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**Manchester City Council  
Report for Resolution**

**Report to:** Economy Scrutiny Committee –11 February 2015

**Subject:** Business Start-Up Support

**Report of:** Angela Harrington, Head of Regeneration

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**Purpose of Report**

This report provides an update on business start-up support delivery in Manchester since the last paper to this committee in January 2014. It includes some important background information on the delivery of start-up support in the region; an overview of both mainstream and local provision, with a more detailed focus on activity delivered through the City Council's contract with Blue Orchid; local delivery of DWP's New Enterprise Allowance; and activity delivered in the Central Library's Business and Intellectual Property Centre. It also provides information on recent work to support youth enterprise.

Business start-up support is also delivered in Greater Manchester by the Business Growth Hub, who are presenting to this meeting. Therefore activities of the Growth Hub will not be covered in detail in this paper.

Paul Mooney, Director at Blue Orchid will be attending the meeting and can provide further details on the Blue Orchid Business Start-Up Support programme and respond to questions.

**Recommendations:** Economy Scrutiny Members are recommended to note progress on business start-up support provision in Manchester

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**Wards Affected:** All

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**Background documents (available for public inspection):**

'Business Start-Up Support' - Report to Economy Scrutiny Committee, January 2014

Final report of the Business Start Up Task and Finish Group – Report to Economy Scrutiny, May 2012 and the papers and minutes of the meetings of the Business Start Up Task and Finish Group.

## 1. Background and strategic context

1.1 Business start-up support provision is commissioned and delivered nationally, regionally and locally. The main public funding sources are European Regional Development Fund (ERDF), Regional Growth Fund (RGF), other central government funding, and local authority funding. Funding streams have different timescales, eligibility criteria and outcome requirements, which adds complexity and can make it difficult to navigate a journey for clients.

1.2 Blue Orchid was successful in their bid for ERDF to deliver a programme of business support between 2012 - 2015. The City Council (along with other GM authorities) committed match funding to Blue Orchid for their programme to increase the amount of ERDF available to the city, and ensure that there has been a universal business start-up and post-start service, particularly for those individuals and businesses not eligible for ERDF (this includes white males in certain wards and retail businesses). An update on Blue Orchid activity in Manchester is in section 3 below.

1.3 The Greater Manchester Business Growth Hub provides support to business start-ups, targeted at those with growth potential through the 'Start Smart' programme. This is part of a wide range of business support services with the Growth Hub. The Growth Hub is funded through RGF and Local Authority funding. Further information on this offer will be presented to this committee meeting in a separate paper.

1.4 The draft European Structural and Investment Fund programme 2014 - 2020 includes calls for business start-up support both within ERDF and ESF. There are delays to the 2014 – 2020 programme nationally which will impact on delivery of business start-up support across Greater Manchester. Delays in signing off of the Operational Programmes by the European Commission may cause a gap in business start-up support for those not eligible for New Enterprise Allowance. The GM Management Committee is in discussions with the Department for Communities and Local Government to explore how the gap can be minimised.

1.5 The Department for Work and Pension's (DWP) New Enterprise Allowance (NEA) was also delivered in Greater Manchester by Blue Orchid until the end of the contract in December 2014, and this was used as match funding for Blue Orchid's ERDF bid. DWP announced in late 2014 that Avanta had won the contract to deliver NEA in Greater Manchester from January 1<sup>st</sup> 2015. Avanta is one of the prime contractors for delivery of the Work Programme in Manchester and have an established enterprise support team. Officers of the City Council have met with Avanta to discuss their delivery model in the city, and will be working closely with them to support delivery and ensure that residents are able to access support across the city. Further information is in section 4.

1.6 In addition to the above there is a range of local support available in Manchester, funded through local organisations such as Registered Housing Providers, and some discrete projects funded by the City Council which complement the mainstream offer. More information on this is in section 6.

1.7 The City Council views business start-up support as a priority, and feels that the most appropriate approach is a coordinated service which offers a seamless support journey for all Manchester residents. The Council is keen in principle to offer match funding to future programmes, in order to maximise European funds for the city, but this will be subject to budget availability in 2015/16. Regardless of the funding situation the City Council will work closely with successful bidders to influence delivery and work to plug any gaps in provision.

## 2. Data on business starts

2.1 It is difficult to obtain an accurate figure for business start-ups. The main reason is that small businesses below a certain VAT threshold are not required to register at Companies House. Business starts recorded through publicly funded programmes are a fairly small percentage of total registered business starts.

2.2 Probably the most reliable data is from the Office for National Statistics (ONS) which is sourced from the Inter-departmental Business Register and includes VAT and/or PAYE registered businesses with a legal status of company, public corporation, non profit, partnership, and sole proprietors. There is a time lag on this data so the latest available is for 2013. Manchester saw 3385 new businesses in 2013, and comparing as an example Manchester with Birmingham and Leeds shows that Manchester has a higher rate of business start-ups per capita.

	<b>Business Births in 2013 (ONS data)</b>	<b>2013 population (mid-year estimates)</b>	<b>Business births per 1000 population</b>
<b>Manchester</b>	3385	514,471	6.6
<b>Birmingham</b>	5285	1,092,330	4.8
<b>Leeds</b>	3895	761,481	5.1

## 3. Update on the Blue Orchid Business Start Up programme

3.1 Blue Orchid have delivered business start-up support, and support to existing businesses, in Manchester under the current contract since June 2012. The offer is available to any resident of Manchester, and there is no limit on the amount of pre-start or post-start support that a client can access. Throughout their programme Blue Orchid have worked with and supported a large number of organisations and community groups. Arrangements are in place with Southways Housing, Northwards Housing, City South, Symphony Housing and Wythenshawe Community Housing trusts for referrals and outreach. Some examples of community partners include Westcroft Community Centre, the British Muslim Heritage Centre, and various Work Clubs across the city. Blue Orchid currently delivers a weekly drop-in from the Central Library, and have attended Start-Up Engines workshops at local libraries across the city. They also attend a variety of events and workshops where requested, for example an event for female parents in Wythenshawe, and a team meeting of the Citizens' Advice Bureau to share information on their offer and promote referrals.

3.2 Blue Orchid has arrangements in place with the Royal Bank of Scotland and Barclays Bank. Weekly drop-in advice sessions are delivered from the Mosley Street branch of RBS, and Saturday advice sessions have been delivered from Barclays Bank which have been particularly popular. These sessions have helped build the link between banks and business support, with banks seeing the benefits of referring clients to support where perhaps they are not yet suitable for a loan or would benefit from support to increase their sustainability.

3.3 Blue Orchid work closely with the Economic Development Unit and the Neighbourhood Regeneration Teams to ensure that delivery is responsive to the needs of individuals and small businesses. The City Council funding has allowed for a more flexible and responsive support to business start-up needs as they arise, for example delivery of sessions in December 2014 for City Council staff considering Voluntary Severance/ Early Retirement; and support for organisations considering tendering for delivery of childcare in the city.

3.4 Two case studies of business starts which have been supported through the Blue Orchid programme during 2014 are attached as Appendix A.

3.5 The table attached in Appendix B shows outputs by ward for the total Blue Orchid Start Up Support programme between April 2012 – December 2014. This includes the New Enterprise Allowance funded activity, the ERDF funded element and City Council funded support. The tables in appendix C shows demographic data, including gender, ethnicity, age, disability and employment status, for the same period.

3.6 Progress on the DWP’s New Enterprise Allowance delivered by Blue Orchid since April 2012 is shown in the table below (NEA does not include post-start assist outcomes). The New Enterprise Allowance performance in Greater Manchester has been strong compared to other regions of the UK. Data on NEA by Jobcentre is in Appendix D.

<b>New Enterprise Allowance: Outputs April 2012 – December 2014</b>			
	<b>Applications</b>	<b>Pre-Start Assist</b>	<b>Business Starts</b>
Central Manchester	256	147	98
City Centre	16	8	7
East Manchester	203	88	75
North Manchester	201	76	61
South Manchester	351	182	147
Wythenshawe	156	68	55
Not Given	3	1	1
<b>Total</b>	<b>1186</b>	<b>570</b>	<b>444</b>

3.7 Outputs on the programme since April 2012 for the City Council’s contract and the additional support for those not eligible for ERDF are shown below.

<b>Manchester City Council contract: Outputs April 2012 - December 2014</b>				
	<b>Applications</b>	<b>Pre-Start Assist</b>	<b>Business Starts</b>	<b>Business Assist</b>
Central Manchester	207	77	32	48
City Centre	25	7	9	17
East Manchester	192	70	26	35
North Manchester	180	53	27	27
South Manchester	385	131	74	90
Wythenshawe	78	27	14	13
Not given				1
<b>Total</b>	<b>1067</b>	<b>365</b>	<b>182</b>	<b>231</b>

3.8 It should be noted that one of the reasons Wythenshawe has notably lower figures in all categories under the City Council contract is likely to be due to the well-developed business start up support programme delivered through the Wythenshawe Community Housing Enterprise Project. Further information on this is in section 6. Blue Orchid have worked closely with the project and have an advisor based at the Wythenshawe Enterprise Centre on a regular basis.

3.9 The outcomes by Regeneration area suggest that each area is seeing a broadly similar take-up of NEA support and take-up of support through the City Council contract. It should be noted that South Manchester is a larger area containing ten wards, with the other Regeneration areas (except the city centre) containing five wards. Central Manchester has the highest number of applications onto the programme in relation to the number of wards, with East Manchester and North Manchester fairly close behind. However South Manchester has the highest conversion rate from applications to business starts, for both the NEA and City Council contract.

4.0 Blue Orchid contacts all new business after 6 and 12 months of trading. At the end of December 2014, 222 of the 294 businesses contacted after 12 months trading (76%) were still trading. The survival rates will continue to be monitored. Blue Orchid's target is an 80% survival rate at 12 months. A strengthened post-start support offer through the City Council's contract is helping to ensure that all new businesses receive ongoing support and help achieve a high survival rate. Blue Orchid have carried out some analysis of those who received pre-start support and continued with post-start support once their business was trading – of 82 businesses contacted after 12 months trading, 81 were still trading, which highlights the value of continued business support.

#### **4. New Enterprise Allowance from January 2015**

4.1 Avanta won the DWP contract to deliver New Enterprise Allowance (NEA) from January 2015, initially for 15 months with the option to extend for 2 years.

Avanta has experience delivering enterprise support through NEA contracts in other areas of the country and via their delivery of Work Programme contracts, as well as other government, local authority and partner enterprise schemes. The fundamental principles of NEA remain the same as the previous programme in supporting out of work benefit claimants to start and sustain their own business, by providing mentoring support and financial assistance in the form of the NEA weekly allowance. Eligible clients are those claiming Jobseekers Allowance, Employment Support Allowance, Universal Credit or Income Support. Claimants will have access to the Start-Up Loans scheme should they need additional start-up financial support. One change to the NEA model from January 2015 is that it places a much stronger emphasis on paying providers for sustaining new businesses created to 26 weeks.

4.2 All clients referred to the NEA programme with Avanta will have access to the following:

- A non-committal introduction to self employment which is aimed at customers not clear on what self employment involves or whether their business idea is suitable. Clients are initially assessed for suitability for self-employment as well as to ensure a 'best match' to an advisor who will be able to provide bespoke support to each client.
- Access to the core NEA mentoring programme for 8 weeks. This includes development of Business Plans through eight structured weekly business training workshops and, as a minimum, at least two separate one-to-one sessions. All Business Plans must be assessed and approved prior to final sign-off.
- Lifetime support for their business to maximise sustainability. Clients in this phase continue to get help and support and access to their advisor, including one to one support, and group sessions such as networking events and marketing workshops.
- Free online sector-specific business start-up, compliance and support information via Avanta's Enterprise portal

4.3 Avanta has established relationships with a variety of partners, and have met with the City Council to discuss delivery in Manchester and opportunities for partnership working and outreach in communities. Avanta currently works with the Prince's Trust and the disability charity Livability, to align delivery and provide specialist support where required, and are in discussion with providers of other related services in order to provide a comprehensive, joined up start-up service to clients. This includes the GM Business Growth Hub, where Avanta is seeking to align NEA and Growth Hub delivery to help promote NEA to potential customers, as well as set up effective onward referral mechanisms to Growth Hub services. Avanta is leveraging Adult Skills budgets to deliver level 1 and 2 business qualifications including 'social media' and 'preparing to run a business', as well other skills provision through partnerships with FE Colleges and training providers. Avanta has also agreed in principle referral arrangements with local services such as National Careers Service and Start-Up Loans via Business Finance Solutions. They are exploring co-location options, and an agreement is in place for delivery of outreach from the Central Library and Town Hall Employment Zone.

## **5. Business Services in Manchester Libraries**

5.1 The Business and Intellectual Property Centre (BIPC), based on the 2nd floor of the Central Library, is the physical hub and umbrella term for the Central Library's business information and support offer. Manchester is one of six cities working in partnership with the British Library, replicating their highly successful BIPC model. The centre supports entrepreneurs and innovators from the first spark of inspiration to successfully launching and growing a business. Manchester's BIPC was formally launched in June 2014 to much positive media attention, including a feature in the Financial Times. A recent survey by the British Library indicates that using the BIPC gives people a better than average chance of success: on average, of those who had used the BIPC, only one in ten had failed after year three, compared with just under four in ten across the UK.

5.2 The City Council have received funding under the Enterprising Libraries fund from Arts Council England, DCLG and the British Library towards additional resources, equipment and marketing. Resources available to business start-ups in the BIPC include:

- Access to industry-standard information resources including market research, company and credit data, IP and international trade
- Weekly one to one business start up advice sessions from Blue Orchid and the GM Business Growth Hub, shortly to be joined by Avanta as part of their NEA offer
- Weekly digital growth advice session from the GM Business Growth Hub
- 'Exploring Enterprise' workshops for young people delivered monthly by The Prince's Trust
- Monthly 'Innovation Surgery' with Russell Clifton, Innovator in Residence and founder of Ruk-Bug
- Fortnightly franchise advice from Franchising Works
- Access to advisers and referrals to prototype specialists and manufacturers
- The Central Library Demonstrator project, funded by BDUK, supports state of the art digital resources to demonstrate the benefits of superfast broadband to SMEs and start-ups. The project offers a range of activities and information to local businesses and start-ups including drop in sessions and workshops to learn about cloud computing, using social media for marketing, and using the internet to improve efficiency and communication
- Affordable patent & trade mark search service by expert staff using online databases
- Patent & IP Clinics – free, independent advice from local patent attorneys and business consultants
- Monthly Manchester Inventors Group
- Intellectual property search facilities and guidance on their use

5.3 As part of the BIPC partnership, the 'Inspiring Entrepreneurs' high profile streamed panel events provide an opportunity to hear from leading business figures, and are interactive for remote audience questions via Twitter. The British Library streams these events from London, and past speakers have included Lord Sugar, Sir Richard Branson, the late Dame Anita Roddick and Orla Kiely. The Manchester audience also hears from local entrepreneurs such as Simon Swan from Hiring Hub, Jan Rogers from Marble Beers, and Russell Clifton from Ruk Bug. Following the screening, guests can network with other local businesses. Average attendance is

around 80-90 people per screening, with consistently excellent feedback. Barclays Business Banking has supported the roll out of these events across the six cities in the BIPC network. They have funded 4 of these events, and last year Manchester was the only city to receive additional funding for a third event due to the success of the previous ones.

5.4 Business start-up services are also available in Business Information Points at North City, Longsight, Withington, Chorlton, Beswick, and Wythenshawe Forum libraries. These sites offer start-up resources via books and online resource. The Start Up Engines project is specifically focused on engaging with communities via local libraries. This is a Greater Manchester project which is led by Manchester, and was awarded one of only ten national grants last year. The project runs until the end of March 2015, and is delivering five business start-up events at libraries across the city, a virtual pack of resources, and the creation of online communities. So far events have taken place at Wythenshawe Forum and Withington Library, with local business people as speakers, and the feedback from attendees has been excellent.

## **6. Other business start up support**

6.1 Some of the City's Registered Housing Providers are involved in providing or funding business start-up support. Wythenshawe Community Housing Group manages the Wythenshawe Enterprise Centre which offers business advice, guidance and signposting through Blue Orchid; training programmes targeted at pre start-up stage; networking opportunities; favourable rental rates for start-up businesses through incubation space, and managed work space for existing businesses with 24 hour access for flexibility to support those with other commitments. The Pod in Moss Side, supported by City South and MossCare, provides affordable managed workspace alongside networking, support and advice.

6.2 Northwards, City South and Southways Housing Providers are working with the Housing Association Charitable Trust to establish a business start-up loan fund with a combined value of £460k. This fund has been matched 1:2 by housing provider funds and the government's Start-Up Loan fund. The loans will be made available to tenants within the postcode areas of the housing providers, and will target business starts who may struggle to obtain finance by other means. Loans are administered by Business Finance Solutions, who alongside Blue Orchid provide business planning and mentoring support for potential loan recipients.

6.3 The City Council supports some discrete start-up projects where they add value to the mainstream offer. The Make-A-Wave programme was funded by the City Council in 2014 to support Manchester women interested in setting up social enterprises. Sixty four women registered an interest, with 36 final registrants on the programme. Working with local partners, the project provided face to face and online learning, including a day long boot camp, networking events and peer-to-peer support, webinars, coaching and introductions to funders. Another example of a small project funded by the City Council is Creative Hands in Rusholme, which supports women interested in setting up small enterprises in the creative sector. This project runs from January – April 2015 and aims to support 20 local women.

6.5 The Neighbourhood Regeneration Teams lead on development and promotion of business networks in their areas. The South Manchester Enterprise Network continues to be a strong and well attended network, managed by Laing O Rourke, City South Housing and the Central Manchester NRT. East Manchester has run 3 networking events in the past year themed around different aspects of business support – Corporate Social Responsibility; promoting the pre-start offer to residents and students; and an event with Work Clubs to make links with the business start-up support offer.

6.6 Discussions have been underway with MCC Children's Services to explore how pre-start business support could be delivered from Children's Centres. A scoping paper was produced by Children's Services who were keen to explore the opportunity, and the proposal was presented to a meeting of the Centre Managers. However Children's Services have been undergoing a restructure, and the current situation with delivery of start-up support in the city means that it has not been an ideal time to implement new delivery arrangements. City Council officers have had initial discussions with Avanta around possible delivery from Children's Centres.

6.7 Finance to business start-ups continues to be available through a number of routes. Business Finance Solutions, part of the Greater Manchester Growth Company, provides advice to start-ups on finance options and the value of support available ranges from £500 to £2 million. As an example, Business Finance Solutions are one of a number of providers delivering the government's Start Up Loans product, providing funding and wrap-around support to those who may not be able to access business finance elsewhere. Manchester Business Loans are also available between £3,000 and £100,000 to those who have a viable business plan but may be unable to access bank finance.

## **7 Youth Enterprise**

7.1 The Council has recently been in discussions with Enabling Enterprise, a Community Interest Company set up by former teachers who have a strong presence in London and currently work with Our Lady's high school in Higher Blackley. Enabling Enterprise deliver programmes for primary and secondary schools, focusing on embedding enterprise skills into the curriculum. The Council has an agreement with Enabling Enterprise to pilot activity in five schools in Manchester this year, followed by a workshop in autumn 2015 to which all schools in Manchester will be invited. The workshop will explore the value of enterprise skills to school children and provide examples of good practice from the five pilot schools, helping to kick-start an enterprise network of schools and teachers.

7.2 An initiative between the City Council's Economic Development Unit, Manchester Markets and the We Love Manchester charity, is aiming to create a high profile Youth Market for Manchester. The proposed age range is 16-30 and will aim to support new and existing traders, with wrap around support for the young people. The plan is to initially establish this in the City Centre including a fixed trading location on Oxford Road. Following this it is proposed to rotate a Youth Market across the city, working with Registered Housing Providers, schools and youth providers.

## **8. Conclusion**

8.1 Blue Orchid has delivered strong outcomes since the inception of their programme and continues to provide support to Manchester residents in the pre-start and post-start phase. The City Council is building a positive relationship with Avanta in the early stages of delivery of New Enterprise Allowance, and continues to work closely in partnership with the Business Growth Hub in shaping local delivery of their services.

8.2 The landscape of Business Start-Up Support is in a period of change. A priority for the City Council is where possible to influence the development of future programmes to ensure that support continues to be available to all Manchester residents. This is within a complex environment of support, with a large number of programmes being delivered at different levels.. Once a new programme of support is in place, the City Council will work closely with the providers in Manchester to ensure close links with local partners and community groups. In the light of the Devolution Agreement there have been some discussions with the Manchester Growth Company re a co-ordinated and integrated approach to business start-up and support across the City.

8.3 The Greater Manchester Devolution Agreement will provide an opportunity for GM local authorities and partners to develop a devolved approach to business support from 2017 onwards. The Devolution Agreement will allow central government to transfer business support budgets to Greater Manchester, helping the sub-region to provide an integrated business support package and therefore support start-ups in a more effective way. This approach will allow us to achieve efficiency gains and maximise access to and the impact of funding.

## **Appendix A – case studies from the Blue Orchid programme**

### **Kawaii Cupcakes**

After some serious soul-searching, Matilda Abidakun from Miles Platting decided to discontinue with higher education and began looking for a job. Though she didn't know exactly what she wanted to do, Matilda knew it was better than working towards something that she had no passion for. Matilda spent 6 months using her savings and searching for a job after she left education but had no luck in securing employment. It was through the Jobcentre that she learnt of the New Enterprise Allowance Scheme (NEA). Matilda had always loved baking since she was a child, and had a knack for recognising ingredients and flavours from the get go, she said "If I see it once, I can make it." It was the perfect skill to develop into a business.

When Matilda first engaged with Blue Orchid, she was suffering with depression and other illnesses, but she decided that focussing on her work and keeping busy would improve her mental health. Manchester based business advisor Wayne Wilson was Matilda's first port of call and together they developed her existing business plan until it was ready to go. Wayne helped with the application of a start-up loan and, thanks to a viable working business plan, Matilda was successful in receiving £3000 which was a huge help with start-up costs. The Startup Loan paid for essential baking equipment, meaning that Matilda was able to successfully launch Kawaii Cupcakes. The selection of treats on offer include macarons, cupcakes, brownies, and larger cakes, Matilda also offers a bespoke service - perfect for birthdays and weddings. She instantly threw herself into the business and signed up to trade at the Manchester Pride Market, where her sweet creations were well received.

Self employment has allowed Matilda to work around hospital appointments, it has given her the flexibility and the freedom to work when she wants and keep herself busy. She says that her business has helped to focus her life and have a purpose. Matilda explains "I like the freedom I have and the flexibility, I can take care of myself and I have my own money. I can be independent and I like being able to be creative, I like when clients give me the freedom to design a cake for them, that's what I want to do. I enjoy playing with flavours and colours and experimenting." Kawaii Cupcakes are regularly sold at Levenshulme Market; where every Saturday Manchester based businesses have the opportunity to sell their handmade goods.

The business is still in its early stages, but Matilda has high hopes for the future of Kawaii Cupcakes. She is set on a goal of bringing back the community spirit around her home in Miles Platting, where Matilda wants to open a safe and welcoming café for locals to go and enjoy some coffee and cake. Beyond her community aspirations, Matilda hopes to eventually invest in a cake van and travel round selling her creations, the vehicle will make it easier to attend markets and promote her business. Since becoming self-employed, Matilda has no regrets "I've been doing this for a year now and haven't needed medication for my depression. It got to a point where I just had to do what makes me happy."

## EverOn Energy



Based in the Innospace business incubator centre at MMU, EverOn Energy is the brainchild of Gokhan Guler from Levenshulme.

Gokhan has a professional background in the renewable energy services field and while working with his previous employer he spotted a market gap to provide sustainable, reliable and affordable energy solutions for businesses and consumers who wish to both cut their energy bills and to make a difference to the environment. Indeed the energy services market for solar and wind-powered renewable energy sources is expected to grow significantly over the coming decades, especially in the UK where the potential for growth is very significant.

Although Gokhan is highly qualified with a PhD in Energy Systems, and an MBA in Energy Management he has no previous experience of running a business and needed help to develop his idea. He found out about Blue Orchid through a friend's recommendation, and having made an enquiry through the website he was quickly set to task to build the EverOn business plan by Blue Orchid Business Advisor Wayne Wilson.

"Gokhan had a fantastic idea, but when he came to Blue Orchid his business proposal was highly technical", says Wayne. "Over a number of 1-to-1 business planning sessions we managed to strip down the technical aspects of the proposal and put a much greater emphasis on sales, marketing and finance". Very importantly, Wayne introduced Gokhan to the Business and IP Centre at Manchester Central Library, where Blue Orchid holds regular business start-up surgeries, and it was here that Gokhan received advice about applying for patents for his products.

Gokhan says: "It was unbelievable to be able to get free 1-to-1 advice from Blue Orchid. Our Advisor Wayne is always available to facilitate discussion, share his knowledge and experience, offer an alternative perspective and to challenge us to look beyond the immediate future. We started with a very basic understanding of a business plan but after each session we understood more and saw great progress with the work."

EverOn Energy was incorporated as a limited company in October 2014. Now located in the vibrant Innospace incubator centre on MMU's All Saints Campus, where new businesses are able to mingle freely with MMU academic staff and students, Gokhan has big plans for EverOn and has recently applied for grant funding through the EU's Horizon 2020 programme for SMEs developing innovative science-based products and services. "We hope to continue to grow and to get more support from the Blue Orchid family", says Gokhan. "We would recommend all businesses to use the support programme no matter how big or small they are, as another pair of experienced eyes and ears always helps."

**Appendix B**

**Ward data for overall Blue Orchid programme (MCC and NEA): April 2012 – December 2014**

<b>Ward Name</b>	<b>Applications</b>	<b>Pre-Start Assist</b>	<b>Business Starts</b>	<b>Business Assists</b>
Ancoats and Clayton	84	30	26	8
Ardwick	80	42	14	9
Baguley	52	19	14	0
Bradford	79	31	19	9
Brooklands	51	23	14	4
Burnage	69	26	13	5
Charlestown	53	17	17	1
Cheetham	80	21	18	6
Chorlton	89	33	29	11
Chorlton Park	105	51	40	18
City Centre	41	15	16	17
Crumpsall	51	13	8	4
Didsbury East	47	21	10	9
Didsbury West	50	24	20	6
Fallowfield	62	26	17	6
Gorton North	62	26	17	9
Gorton South	93	42	22	3
Harpurhey	77	31	14	3
Higher Blackley	58	26	18	4
Hulme	146	70	44	20
Levenshulme	62	29	18	10
Longsight	59	29	21	5
Miles Platting and Newton Heath	77	29	17	6
Moss Side	126	60	38	13
Moston	62	21	13	9
Northenden	43	16	15	4
Old Moat	77	30	22	3
Rusholme	52	23	13	1
Sharston	48	20	18	2
Whalley Range	131	52	40	16
Withington	44	21	12	6
Woodhouse Park	40	17	8	3
Not given	3	1	1	1
<b>Grand Total</b>	<b>2253</b>	<b>935</b>	<b>626</b>	<b>231</b>

## **Appendix B**

### **Demographic data for Blue Orchid programme (MCC and NEA): April 2012 to December 2014**

<b>Gender</b>	<b>Applications</b>	<b>Pre-Start Assist</b>	<b>Business Starts</b>	<b>Business Assists</b>
<b>Female</b>	997	442	270	116
<b>Male</b>	1256	493	356	115
<b>Grand Total</b>	2253	935	626	231

<b>Ethnicity</b>	<b>Applications</b>	<b>Pre-Start Assist</b>	<b>Business Starts</b>	<b>Business Assists</b>
<b>Asian</b>	202	85	46	16
<b>Black</b>	437	178	73	27
<b>Chinese</b>	16	7	3	1
<b>Mixed Background</b>	125	60	32	9
<b>Other</b>	175	74	50	19
<b>White</b>	1298	531	422	159
<b>Grand Total</b>	2253	935	626	231

<b>Disability</b>	<b>Applications</b>	<b>Pre-Start Assist</b>	<b>Business Starts</b>	<b>Business Assists</b>
<b>Not Disabled</b>	1970	825	548	206
<b>Disabled</b>	142	69	42	15
<b>Not Stated</b>	141	41	36	10
<b>Grand Total</b>	2253	935	626	231

<b>Age Group</b>	<b>Applications</b>	<b>Pre-Start Assist</b>	<b>Business Starts</b>	<b>Business Assists</b>
<b>30 or Under</b>	720	278	193	51
<b>31 to 50 Years</b>	1249	528	350	139
<b>51 to 65 years</b>	271	126	83	35
<b>Over 65</b>	4			
<b>Not Stated</b>	9	3		6
<b>Grand Total</b>	2253	935	626	231

<b>Employment Status</b>	<b>Applications</b>	<b>Pre-Start Assist</b>	<b>Business Starts</b>	<b>Business Assists</b>
<b>Employed</b>	503	186	90	109
<b>Unemployed</b>	1623	704	512	107
<b>Not stated</b>	127	45	24	15
<b>Grand Total</b>	2253	935	626	231

## **Appendix C**

### **New Enterprise Allowance outputs by Jobcentre (August 2011 – December 2014)**

Job Centre	Starts On Scheme	Approved Business Plan	Not Approved Business Plan	Business Starts	26 Weeks Self Employed
Alexandra Park	243	124	74	116	88
Cheetham Hill	169	82	41	80	68
Chorlton	158	98	34	95	69
Didsbury	178	105	38	99	61
Longsight	180	92	46	84	62
Newton Heath	153	58	45	55	40
Openshaw	114	64	21	63	49
Rusholme	147	91	32	87	58
Wythenshawe	160	80	29	79	59
<b>Grand Total</b>	<b>1502</b>	<b>794</b>	<b>360</b>	<b>758</b>	<b>554</b>

(please note: these are outputs verified by Jobcentre Plus. The evidence requirements for a business start for JCP differs to that required by Blue Orchid, and therefore total figures may not add up)