

LSIS funded Improving training and related services for employers

PROVIDER END OF PROJECT REPORT

Project title: Knowledge Transfer with Micro Small and Medium Enterprises (SMEs)

Section 1: Introduction

(Give a brief introduction to your organisation and the project.)

City College Plymouth is a general further education college which helps over 18,000 students achieve their goals each year.

College Key Facts

- Number of full-time students - 4,202.
- Number of part-time students - 14,245.
- Number of total students - 18,447 which includes 290 higher education students and 210 non-EU international students.
- Number of apprentices - 924 (including subcontracted apprentices.)
- Number of employees – 794.
- Annual College Group turnover - £38m.
- Train 10 per cent of Plymouth's population every year.
- Direct contribution to the economy - £53m, indirect - £61m.

Vision

- To be the South West's leading provider of innovative, skills-based, vocational education and training.

Mission

- Building a better Plymouth through the delivery of high quality education and training which will enhance students' employability prospects and which is responsive to the needs of our communities.

The need for the College to engage and respond proactively to the demands of employers in meeting their workforce development needs is critical to long-term commercial success. To enable this, the College has to build its capacity to respond and deliver to meet the needs of employers effectively.

Our project aimed to facilitate a continuous improvement cycle of training development, ensuring that our commercial training offers significant value to our employer customers. Our programme of Employer Seminars for micro-small and medium sized enterprises (SMEs) were structured to provide peer-to-peer support, knowledge transfer and labour market research to enhance and inform new training developments.

Please explain how and why the project emerged?

Much of the College's provision offered to employers is mainstream work, with traditional day or block release or evening study patterns. There remains room for development in the College's ability to offer flexible attendance and delivery methods for people in employment. Full cost delivery services are under-developed and the College's short course programme has declined in recent years as it strives to remain viable and competitive. Legislative requirements drive the majority of the College's income from employers. This includes courses for the majority of employer fee income such as: first aid 17th edition; food hygiene; health and safety; licensing and traditional day release programmes - largely in hospitality and catering; HE/professional studies; and engineering and construction. Business and professional courses at City College Plymouth have traditionally focussed upon full time and a small number of professional courses, but there is further potential to develop short courses, management programmes and accredited professional development schemes in this area. Workplace assessed programmes for adults have good achievement rates and work-based learning success rates are outstanding.

SMEs and micro-SMEs comprise around 98 per cent of Plymouth's travel to work employer base and are a difficult group with which to engage. Many SMEs are not online, and their training needs are at a low level in terms of skill level and price point. Furthermore, it is difficult for SMEs to engage with training, as it generally means time out of their working day and a potential loss of earnings. Developing training programmes for this group through re-focussing the employer seminar programme more clearly on the needs of micro SMEs, offering small, bite-sized chunks of learning (e.g. online marketing, website development, stock management etc.), and providing the opportunity for SMEs to network would enable the College to build stronger links with this employer base, and open opportunities to cross-sell College provision. The programme will run more frequently and cover a broad range of subjects, relevant to the needs of small businesses.

What are you trying to achieve within the project?

It is intended to use the business seminars as an opportunity to engage and forge closer links with small and micro businesses within the Plymouth area. In the past, this group of businesses have been particularly hard to reach. For the College to be responsive to its employers, particularly SMEs, and to be able to compete effectively it needs more flexibility to be able to offer a range of generic short courses on a full-cost basis, which can be adapted to the needs of different businesses and sectors. Flexibility is crucial for employers, and the current reliance on permanent curriculum staff for employer-facing delivery, means the College struggles to be responsive. It therefore makes sense to develop a range of short courses and a bank of external trainers to deliver on behalf of the College on an associate basis, providing a viable basis from which to tender successfully for new commercial training contracts.

In a competitive market-place, the College needs to look carefully at its pricing structure to ensure that it remains robust, competitive and value for money. Through the seminar programme the Corporate Relations Manager will devise and implement an effective marketing plan which caters appropriately to a professional market in terms of branding, language and imagery. With the introduction of a new short course offer, templates will be developed to ensure City College Plymouth's employer branding is used to ensure consistency and professionalism. Current communication tools will be reviewed to improve communications with employers, and a more focussed approach to direct marketing to support income generation.

Demographic

The programme being delivered was designed to meet the needs of micro businesses located within the Plymouth travel to work area. City College Plymouth have long term well established relationships with the local business community and this is re-enforced by the previously held Training Quality Standard (TQS) and the creation of the Employer Endorsement Scheme (EES). Although the Employer Engagement team at City College Plymouth have well established relationships with local employers, the challenge is always to engage and offer a service to the micro businesses that make up a large proportion of the business community.

The Plymouth business community consists of:

Employees	Plymouth	South West	Nationally
0 – 4	58.5 %	68.5 %	68.5 %
5 – 9	18.4 %	15.1 %	14.5 %
10 – 19	10.8 %	8.1 per %	8.1 %
20 – 49	7.7 %	5.4 per %	5.5 %
50 – 99	2.7 %	1.7 per %	2.0 %
100+	2.0 %	1.2 per %	1.5 %

Source: Office of National Statistics (ONS) March 2011

In the past, the Employer Response Team has serviced the training needs of employers across all sectors and sizes. This is evidenced by the following statistics which relate to 2010-2011.

Business Size	Training provided
0 - 9	21 %
10 – 49	36 %
50 - 249	19 %
250+	24 %

This information demonstrates that training is provided to businesses across all size ranges. However it is felt that the needs of micro businesses are not always satisfied by the academic qualifications that the College offers. With 7.1 per cent of the working age population in Plymouth being self- employed, it is also

important that the College also creates a future offer to sole traders.

With the challenges of the current economic climate, high unemployment figures and public sector cuts there is an increasing demand for business start-ups. Plymouth has high concentrations of social deprivation which has resulted in higher levels of unemployment than would be seen on a national scale. This is a potential growth area for those wishing to get back into the workplace and the micro-SME seminar programme will support these start-ups. New business survival rates are an indicator of the support that businesses receive when they first start up and within Plymouth the one year survival rate is 95 per cent and this is roughly aligned to the national figure of 95.5 per cent. However, the three year survival rate of 66.4 per cent is well ahead of the 64.6 per cent figure represented across the country.

To ensure that the College services the needs of all employers it is important that we are viewed as an integral part of the local business community. By providing an ongoing programme of short business seminars it is felt that we would become more accessible, whilst fulfilling the training needs of the smaller and micro businesses.

Key Intended Outcomes

- Provide peer-to-peer support.
- Knowledge transfer.
- Labour market research to enhance and inform new training developments.
- Support for business start up.
- Developing individuals' skills in enterprise, creativity, ideas development and communication.

Section 2: Activities

Who has been involved? (Departments and/or job roles)

Development and delivery of the targeted, relevant programme of short employer seminars was led by industry professionals and designed with significant input from micro-SMEs from all sectors.

It was important to consult with a stakeholder group who represent the micro-SME community to ensure that the seminar programme being offered would appeal to, and address the challenges faced by, the subject group. To inform topics and mode of delivery the following stakeholders were consulted.

- Federation of Small Businesses (FSB.)
- Plymouth Chamber of Commerce and Industry (PCCI.)
- Outset Plymouth/Outset Finance.
- Enterprise Plymouth.

- Nash and Co.
- Bright Solicitors – small business development.
- Working Links.
- Newsteps.
- Jobcentre plus.

The College Employer Response Team manages a customer relationship management (CRM) system. This CRM captures all employer generated enquiries for training. It has the functionality to report on requests which we have been unable to satisfy. By using this 'missed opportunity' information it has been possible to look at training where we have been unable to satisfy the needs of micro businesses. This was used to inform the content of the business seminars.

The College has been offering ad hoc programmes of evening seminars for a couple of years. These have always been well attended, but have been underutilised to inform curriculum development, generate peer to peer support and sell further College services. We used the attendance data and evaluation feedback from these seminars to steer us in identifying the topics which have generated the most interest and demand, to ensure that we are offering an attractive package to local employers.

Every seminar has been attended by at least one representative of the Employer Response team. This team is the external sales team for the College. Each member of the Employer Response Team has a sector specialism, and wherever possible we have aligned this person with the majority sector attendees to maximise engagement opportunity. At every seminar the team representative has had the opportunity to introduce themselves to the attendees and provide an overview of the broader College offer that is available. This has included:

- the free advisory service that the College offers to businesses;
- information on current funding opportunities which are available;
- the ability to bespoke and personalise training solutions; and
- ensure that attendees have a named contact in the College.

Once topics for the seminar programme were decided upon, we engaged with a range of industry professionals to deliver on their individual areas of expertise. This ensured that employers were receiving up- to-date and relevant information from practising experts.

Our Panel of Experts

Andrew Ashley - Managing Director, Enterprise Plymouth Ltd

Andrew has spent most of his life running businesses in Plymouth. For 15 years he managed his family's wholesaling/distribution business that supplied the motor trade throughout Devon and Cornwall. Following the successful sale of that business, Andrew operated as a freelance Commercial Consultant and this phase led directly to his present role in running the Local Enterprise Agency. He still provides business advice and mentorship to owner/managers of SMEs and has had spells as Chairman of the National Federation of Enterprise Agencies and as Head of the South West Region for Enterprise UK.

Jane Tope - Business Advisor

Jane is a SFEDI accredited business advisor and has worked at Enterprise Plymouth since 2001. Through various enterprise schemes. Jane has assisted many people with starting their own business and was the Community Business Advisor in Devonport, where she formed a Business Development Group for new and established business. Jane has also taught the Chartered Institute of Marketing (CMI) Marketing Certificate at City College Plymouth to professional marketers and runs self-employment workshops for those considering starting their own business.

Richard Smith - Marketing Director

Richard is currently fulfilling the role of Business Development and Marketing Director with a fast-growing Plymouth commercial law firm which specialises in advising business start-ups and fast growing micro-SMEs. With experience of working for both large multi-national and smaller UK companies in commercial and marketing roles, Richard has also run his own businesses as both a sole proprietor and Director. He is also a Director of the Plymouth Chamber of Commerce, sits on the Executive of the Plymouth Area Business Council and holds other board appointments in the charitable sector within the city.

Karen Bussell - Partner

Arriving in Devon in 1982 to work as a commercial diver, Karen took up law after a varied career which included management, lecturing and journalism. She joined Nash in February 2002 and has a client base of both employers and employees. She is experienced in dealing with and settling employment disputes, advising on procedures and disciplinary matters as well as drafting agreements, contracts and staff policies.

John Dalton - Training Consultant

A highly experienced learning and development specialist with a proven track record of delivering training interventions that raise performance in operations, project and sales management. John has developed sales, customer service and business system training programmes within a large integrated facilities management company, the Ministry of Defence, the Justice Service and a broad range of public and private sector organisations. John is people and results focused, believing that strong relationships are at the core of a successful organisation.

Kate Doodson - Business and Operations Manager

Cosmic Ethical IT is one of the leading social enterprises in the South West and is recognised across the UK for its achievements and ongoing development in digital inclusion. Kate is a girl geek having spent 14 years in the IT industry, many of which were running a wholly female owned IT business. Kate specialises in search engine marketing and website architecture and is passionate about ensuring businesses use the full range of IT available to them to give them the edge they need to thrive, particularly in the rural economy. Kate has delivered workshops and lectured nationally on digital marketing for the last ten years.

We also felt that the seminar programme would benefit from a professional facilitator to enable peer-to-peer discussion and networking.

Charles Trevor-Roper - Coaching to Success

Charles spent 30 years running successful hospitality businesses in Devon and the Thames Valley. Twelve years ago, Charles decided to utilise all of his previous experience, and became involved in training and development work in Devon and Cornwall, specialising in Business Coaching and Management Development within the Tourism, Leisure, Hospitality and Retail sectors. Charles has worked on many projects since that time; all of them involving engaging small businesses and helping them develop their skills to become more productive. Through this experience, Charles has a great understanding of the needs of small businesses, which will no doubt help in his role as facilitator.

Marketing

Once the content had been decided and designed, it was circulated to all of the employer contacts that we have within the CRM, a circulation in the region of 2,000 businesses. The programme was promoted by circulating the electronic brochure via email and by using NEWZAPP, as well as being promoted through LinkedIn, Facebook, Twitter and the College website.

The programme was distributed via the stakeholder group, including Plymouth Chamber of Commerce and the local branch of the Federation of Small businesses, to their membership. The information was also sent to the City Centre Company, which is a business-led partnership working to create a more profitable trading environment for Plymouth City Centre, and the new Waterfront Partnership Business Improvement District.

Hard copies of the brochure were hand delivered to the smaller retail outlets in the “west end” of the city centre shopping development. The traders within this geographical sector predominantly consist of the independent retail outlets and are considered hard to reach.

What has been achieved?

This project has delivered a range of non-sector specific employer seminars, differentiated from the short course provision by their manner of delivery, cost and structure, and enabled the College to gain an introduction to businesses that we have not serviced in the past: businesses that have proved “hard to reach” due to their small budgets for promotion, training and staff development and time constraints.

The contact details of attending businesses have been captured and included within the College CRM system to ensure that relationships are maintained and a follow up business needs analysis has been offered by the attending Skills Advisors. All attendees were sent a follow up email with the presentation and contact details of the Skills Advisor and the industry specialist who delivered the event.

Positive feedback from those attending the seminars has enabled the College to improve further its reputation within the local business community and establish a wish list of further training and seminars.

The seminars have facilitated ongoing peer to peer networking and knowledge transfer. Early seminar attendees were asked what they thought the best mechanism for interaction would be. All attendees agreed that the formation of a LinkedIn group especially for small businesses would be the best solution. This has been established and currently has 67 members (as of 16 April 2012). Power points from the seminar programme are being uploaded for future reference.

Section 3: Success factors and challenges

In this project what have been the critical success factors (up to three) and why?

The table below shows the response to each seminar, with the number of delegates booked, the number attending and of those the number of delegates from micro – SMEs (1-9 employees). It also shows the percentage of delegates who considered the seminar satisfactory in meeting their expectations.

Date	Title	Booked	Attending	Micro	% Satisfaction
23/2	Handling Customer Complaints *	24	24	8	100
7/03	Employing Staff – Starting Out	Cancelled due to lack of delegates caused by the very short lead in time			
12/03	Understand What is Happening in your Business	Cancelled due to lack of delegates caused by the very short lead in time			
14/03	Margins, Costings and Stock Management	Cancelled due to lack of delegates caused by the very short lead in time			
19/03	Selling, Upselling and Getting People to Buy from You	12	10	8	88
21/03	Employing Staff – Safe Dismissals	5	5	1	100
26/03	Utilising Social Media to Drive Sales	24	23	18	95.2
16/04	Knowing Your Customers	12	<i>Not yet held</i>		
23/04	Online Marketing and Website Optimisation	24	<i>Not yet held</i>		
25/04	Cash Flow – Managing Debt	5	<i>Not yet held</i>		

* Handling Customer Complaints pre-planned seminar informed full programme.

This table indicates that the project has been successful in attracting micro-SMEs and other SMEs, by providing the right style of seminar, at the right time of the day in a relaxing and informal style. Of the booked delegates for the three seminars not held yet, only six are not from micro businesses.

The use of a facilitator worked well at the seminars. The introductory first fifteen minutes with each delegate introducing themselves informally, and an amusing icebreaker, set the tone for the evening and also provided a consistent link between all the seminars. The facilitator was also able to manage the seminar as it ran through its programme, with the ability to change the timings and content as and when necessary.

The standard timings of the seminars did work, with a fifteen minute introduction, the speaker for an hour and a quarter, followed by a fifteen minute break for a light snack and the chance to network with other delegates and the City College Employer Engagement representatives. This was followed by about thirty minutes of questions and a final summing up and feedback. The timing from 6.00pm to 8.30pm seemed to work very well.

The majority of delegates preferred the early evening seminar spot as opposed to one in the early morning or midday.

The feedback from delegates was excellent. Comments included:

- “Very helpful.”
- “Excellent presentation.”
- “Excellent encouragement of networking.”
- “Was more interactive than I thought.”
- “I would have liked to see more practical examples and pointers.”
- “It would have been useful if the example had included one small local company.”
- “More than met expectations.”
- “Quite interesting but I have no idea how to implement anything!”
- “Very interesting and helpful.”
- “Must have been difficult for trainer with so much variety in the audience.”
- “I feel it would have been more beneficial to have done this for different levels.”
- “Almost need to be longer seminars.”
- “A very interesting overview of a complex subject – I would be interested in a following in depth seminar.”
- “Very informative, hardly any jargon and definitely inspiring.”
- “Speaker was very knowledgeable and interesting to listen to.”
- “Fantastic.”

What have been the key challenges? (up to three)

The restricted timeframe for delivery and the short lead time to engage with businesses led to cancellation of the first couple of seminars. Though subject matter was important to businesses, short lead time affected attendance.

Ensuring that those registering to attend the seminar actually attend. As the majority of the businesses attending the seminar were new to the College, it was important that they received a detailed and informative introduction to the College, and where to go when on campus.

When considering micro - SMEs it was important to recognise that many of the delegates were not used to attending seminars, talks or any type of formal meeting. It was vital that all delegates were put at their ease in order to get the most out of the evening.

And how did you overcome the challenges?

The attendance rate of those booking and actually attending has been very high at 92.7 per cent. This rate has been achieved by ensuring that all bookings receive a confirmation email which included a detailed map to ensure that the venue could be found. On the day of the seminar all businesses were telephoned to ensure that they had remembered the event and that they were still attending. This level of service was important as we were aware that this may have been the first time that they had used the College services. This was true in the case of using the College in a business capacity for the majority of those attending.

At each seminar the facilitator and the speaker had lists of all the delegates and details of their businesses, as well as an indication of what each delegate hoped to get out of the evening. This list was used to engage each delegate before the formal proceedings began, and ensure that the speaker had sufficient information to be able to personalise parts of the seminar and direct the talk to specific delegates. Sitting delegates at informal tables of four to seven people further reduced the formality, and the self-introduction session, although a little daunting for some did ensure that each delegate was able to appreciate that most of the other delegates were involved in very small businesses as well. The fact that many delegates booked further seminars having attended their first one indicates that this policy worked very well.

Section 4: How has something changed?

What difference has the project made?

- Enabled the College to engage with twenty two individual businesses of which 21 have not had a previous business relationship with the College (as of 16 April 2012.)
- Facilitated peer to peer networking.
- Provided up to date relevant feedback to inform curriculum.
- Provided a platform to engage micro businesses who are very difficult to engage.
- Micro SMEs prefer a full programme of 'tasters' that they can 'pick and mix' over a specified period of time; this programme generated ongoing interest from employers who wanted more after they attended their first session
- The College will design its future programmes ensuring a logical series of

seminars that may need to be broken down to sector specific dependant on topic.

What impact has the project had so far (for learners, staff, employers) -or what impact might it have?

The project still has three more seminars to deliver; to date the impact has been as follows.

- Delivery has enabled understanding of the business needs of micro – SMEs and will guide further programme development.
- Local businesses have been able to source cost effective taster training sessions that support business development.
- It is too early to judge if any further sales or engagement opportunities will evolve from this client group; however we are hopeful that the ongoing relationship will generate further business.
- Enhanced reputation – we have received direct and third party positive feedback.
- College staff have developed skills in event management and widened their opportunity to engage with micro businesses.
- Short, sharp evening sessions are perfect for this sector and will be continued.

How are you measuring the impact?

- Implementation of a robust feedback mechanism throughout the programme enabled informal market research, further training programme development and knowledge transfer between the business sector, the College and stakeholders. This was gathered formally and informally through feedback forms and word of mouth.
- The LinkedIn site poses a series of questions regarding how attendees have used information. 'How did the seminar help you?' Over time engagement via LinkedIn will further inform impact.

Section 5: Reflections on learning

What changes did you make as you went along and why?

The seminars were due to commence in a very short time from the date that the marketing material was produced. These first couple of seminars had very low numbers and had to be cancelled. However, as news of the seminars reached a wider audience and businesses started to recommend them to other businesses, the interest and bookings received grew considerably. This increased demand resulted in the venue within the College having to be changed to ensure that we could accommodate the numbers attending. This meant that rather than delivering the seminar in the **workspace** (max occupancy twelve) it had to be moved to the College site restaurant (max occupancy 100).

It was noted from feedback from the first seminar that College staff could host tables and help facilitate the peer-to-peer networking and further promote

College courses, training and funding support. Each group was allocated a host who became their ongoing contact at the College, and were offered a follow-up business needs analysis appointment.

It was beneficial to let attendees lead the way on how interactive they wished each session to be. Some preferred to ask questions as they went along rather than keeping questions to the end. The session on social media was particularly interactive. Having a facilitator meant that the seminars could be flexible and allow for both styles of presentation.

What has worked well?

The whole format of the seminars worked very well, allowing delegates time for learning and networking in an informal atmosphere. This was helped by the information supplied by the City College Employer Engagement team. The up-to-date information regarding further training requirements for these micro-SMEs will further inform the seminar programme and curriculum moving forward.

What needs improving?

When you consider the delegate response to the seminar subjects shown in the previous table, it is clear that micro businesses are mainly attracted by the “soft” subjects to do with sales, marketing and IT based media. They have much less interest in the “nuts and bolts” of employment law, finances and statutory regulations. Most of the delegates did run businesses with a strong web presence. The first improvement would be to focus on the softer subjects for seminars.

The feedback from delegates on what subjects they would like seminars about in the future supported this and included the following.

- More to do with internet marketing, selling.
- SEO - physical linking etc.
- Website optimisation.
- More social media sessions.
- Anything.
- Legal issues around employment etc.
- More specific, how to set up Twitter and Facebook.
- Social media topics in more detail.
- Setting up a website for my business.
- More internet based seminars.
- How to generate sales volume.
- Business networking.
- More detail (social media) – interactive with ability to set up pages etc.
- How to cope with economic change.
- How to deal with difficult staff and customers.
- Online advertising and promotion
- Marketing and market research.
- Computer advertising.
- Starting out in employment (4) – *this was one of the first seminars in the programme and was cancelled due to too short a lead time; however it will*

be offered again in the future.

- Management development.
- Coaching and Mentoring.

The speakers had problems keeping to the timescale – probably because they were asked to cover too much material in the allotted time. It would be better to cut the subject matter up into smaller chunks to overcome this.

If you did this project again what changes might you make?

- Have a much longer lead time before the seminars started to allow sufficient time for promotion and delegate response.
- Focus on “soft” skills as the seminar subjects, and ensure that each subject could be covered by the speaker in the allotted time.
- Let speakers choose whether they would want to speak for one and a half hours and have questions later, or speak for two hours with questions being asked as they occur.

Section 6: What learning and outcomes from the project could be shared with the wider sector?

What else could be useful to capture what’s coming out of the project?

It has become apparent on occasions that the small businesses attending are part of the supply chain of some of the larger organisations the College works with on a regular basis. It would therefore be useful to further engage with the larger organisations to identify the support we can offer to their supply chain, and this will ultimately ensure the competitiveness of the local economy.

Further engagement/revenue generated from these new contacts.

What resources will be created that would be useful to share?

- LinkedIn Small Business Forum.
- Presentations from the seminars.
- Programme of events.

How could we use the learning from the project to drive forward the Further Education and Skills sector?

- Differentiating the needs of micro - SMEs from other employers and managing the flow of information to them.
- Ensuring that the speakers/trainers are industry experts who also understand their audience are micro-SMEs.
- Engage with and consult micro-SMEs and organisations that work with Business start-ups to choose the topics very carefully taking advice from stakeholders.
- Create a sustained (not ad hoc) programme to build a reputation of excellent delivery to the sector.

Section 7: Future planning

What next?

It will be important to continue to provide this service to small and micro businesses operating in Plymouth, as the College is gaining an established and credible reputation for engaging with the smaller businesses within our community. Based upon this, it is our intention to continue our seminar programme as we have now found a larger customer base for this type of training and business support.

From the feedback received from those attending it is clear that there is a demand for further, longer workshops and courses, to build upon the taster seminars that have so far been delivered. It is therefore the College intention to build a range of longer workshops to ensure that we facilitate the application of the knowledge that has so far been shared with those attending the evening seminars. This will be another income stream into the College and ensure that it services a broader range of business training needs in the future.

Feedback will be provided to the stakeholder group and ongoing seminars will be decided with their approval, as well as dissemination to internal stakeholders: employer facing staff; faculty employer leads; marketing staff and quality improvement staff; to ensure that the project impacts on future delivery.

Knowledge transfer opportunities will be followed up by the Employer Response Team to facilitate the use of resources/equipment for business/product development; mentoring; Jobs board; Apprenticeships; work experience; problem solving for local businesses – testing products, researching new markets, developing new business opportunities; curriculum development; employer endorsement scheme, guest lectures, workplace visits and staff CPD activities.

What is the legacy?

- Continuous improvement of employer training offer.
- A further training programme that will be offered at rates that are affordable to micro-SME clients to ensure ongoing uptake and long term sustainability of the programme.
- Employer focussed College staff will ensure that the additional outcomes (knowledge transfer, peer-to-peer support, market research) embedded throughout the training events will be maintained in the longer term.
- LinkedIn Small Business Group and established relationships.
- An effective knowledge transfer base that can be built upon as additional businesses and partners engage with future programmes and the Colleges range of training and business services.

Section 8: Further information

Please supply contact details to help people who want to know more about the project.

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