre-starts, start-ups, and existing businesses; from privately owned entities to social enterprises, co-operatives, and mutuals and spans smaller 'traditional' to innovative/high growth businesses. The City Council funded element is aimed primarily at the smaller more traditional end of the spectrum, plus social enterprises, whereas the Innovation Centre focuses on the more technically specialised business proposals.

- 2.4 The City Council funded business advisers provide services under the banner of Exeter Business Support, an initiative and approach which is supported by Exeter Chamber of Commerce and the Exeter branch of the Federation of Small Businesses.
- 2.5 As part of the City Council's contribution towards business support a range of other activity is also provided directly or in partnership with other organisations. These include:
- information for businesses on the City Council's website including the on-line Exeter Commercial Property Register
 - the Exeter Business Centre (Marsh Barton)
 - the retail shops leased by the Estate Services
 - partnership activities with the Employment and Skills Board
 - funding for the development and promotion of the Exeter Trails

- 2.6 The local and national landscape of business support provision continues to change which becomes very confusing to referral agencies and clients. The emerging Plymouth City Deal which will cover the whole of Devon and Somerset (the Heart of the South West Local Enterprise area) will also add to the landscape of business support. The details of this are not yet clear.
- 2.7 The office for National Statistics release business data under the annual survey 'Business Demography'. For the period 2007 to 2012 (the latest information available), the survival rates of new businesses in Exeter in the first year of trading are 94.1% (England and Wales 95.4%) but fall off in subsequent years of trading. By year 2 it is 80.0% for Exeter and 81.2% for England and Wales. By the 5th year of trading 48.2% are still in business within Exeter, and 44.4% across England and Wales. It is the early years of trading that businesses are likely to need the services of Exeter Business Support whilst building up their resources and experience.

3.0 UPDATE ON THE PROVISION OF BUSINESS SUPPORT

3.1 Nationally

As of early December 2013, there are 107 national schemes available for business finance and support, with 54 available for business expertise and advice, all of which contributes to a confusing landscape.

- 3.2 Business Link, the Government's nationally supported programme and provider of support for small businesses has ceased altogether and support is only available on-line via one website, www.gov.uk/starting-up-a-business. There is now a national business support helpline open Monday to Friday which can answer questions about starting and running a business, such as how to write a business plan, but it is a remote service and does not interact with each individual on detail and refining draft plans and documents.
- 3.3 The Government's New Enterprise Allowance (NEA) can provide money and support to help people start up their own business, if they get certain benefits and have a business idea that could work.

People must be aged 18 or over to be eligible, have a business idea and get one of the following benefits:

- Jobseeker's Allowance
- Income Support as a lone parent
- Employment and Support Allowance, if they are in a the work-related activity group

People who are eligible for the NEA can get help with finance. They could get a loan to help with start up costs and a weekly allowance up to £1,274 paid over 26 weeks. The loan has to be paid back, the allowance does not. Financial support is not available if their business plan isn't approved.

The NEA will support someone through the process to ensure their business idea is given the best possible grounds to succeed. A mentor will be made available to help someone develop their business idea and write a business plan, plus ongoing support from a mentor in the early months of trading.

Exeter Jobcentre Plus also offer pre-NEA sessions for those who need a bit more support to develop their ideas about the type of self-employment they are considering.

3.4 A Business Finance Taskforce, which was set up by the British Bankers' Association continues to operate an on-line tool at www.mentorsme.co.uk. This signposting website enables individuals to search for help for businesses at different life-cycle stages and is available as an offer at county and national level.

3.5 **Locally**

Business support is now provided through the Heart of the South West Local Enterprise Partnership – www.business-supportsw.com. The scheme was launched in September 2013 and support is aimed at people and businesses located in rural areas throughout Devon and Somerset. It delivers a range of business support services for people looking to start a business and for existing businesses looking to develop and grow.

3.6 Supported by Devon County Council, Devon Work Hubs (www.devonworkhubs.co.uk) is a growing network of flexible work spaces for home-based and mobile workers, business start-ups, freelancers and entrepreneurs. Devon Work Hubs offer a nurturing and supportive environment, where people can meet and collaborate with like-minded individuals.

In Exeter The Generator, located on Dix's Field, has affordable and very flexible accommodation with access to resources in the area of marketing, research, development, branding and PR from in-house 'entrepreneurs'.

3.7 Devon County Council's library service is delivering a new scheme to help businesses under the Enterprising Libraries programme. Funding through the Arts Council, the British Library and the Department for Communities and Local Government will enable the redeveloped Central Library in Exeter to include a new Business and Intellectual Property Centre when it reopens in Spring 2014.

The Enterprising Libraries programme will aim to support small businesses, entrepreneurs and inventors with access to information to develop their businesses across a range of industries. Trained library staff will provide advice and support.

Devon County Council will also expand its Free Friday scheme, which currently provides free access to computers and the internet, and help for people applying for jobs.

Officers are currently in discussions with Devon County Council in how Exeter Business Support can coordinate its activities with the Enterprising Libraries programme.

3.8 Devon County Council is currently developing a project to deliver and operate a small digital fabrication facility ('Fab Lab') in the refurbished Exeter Central Library.

A Fab Lab is a low-cost digital workshop equipped with laser-cutters, routers, 3D scanners, 3D milling machines, and programming tools, where you can "make almost anything." There are over 100 Fab Labs around the world, open to local inventors, small businesses, and entrepreneurs.

As with the Enterprising Libraries scheme, officers are in discussions with Devon County Council in how Exeter Business Support can coordinate and avail its clients of the Fab Lab facilities.

- 3.9 The Dartington School for Social Entrepreneurs provides training and opportunities that enable people with entrepreneurial ideas to achieve positive change in their community. The school was launched January 2010 and is one of ten schools in the UK and internationally and focuses on a 'learning by doing' approach, achieving this by inviting people to come in and share their knowledge with interactive sessions.

The school invites experts on finance, pitching, marketing, legal structures, impact evaluation and funding applications to come in and share their experiences and to pass on their knowledge.

Students on the courses are individually matched to a personal tutor, with each tutorial session about 90 minutes long. Tutors will guide, coach, listen, research and network with students.

In addition to the course, if students are in the latter stages of development of their project, they can be assigned with a mentor.

- 3.10 Provision of business support services by other organisations in Exeter has been summarised within Appendix 1. The appendix contains two tables which highlight the range of support available by type of businesses supported and services offered.

4.0 EXETER BUSINESS SUPPORT

- 4.1 Services funded by the City Council and offered under the banner of Exeter Business Support deliver a range of intensive one to one support and are dependent on the client need, and includes the following:

- business viability evaluation
- business health check & recovery strategies to assist with finance and cash flow
- detailed financial analysis to help prepare strategies for survival
- marketing review, helping to develop strategies for growth
- provide detailed feedback on clients' draft submissions to various agencies and potential funders
- advice on changes to business structure, e.g. from sole trader to limited company
- independent business assessments for clients facing change
- provide reports for management on suggested priorities and remedial actions

- 4.2 Over the summer of 2013 a range of marketing material has been developed to promote Exeter Business Support, primarily to people who live and work in Exeter:

- New leaflet
- New Twitter account @ExeBusSupport
- Updated copy on the City Council website www.exeter.gov.uk/support
- New pull up banner to promote Exeter Business Support at networking events

Exeter Business Support won Best Business Planning Initiative at the Federation of Small Businesses (FSB) Devon Council Awards Scheme in 2013. The FSB awards aim to highlight best small business practice throughout the county and to build better working relationships between local authorities and small businesses.

4.3 The table below summarises the outputs secured from City Council funding over the previous 3 years. The results reflect the change in service delivery reported to committee in March 2013, focusing attention on assistance to clients from the previous two financial years, under the heading 'Follow up meeting from previous clients'.

| Outputs secured from Council funding for business support services | April 2011 – March 2012 | April 2012 – March 2013 | April 2013 – November 2013 | Target 2014 – 15 |
|--|-------------------------|---|---|------------------|
| Traditional businesses supported | | | | |
| Pre-start businesses assisted | 159 | 121 | 111 | 120 |
| Small businesses assisted to start-up | 45 | 22 | 20 | 20 |
| Existing small businesses supported | 51 | 33 | 18 | 40 |
| Number of new businesses set up | 49 | 36 | 30 | 40 |
| Number of jobs created | 49 FTE | 41 FTE | 33 FTE | 40 |
| Male | 25 | 27 | 13 | n/a |
| Female | 18 | 14 | 20 | n/a |
| Participants at workshops | 224 | 207 | 100 | 200 |
| Follow up meeting from previous clients | | 70 | 139 | 150 |
| Estimated first year turnover | | £946,000 | £397,309 | |
| Additional funds leveraged for clients | | | £26,500 | |
| Social enterprise businesses supported | | | | |
| Pre-start social enterprises assisted | 67 | 24 | 19 | n/a |
| Social enterprise assisted to start up | 8 | 0 | 0 | 5 |
| Existing social enterprises supported | | 13 | 6 | n/a |
| Number of new businesses set up | | 9 | 4 | n/a |
| Number of jobs created | 15.45 FTE | 4.7 FTE | 2 FTE | n/a |
| Male | | 3.4 | 1.5 | n/a |
| Female | | 1.3 | 0.5 | n/a |
| Participants at workshops | | 184 | 74 | n/a |
| Follow up meeting from previous clients | 8 | 33 | 40 | 20 |
| Estimated first year turnover | | | £209,000 | n/a |
| Additional funds leveraged for clients | £80,600 | £3,250 directly and £72,000 through support | £3,150 Awaiting outcome of one submitted bid. Two bids are in pipeline value of £19,000 | n/a |

- 4.4 An achievement for support to social enterprises in 2013 has been getting ESSENCE recognised by the Exeter Chamber of Trade and Commerce as an official working group. Social enterprise is no longer new as some non-mainstream business model.

ESSENCE is a network based in Exeter for social enterprises, co-operatives and social businesses. The overall purpose is to develop member businesses and the sector. Benefits of membership include:

- free attendance at network meetings
- places at events
- peer support

- 4.5 A pilot for this year has been working with St Loye's Foundation in Exeter. St Loye's specialise in helping people with health, disability and social issues by providing a range of services, including employment training, care and support and learning skills.

Exeter Business Support has been delivering a 5 area module course, specifically targeted at ex-military and veteran personnel. The course covers the basics in setting up and running their own business, these include:

- Mindset for employment
- Access to the market place
- Marketing your business
- Money
- Management of your new business

This pilot will be evaluated Spring 2014, after the final module has taken place.

- 4.6 With regard to sustaining clients of Exeter Business Support in the previous three years, the survival data is set out in the table below. This will be compared year on year to monitor business survival rates, focusing on the first five years of trading. However the poor response rate to follow up enquiries about previous client survival makes this data difficult to interpret. During January to March 2014, further effort will be made to improve upon this.

| Survival data for Council funded business support services | | | |
|---|--|--|---|
| | 2010/2011 (up to 3 years trading) | 2011/2012 (up to 2 years trading) | 2012/2013 (up to 1 year trading) |
| Support given to traditional businesses | | | |
| Still trading | 48% | 28% | 49% |
| No response/status unknown | 35% | 58% | 44% |
| Ceased trading | 17% | 14% | 7% |
| Support given to social enterprises | | | |
| Still trading | 67% | 88% | 88% |
| No response/status unknown | 0 | 0 | 12% |
| Ceased trading | 33% | 12% | 0 |

- 4.7 Outputs from April to November 2013 from the University of Exeter's Innovation Centre's assistance to hi-tech businesses provided under the partnership banner of Exeter Business Support are as follows:

| | |
|---|--------------|
| pre-start businesses supported (knowledge based or University of Exeter student) | 48 |
| small businesses assisted to start-up | 7 |
| recent start-ups and existing businesses supported | 52 |
| jobs created | 34 |
| of which male | 15 |
| of which female | 19 |
| new products or services launched | 9 |
| people who had their business skills developed (over 6hrs of skills development) | 61 |
| business network sessions – involving around 1020 participants | 25 |
| investment raised by Innovation Centre businesses | £1.9m |

- 4.8 Over 88% of the clients of the Innovation centre, who formed a business in the previous 5 years are still trading.
- 4.9 Appendix 2 contains an overview of the types of small businesses and social enterprises supported by the services funded by the City Council.
- 4.10 Over the previous 12 months a number of Exeter Business Support clients (and non clients) have expressed an interest in opening up a retail unit within the city. Due to the low level of vacant units and the demand for and cost of leasing prime location units within the city, it is difficult for a new small start up retail business to set up in the city.

To assist clients of Exeter Business Support who would like to open a retail unit, it is suggested that a location for a 'Pop-Up' shop is established within the city. A vacant property from the City Council's estate portfolio will be available for use through 'Exeter Pop-Up', if demand is there.

Up to 4 businesses will be allowed to trade within the 'Exeter Pop-Up' shop, with basic costs being covered through rent collected.

- 4.11 For the 'Exeter Pop-Up' shop the following conditions will be applied:
- A business must be a registered client of Exeter Business Support
 - The minimum rental period will be one month, with a maximum tenure of 3 months. No return for 3 months
 - The rent will be an all inclusive cost
 - Start up businesses must submit a 12 month business plan and forecast with their application before approval can be agreed
 - All applicants for an Exeter Pop Up space must be a resident in or near Exeter, proof of residency will be required
 - No charities, institutions or good cause organisations are able to apply for an Exeter Pop Up space.

5.0 PROPOSALS

- 5.1 The level of demand for business advice offered by the City Council and its success in creating and sustaining new businesses and jobs, particularly in the economic climate, warrant its continuation. In the ongoing difficult economic circumstances, self employment or new business formation remains an important option for some individuals to improve their financial position.
- 5.2 One to one business support sessions should still be provided for clients. However, in order to maximise the use of business adviser time and their effective reach to more clients, the programme of regular repeat workshops should be continued to new and existing clients of Exeter Business Support.
- 5.3 It is proposed that the following types of small business clients are supported for the following 12 months:
- pre-starts not supported or eligible for assistance with other providers
 - start-ups (0 – 2 years of age)
 - those which are struggling to survive but have the potential to do so and are unable to afford fees charged by other providers (0 – 5 years of age)
 - those with growth potential but are not eligible for the Growth Accelerator programme or can not afford the fees
 - clients wishing to take a space within the 'Exeter Pop-Up' shop
- 5.4 To avoid duplication Exeter Business Support should continue to focus on increasing awareness of its services amongst the network of other business support providers within the city, such as banks, accountants, the Chamber of Commerce, Exeter Federation of Small Businesses, Exeter Business for Communities and initiatives through Devon County Council.
- 5.5 As reported earlier, provision across Exeter for pre-start business support, is largely covered by free or low cost fees charged by providers operating in the city. Some individuals:
- find the duration of support insufficient or the nature of it unsuitable to meet their business start up needs
 - lack sufficient income to afford even a modest fee to pay for business support
 - not meet the eligibility criteria for free support
- 5.6 Therefore it is proposed that Exeter Business Support continues to provide pre-start assistance, but an advisor should quickly diagnose the clients' ability to pay fees through alternative providers. For those who have the ability to pay for business support they should be signposted to fee-charging providers within Exeter. Exeter Business Support should continue with filling the gap in the business support network with its focus on enabling traditional business start ups and providing support through the Innovation Centre for high growth knowledge based businesses – linking to the Exeter Knowledge Economy Strategy.
- 5.7 The initial contract to supply support for social enterprises was for a two year period. It is felt that the original aim to support and nurture this sector has been achieved.

The establishment of ESSENCE, an Exeter Chamber of Commerce and Trade working group, will help nurture and support existing social enterprises within the city

General advice on how to set up a social enterprise within the city can be met through existing Exeter Business Support resources, or through other providers in Exeter and Devon, either paid or for free, as mentioned elsewhere within this committee report.

It is therefore proposed that City Council funding which has enhanced support for this sector over the last 2 years should not be extended.

- 5.8 Officers will continue to meet, on a regular basis, with Exeter Business Support advisers to monitor performance and adapt service delivery should local support provision change.

6.0 FINANCIAL IMPLICATIONS

- 6.1 It is proposed that the City Council continues to support Exeter Business Support but at a reduced level compared to 2013 – 2014. The cost to the City Council to fund business support in Exeter for 2014 – 2015 will be £42,000. The funding will be met from the Economic Partnerships Initiatives Budget. The funding of £25,000 per year allocated to supporting the development of social enterprises will not be extended for another year.

7.0 RECOMMENDED

- 7.1 That Scrutiny Committee supports the City Council in continuing to fund business support for embryonic, new and existing business to provide opportunities for individuals to secure the means of improving their financial position and promoting job creation at a cost of £42,000.
- 7.2 That officers be authorised to negotiate service level agreements for 2014 – 2015 with Peninsula Innovations Limited for the continued delivery of services outlined in the report under the banner of Exeter Business Support.

**VICTORIA HATFIELD
ECONOMY & TOURISM MANAGER**

Local Government (Access to Information) Act 1985 (as amended)

Background papers used in compiling this report:

None

Summary of Business Support Services in Exeter

APPENDIX 1

| Provision of business support in Exeter – type of enterprise assisted | | | | | | | | | |
|---|--|----------|----------|------------|-----------|-------------------|--------|--------------------------------|--|
| Provider | Pre- Start | Start-up | Existing | Technology | Hi Growth | Social Enterprise | Co-ops | Social Business/ Entrepreneurs | |
| 1. BAS (Chartered Institute of Accountants) | √ | √ | √ | √ | √ | √ | √ | √ | |
| Notes and limitations to the service | Initial free business advice session from a member of ICAEW; charges are dependent upon the individual accountant. | | | | | | | | |
| 2. Business West | √ | √ | √ | √ | √ | √ | √ | √ | |
| Notes and limitations to the service | The programme started in April 2012, and is a 3 year programme part-funded by the Regional Growth Fund, ending in March 2015. Monthly Ready for Business pre-start workshops are held in Exeter free of charge; a free business diagnostic is offered for all attendees to work out how viable their business idea is and to see if the programme might be supportive for them in getting started and securing funding. | | | | | | | | |
| 3. Exeter Business Support | √ | √ | √ | √ | √ | √ | √ | √ | |
| Notes and limitations to the service | Unique provider of services to all clients regardless of status - job clubs/enterprise clubs being run successfully by the business advisor | | | | | | | | |
| 4. Growth Accelerator | √ | √ | √ | √ | √ | √ | √ | √ | |
| Notes and limitations to the service | The service provides no free support. To be eligible for support there must be high growth potential (20% growth). The offer is up to 7 days worth of business coaching supported by a programme of workshops and master classes. The investment for companies who wish to participate ranges from £600 for a business with up to 9 employees, £1,500 for a business with 10-49 staff, to £3,000 for a business with 50-249 staff. | | | | | | | | |
| | Each coaching intervention could last anywhere between 4 – 12 months depending on the needs of the business and their | | | | | | | | |

| Provision of business support in Exeter – type of enterprise assisted | | | | | | | | |
|---|---|----------|----------|------------|-----------|-------------------|--------|--------------------------------|
| Provider | Pre- Start | Start-up | Existing | Technology | Hi Growth | Social Enterprise | Co-ops | Social Business/ Entrepreneurs |
| | | | | | | | | |
| | <p>schedule. Leadership and management funding (up to £2,000 of match funded support for each person on the senior management team), an Intellectual Property (IP) Audit and a discounted membership with the Institute of Directors is part of the coaching offer. Several of these companies have already taken advantage of the IP Audit (worth £3,000) and the Leadership & Management support.</p> <p>Growth Accelerator works alongside other business support providers including UK Trade & Investment (UKTI) and the Manufacturing Advisory Service (MAS). If the business is not looking to achieve high growth then Growth Accelerator programme cannot support them. In those cases, the service looks to refer them to other providers who may be able to help them.</p> | | | | | | | |
| 5. Peninsula Innovations Ltd (PIL) | √ | √ | √ | √ | √ | √ | | √ |
| Notes and limitations to the service | Service only available to high growth potential companies through the Innovation Centre, ExIST, or to University student entrepreneurs | | | | | | | |
| 6. PRIME | √ | √ | | | | | | |
| Notes and limitations to the service | Support for people aged 50 years and over. Currently, support is principally provided via on-line information on PRIME's website if they are eligible for support and have registered – see www.prime.org.uk . | | | | | | | |
| 7. Princes Trust | √ | √ | | | | | | |
| Notes/Limitations to Service | For 18-30 year olds only who are currently unemployed. | | | | | | | |
| 8. West Devon BIP | √ | √ | √ | √ | √ | | | |
| Notes and limitations to the service | New Enterprise Allowance (NEA) scheme is now open to anyone signing on for JSA from day one; this includes the financial support to start up). Support duration: mentor support for NEA clients while they complete their business plan and ongoing mentor support once trading for a further 6 months. Thereafter, no support is free. Fees are charged post 6 month mentoring support for NEA clients; Advice 6 x 1hr sessions £400; Business Planning course 5 days @ £2,500 | | | | | | | |

| Provision of business support in Exeter – type of enterprise assisted | | | | | | | | | |
|---|--|----------|----------|------------|-----------|-------------------|--------|--------------------------------|--|
| Provider | Pre- Start | Start-up | Existing | Technology | Hi Growth | Social Enterprise | Co-ops | Social Business/ Entrepreneurs | |
| 9. Women's Development Unlimited | √ | √ | √ | | | √ | √ | √ | |
| Notes and limitations to the service | Range of courses of personal development / business coaching for women. The only funding they have to deliver services in Exeter is "Fast Track for Growth". | | | | | | | | |

| Provision of business support in Exeter – type of services provided in Exeter | | | | | | | | | |
|---|------------|-------------------|--------------------|---------------|----------------------|-----------|--|--|--|
| Provider / Service | Diagnostic | Business Planning | Financial Planning | 1-2-1 service | Workshops and course | Mentoring | | | |
| BAS | | √ | √ | √ | | | | | |
| Business West | | | | √ | √ | | | | |
| Exeter Business Support | √ | √ | √ | √ | √ | | | | |
| Growth Accelerator | | | | √ | | | | | |
| PIL | √ | √ | √ | √ | √ | √ | | | |
| PRIME | | √ | √ | | | | | | |
| Princes Trust | | | | √ | √ | √ | | | |
| West Devon BIP | | √ | | √ | √ | √ | | | |
| Devon Work Hubs | √ | √ | √ | √ | √ | √ | | | |
| Enterprising Libraries | | | | √ | √ | | | | |
| New Enterprise Allowance | √ | √ | √ | √ | √ | √ | | | |
| Dartington School for Entrepreneurs | | √ | √ | √ | √ | √ | | | |

Examples of the types of businesses and social enterprises assisted through Exeter Business Support 2013/14

| Type of business | Business profile |
|--|---|
| Generic business support | |
| Action sports & lifestyle brand | Assisted client in developing an eco friendly apparel and accessory brand plus establishing a web presence. In addition, assisted client to set up their own graphic design agency and with their application to acquire a contract at the University of Exeter's Innovation Centre as a student business advisor, in which they were successful. |
| Furniture designer | Assisted client with brand development, marketing strategy and business planning to set up a prestigious furniture making business. |
| Performing arts | Exeter's first venue to support, train and develop young people in performance skills, singing and music production. |
| Haberdashery | Assisted a new business with their planning, assessing financial viability, business structure and developing a working partnership with an established Exeter retail business, culminating in a successful move into a vacant property. |
| Milliner | Worked with client on product and brand development, business registration and statutory compliance. |
| Social Enterprises | |
| Services for children with special needs | Assisted client with advice on the best legal structure, completing business plan, financial planning and pricing policy. Company gained two directors to come on the board of the new CIC and secured a contract to deliver regular weekly sessions at a child therapy centre in Exeter. |
| Translation service | Key areas of support required was the adoption of an appropriate legal structure for their a social enterprise, developing a business plan to move away from any need for grant funding, developing appropriate financial systems that could be managed internally and to manage growth. |
| Horticultural services | Worked with client to develop a project that will deliver skills and training opportunities to those out of work whilst growing a product they can sell. |
| Access for people with limited mobility | Assisting client with ongoing support to develop a business plan to ensure the service is self-sustaining using a clear cost benefit analysis for their sites. |
| Innovation Centre | |
| Search Engine Optimisation | Assisted client who specialises in organic search listings and advanced Search Engine Optimisation (SEO). It one of the fastest growing SEO company's in the industry. |
| Software and website development | Assisted client to develop software and a website that enables users to record their favourite routes with video and GPS; combining maps, video and GIS all in one app. |
| Manufacturing | Assisted client who is the leader in 3D chocolate printing technology and design. |
| Health care | Assisted client who delivers point-of-care tests for the rapid detection of human fungal infections, providing the healthcare profession with easy access to rapid and accurate diagnostic tests for human mycoses. |