

**Item No 7 Appendix 1**

**Business Gateway – Performance Improvement Plan – 2014/15**

<b>Improvement Action</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Cost / Resource</b>	<b>Expected Result</b>	<b>Progress as at end of December 2014</b>
1) Work with colleagues from other Business Gateway (BG) areas to refresh the portfolio of workshops.	BG Advisors & PO (Business)	March 2015	Staff Time	More attractive, up to date workshops, providing a better experience for businesses resulting in improved numbers and outputs.	Working with colleagues from across Scotland to develop a series of 4 workshops as part of a £3 million National Digital Engagement Programme to be funded by the Scottish Government.  The Business Gateway catalogue of workshops is being reviewed as part of a whole service review, with the workshops due to come on-line in October 2015.
2) Link up with Edinburgh City Council and the Entrepreneurial Spark “Hatchery” at Napier University to support growth potential business start ups in the Scottish Borders.	PO (Business) & Entrepreneurial Spark	April 2015	Staff Time	Referral of 2/3 start-up businesses to E-Spark, creating opportunities for higher levels of support and potential impacts.	One client is working with the Edinburgh Hatchery.
3) Work with Scottish Enterprise (SE) to develop a digital voucher scheme, accessed through Business Gateway, that will provide financial assistance for SMEs to enhance their e-	PO (Business) & Scottish Enterprise (SE)	May 2014	Staff Time	SE product that is more suited to BG clients, allowing greater number of Scottish Borders businesses to benefit from the support (10 businesses in 2014/15).	During the pilot phase of the Digital Voucher programme we supported 4 businesses to successfully apply.  The national roll out of the full programme was delayed

## Item No 7 Appendix 1

### Business Gateway – Performance Improvement Plan – 2014/15

Improvement Action	Responsibility	Timeline	Cost / Resource	Expected Result	Progress as at end of December 2014
commerce and ICT capabilities.					until the end of January and at this time we have 4 clients considering applications.
4) Work with other Scottish local authorities to introduce the UK Government Start Up Loan scheme into Scotland.	PO (Business) & Scottish Government	May 2014	Staff Time	Better access to development finance for local small businesses.  National loan scheme tweaked for local requirements and fit for local delivery.	Completed.  Loan scheme has been available in the Scottish Borders since July 2014.  To date we have dealt with 5 enquiries for SUCO, one application was made but ultimately withdrawn by the client as the business they were seeking to acquire came of the market.
5) Focus the business advisers on a specific segment or a key sector as follows: <ul style="list-style-type: none"> <li>• 3 advisers (2 fte) working with Business Start Ups;</li> <li>• 4 advisers (3 fte) working with Business Growth;</li> <li>• 2 advisers supporting Food &amp; Drink, Renewables and Tourism sectors; and</li> <li>• 3 advisers (2 fte)</li> </ul>	PO (Business)	April 2014	Within existing budgets	The restructure of the team allows advisers to deal with specific market segments (i.e. growth businesses or start ups), key sectors, or business issues (e.g. e-commerce, investment readiness or social enterprise). This provides a focus on activities and interventions and will lead to achievement of the ambitious targets set for the	Restructuring complete with recruitment of part time Business Gateway HR adviser at the beginning of August 2014.  A Business Gateway Manager was appointed at the beginning of October, resulting in us needing to recruit a replacement adviser. It is anticipated that this will be completed by the

**Item No 7 Appendix 1**

**Business Gateway – Performance Improvement Plan – 2014/15**

<b>Improvement Action</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Cost / Resource</b>	<b>Expected Result</b>	<b>Progress as at end of December 2014</b>
providing specialist support in the areas of e-commerce, ICT, social enterprise, investment readiness and organisational development.				service.  This targeted approach will ensure that advisers can focus on delivery and achievement of national start up and particularly national growth targets.	end of February.
6) Set annual targets for Advisors & carry out bi-monthly review meeting with individual Advisors to monitor progress and review targets.	PO (Business)	June 2014	Staff Time	Increased focus on delivery of targets.	Annual targets agreed and in place. Regular meetings are under way.  The recently appointed Business Gateway Manager is holding monthly meetings with advisers to monitor progress.
7) Investment in adviser training and continuing professional development (CPD) is critical. A range of training and development activities are planned.	PO (Business)	March 2015	Within existing budget.	Better skilled staff providing advice and information to businesses.	Three advisers have completed their studies for a BA in Business Enterprise and will be informed of their grades in mid-February.  Another adviser is undertaking an MSc in Information Technology at University of the West Scotland.

**Item No 7 Appendix 1**

**Business Gateway – Performance Improvement Plan – 2014/15**

<b>Improvement Action</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Cost / Resource</b>	<b>Expected Result</b>	<b>Progress as at end of December 2014</b>
					All advisers have undertaken coaching training to develop their skills and knowledge when working with clients.
8) Continued participation in national network groups enables the service to learn from other areas and also influence future policy in respect of Business Gateway and wider business support activity. The current example is the involvement of the Principal Officer (Business) in the design and implementation of a digital voucher scheme.	PO (Business) & Business Gateway Operations Network (BGON)	March 2015	Staff Time	Alignment of national activity to better reflect the needs of local businesses in the Scottish Borders. Providing greater impact within the business base.	On-going: Principal Officer - Business is a member of the Digital Scotland Business Excellence Programme Delivery Board, Chair of the national Business Gateway Performance Sub group and member of the Executive of the SLAED Business Sub Group.
9) Monthly 'performance meetings' will be held with the Chief Officer Economic Development and the Economic Development Manager to ensure close monitoring of local performance progress.	PO (Business)	May 2014 and ongoing	Staff Time	Opportunity to review activity to ensure meeting targets and agree any adjustments to activities.	Monthly meetings under way, timed to fit with latest monthly performance report.

## Item No 7 Appendix 1

### Business Gateway – Performance Improvement Plan – 2014/15

Improvement Action	Responsibility	Timeline	Cost / Resource	Expected Result	Progress as at end of December 2014
10) Delivery of business workshops in the evenings and weekends.	PO (Business)	September 2014	Within existing budget.	Increased accessibility and participation in workshops.	During October a series of 4 start-up workshops were held on Saturdays at St Boswells. These proved very popular and a further series of four will be held on Saturdays during February.
11) Working with Scottish Borders Chamber of Commerce to develop a Business Mentoring programme that will provide additional support, beyond that of a Business Gateway adviser, to businesses with growth potential.	PO (Business) & Scottish Borders Chamber of Commerce	September 2014	Within existing budget.	Increased support over longer period to growth businesses. Stronger engagement of the private sector in the CPP.	Following initial discussions there has been limited progress in developing a local scheme. However, one growth client is now working with a mentor identified via the Chamber.  We will continue to progress this opportunity during the current financial year.
12) Provision of support and advice to stimulate new enterprise in areas identified by the CPP as areas of deprivation, especially Burnfoot in Hawick and Langlee in Galashiels. Linked to delivery of 'New Enterprise Allowance Scheme' to support unemployed to start a business.	PO (Business) & BG Advisors	March 2015	Staff Time	More proactive support in disadvantaged communities, leading to additional start-up businesses and new jobs.	Utilising Council facility in Langlee to deliver local start up and digital economy workshops.

**Item No 7 Appendix 1**

**Business Gateway – Performance Improvement Plan – 2014/15**

Improvement Action	Responsibility	Timeline	Cost / Resource	Expected Result	Progress as at end of December 2014
<p>13) Delivery of new Scottish Borders Business Week to increase profile of business support services. Linked to delivery of annual 'Business Excellence Awards' celebrating business achievement and best practice.</p>	<p>PO (Business) &amp; BG Advisors &amp; Economic Development Team</p>	<p>September 2014</p>	<p>Staff time &amp; within existing budget.</p>	<p>Increased profile for Business Gateway and for business excellence.</p>	<p>The inaugural Business Week ran from Monday 29 September until Friday 3 October focusing on 'growing and developing a business'. Each day had a different theme as follows:</p> <ul style="list-style-type: none"> <li>• Building on Your Business Success</li> <li>• Resourcing Your Business</li> <li>• Successfully Marketing and Trading Online</li> <li>• Developing Your Business Internationally</li> <li>• Want to Become Your Own Boss</li> </ul> <p>The events drew almost 300 attendees and the evaluation showed that it was very well received with 95% of respondents considering that the events met their expectations. Comments included:</p> <ul style="list-style-type: none"> <li>• Have another one soon!</li> </ul>

**Item No 7 Appendix 1**

**Business Gateway – Performance Improvement Plan – 2014/15**

Improvement Action	Responsibility	Timeline	Cost / Resource	Expected Result	Progress as at end of December 2014
					<ul style="list-style-type: none"> <li>• More regular series of Breakfast Events throughout the year</li> <li>• Enjoyed the input from the audience</li> <li>• Really great session</li> </ul> <p>Based on the feedback and the numbers attending, the Business Gateway team is intending to hold a similar event in the autumn of 2015, possibly linked to the Scottish Borders Business Excellence Awards.</p>