

## Efford Building Communities Initiative Masterplan

**Fostering an Entrepreneurial Spirit in Efford**  
**Report prepared by**  
**CSC Regeneration & Research Consultants**

July 2007

Issued for comments

Please note:  
This document is printed on both sides in line with CSC's environmental policy



## CONTENTS

<b>SECTION</b>	<b>PAGE</b>
1. Introduction	4
1.1 Background	4
1.2 Structure of the Report	4
2. Profile of Efford	6
2.1 Location	6
2.2 Population	8
2.3 Neighbourhood Indices of Deprivation	9
2.4 Work and Employment	12
2.5 Self Employment and Local Business	13
2.6 Local Business Support	15
3. Enterprise Consultation	16
3.1 Enterprise in Efford	16
3.2 Priorities for Those Considering Self-Employment	19
3.3 Developing and Promoting Local Entrepreneurship	22
3.4 Work and Employment	11
4. Key Messages	28
4.1 Enterprise in Efford	28
5. Appendices	32
5.1 Appendix 1 Methodology	33

## 1. INTRODUCTION

This report has been produced by CSC Regeneration & Research Consultants working as part of a consortium of consultants commissioned to develop a Master Plan for Efford as part of the Building Communities Initiative funded by the South West Regional Development Agency (SWeRDA). This report explores the factors influencing enterprise within Efford and details a number of recommendations to stimulate entrepreneurial spirit among residents by working with business support agencies.

The remainder of this section includes:

- i. Background
- ii. Structure of the report

### 1.1 BACKGROUND

The overall objective of the Master Plan is to provide Plymouth City Council (PCC), SWeRDA and the Heart of Efford Community Partnership (HECP) a report encompassing all areas of the Framework for Action (of which this report constitutes a component part). The 'Framework for Action' is an agreement between Plymouth City Council and SWeRDA which drives forward the Building Communities Initiative. The core thrust of the Framework for Action provides aims to identify the types of provision needed in Efford, which can be developed and addressed through the BCI Master Planning process.

The scope of CSC's work focuses on socio-economic consultancy support, in particular this includes:

- Community focussed capacity building support
- Undertaking skills audits and evaluating current employment support and opportunities for training
- Investigating how an entrepreneurial spirit can be fostered in Efford to stimulate enterprise working
- Identifying opportunities for social enterprise solutions for the community

CSC has undertaken a comprehensive methodology to investigate enterprise working within Efford which underpins the findings set out in this report (full methodology is detailed in Appendix1).

### 1.2 STRUCTURE OF THE REPORT

The report is structured around five main sections and has been written to facilitate easy access and understanding for both technical and non-technical readers:

Section 1: Introduces the report and sets the context for its production as part of overall Efford Master Plan through the Building Communities Initiative.

Section 2: Profiles the Efford area drawing on secondary data research that focuses on key economic and social variables relevant to the scope of enterprise activity and business support provision.

- Section 3: Describes key findings from the consultation and explores the factors affecting enterprise in Efford, the barriers faced by entrepreneurs and the priority needs of entrepreneurs to develop new business ideas or progress existing enterprises.
- Section 4: Draws together key messages from the consultation and outlines a suggested way to stimulate enterprise working in Efford involving the community, business support agencies and strategic partners.
- Section 5: Appendices to the report



## 2. PROFILE OF EFFORD

Efford is a post war 'garden suburb' type estate approximately three miles from the centre of Plymouth. The estate, and in particular the main shopping precinct at Torridge Way, has over recent years become run-down in places, with houses in the nearby area in a poor state of repair.

This section describes the context of Efford that can influence how effectively enterprise can be fostered and impact the way business support is delivered. The topics covered include:

- i. Area location
- ii. Population
- iii. Neighbourhood indices of deprivation
- iv. Work and employment
- v. Self employment and local business

Each of these is considered in more detail below.

### 2.1 LOCATION

The Plymouth 'Neighbourhood Map' (see figure 1 below) was developed by a number of partners from Plymouth 2020 – the Local Strategic Partnership for Plymouth – and identifies 43 natural neighbourhoods within the city boundary. This map, rather than drawing upon existing ward boundaries, defines areas with which people can identify, and within which they can expect to find basic services such as food shopping, doctors, dentists, post office and primary schools. Efford is identified as neighbourhood 16, and is found towards the centre of the city.

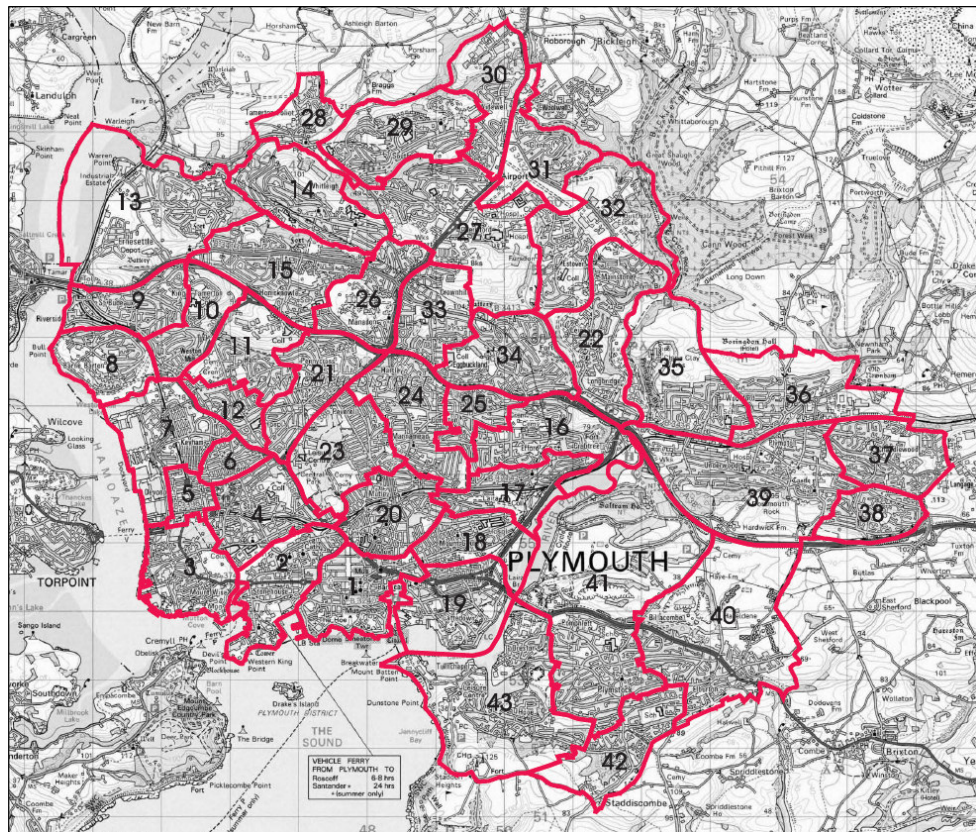


Fig.1: Plymouth 2020 Partnership Neighbourhood Map

In terms of topography the Efford Neighbourhood is, in relation to the rest of the city, on higher land and much of its streets are steeply sloping. Efford is relatively green with some large open spaces (well illustrated by figure 2 below), and commands good views over the surrounding areas.



Fig.2 Aerial view of Efford Neighbourhood



PHOTOS:  
(clockwise from  
top-left)

1. Torridge Way  
and flats

2. View over  
the lower lying  
city

3. Torridge Way  
shops (inc. Co-op)

4. Typical family  
housing stock on  
steeply sloping  
road

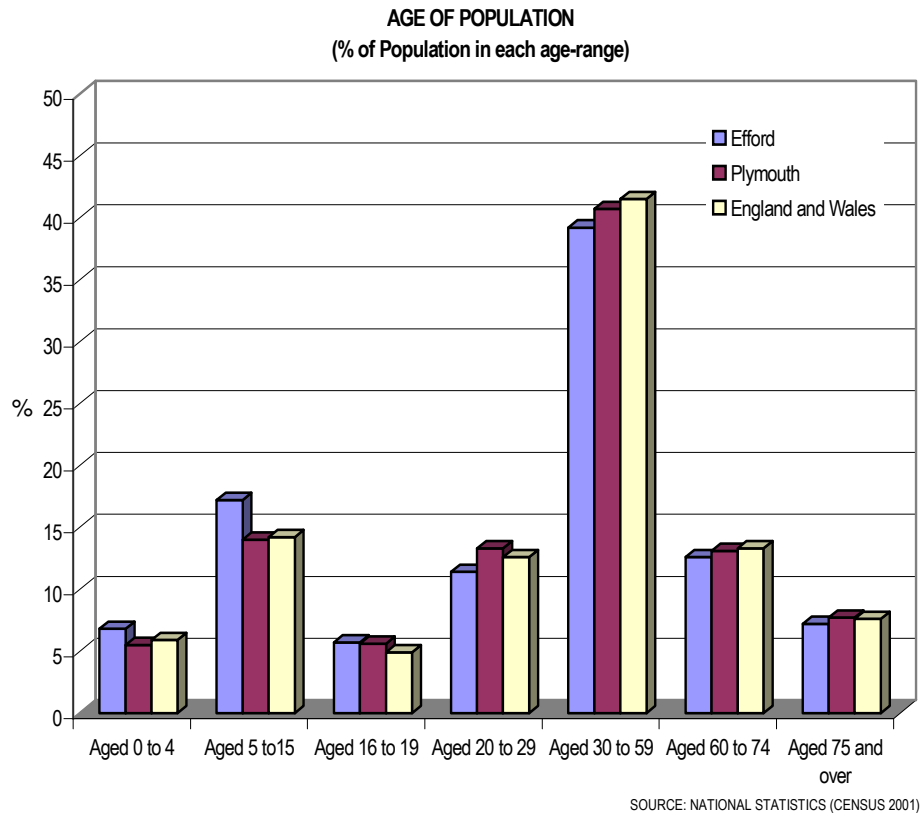
It is important to note that whilst the Efford Neighbourhood as defined by the Local Strategic Partnership (LSP) varies slightly from the original Efford Ward boundary and the National Statistics Output Area, statistics in the main are drawn from the Efford Ward area. This has been done in order to access the widest range of local and comparable data sets. This enables a comprehensive picture of the local area to be built up and accurate comparisons with the city as a whole can be made.

## 2.2 POPULATION

The resident population of Efford Neighbourhood, as measured from the 2001 Census was 6,171, of which 47.3% were male and 52.7% were female. At this time the resident population of Plymouth was 240,720 of which 48.8 % were male and 51.2% were female.

### 2.2.1 AGE PROFILE

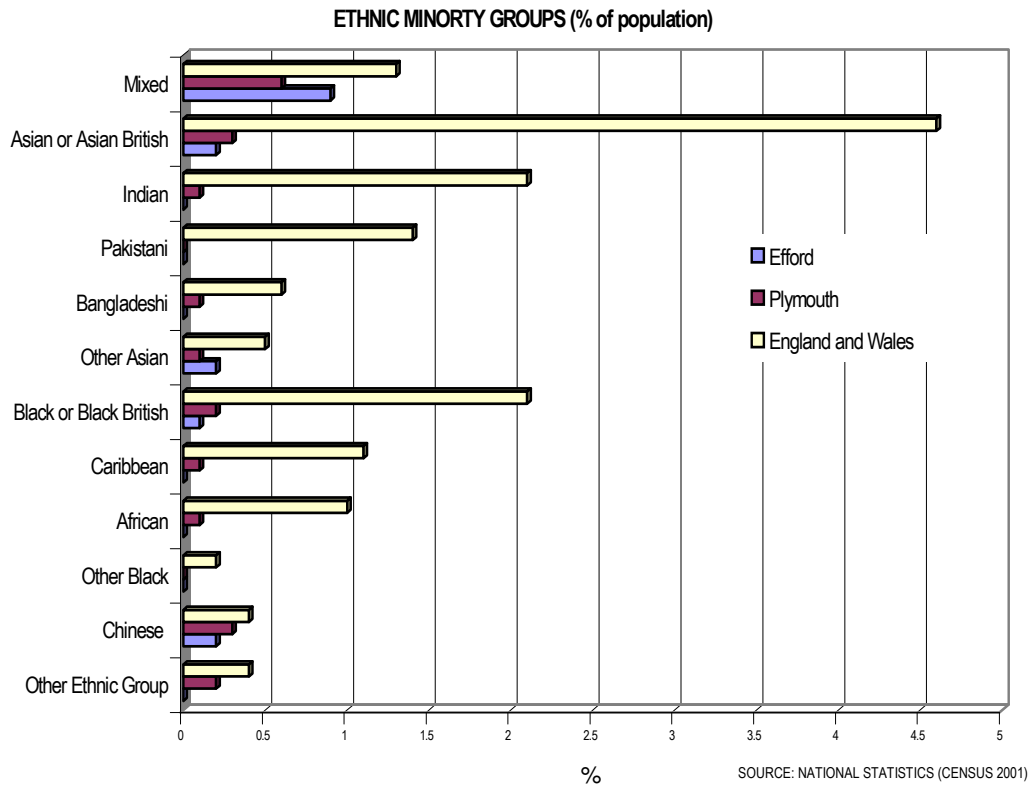
The chart below shows the age profile for Efford, Plymouth, and England and Wales according to the proportion of the total population of each area in each age band.



Efford has a significantly higher proportion of residents aged 5 to 15 years than either Plymouth or England and Wales averages. Conversely there are a lower proportion of people in the older age groups resident in Efford, when compared to both Plymouth and England and Wales as a whole.

### 2.2.2 ETHNICITY

Efford, like the rest of Plymouth as a whole, is not a particularly ethnically diverse area. Details of ethnic minority populations in Efford are given in the graph below.



In terms of ethnicity, of the total population resident in Efford 98.6% consider themselves to be White. This compares to 98.4% Plymouth wide, and 90.9% in England and Wales.

## 2.3 NEIGHBOURHOOD INDICES OF DEPRIVATION

Indices of deprivation provide a useful means of comparing areas against specific defined criteria. We have considered two major data sets, using data from both the Plymouth 2020 Partnership, and National Statistics, to account for local variances in deprivation measurements.

### 2.3.1 PLYMOUTH 2020 INDICES OF DEPRIVATION

The Plymouth 2020 Partnership developed a Neighbourhood Index of Deprivation for Plymouth to establish which neighbourhoods within the city area were the poorest performing in relation to Neighbourhood Renewal Floor Targets. This index identifies the rank position for each of the 43 neighbourhoods within Plymouth where 1 is the poorest performing neighbourhood and 43 is the best performing neighbourhood. The overall position of a neighbourhood is derived from the average scores of deprivation measured against each of the following five theme areas:

- i. Education
- ii. Crime
- iii. Housing
- iv. Health
- v. Worklessness

The matrix below gives us the 10 neighbourhoods ranked most deprived using the most recent data sets, compiled in 2005.



**Table D: Neighbourhood Renewal Index of Deprivation 2006**

Area name	Crime Score	Rank	Education Score	Rank	Housing Score	Rank	Workless Score	Rank	Health Score	Rank	Total All Theme Score	Rank	Position of Lowest whole or part Scoring IMD 2004 SOA within neighbourhood	Does the SOA fall 100% within the neighbourhood	2005 Rank
Devonport	38.67	4	90.07	1	61.15	20	100.00	1	72.46	2	72.47	1	3%	Whole	2
City Centre	100.00	1	64.25	9	54.98	23	-	-	61.81	6	70.26	2	3%	Part	3
North Prospect	37.23	6	81.47	3	79.61	9	62.18	5	69.51	3	66.00	3	3%	Whole	4
Barne Barton	41.99	3	71.48	6	85.71	6	58.24	7	67.87	4	65.08	4	3%	Whole	5
Stonehouse	56.78	2	74.17	4	23.30	36	94.92	2	73.98	1	64.63	5	3%	Whole	1
Ernesettle	20.59	16	84.93	2	75.31	13	60.15	6	59.15	9	60.03	6	20%	Whole	10
Efford	21.80	14	73.77	5	89.80	3	48.69	9	62.26	5	59.26	7	10%	Whole	6
Whittleigh	21.83	13	67.54	8	81.28	7	55.37	8	52.55	15	55.71	8	10%	Whole	16

The matrix shows that Efford is ranked as the 7<sup>th</sup> most deprived neighbourhood overall, it is the most deprived of all Plymouth neighbourhoods in terms of housing, and within the top ten most deprived wards for education and health.

**2.3.2 INDICES OF DEPRIVATION FOR WARDS**

The Indices of Deprivation (ID2000) for Wards are based on data within six domains, each of which is constructed using a range of individual indicators. These are briefly explained below:

- i. Income – measuring people who are on a low income drawing mainly from benefits data
- ii. Employment – measuring employment deprivation as those who want to work but are unable to do so through unemployment, sickness or disability (i.e. involuntary exclusion from the world of work).
- iii. Health Deprivation & Disability – measuring those people whose quality of life is impaired by either poor health or disability.
- iv. Education, Skills & Training – measuring deprivation across a range of indicators including lack of qualifications, being outside of fulltime education and failed applications for higher education.
- v. Housing – measuring those living in unsatisfactory accommodation, and homeless
- vi. Geographical Access to Services – measuring the ability to access essential services such as medical care and education.
- vii. Child poverty – a supplementary indicator (not a component part of the indicator of multiple deprivation) which is measured using data including the numbers of children under 16 in benefit reliant families.

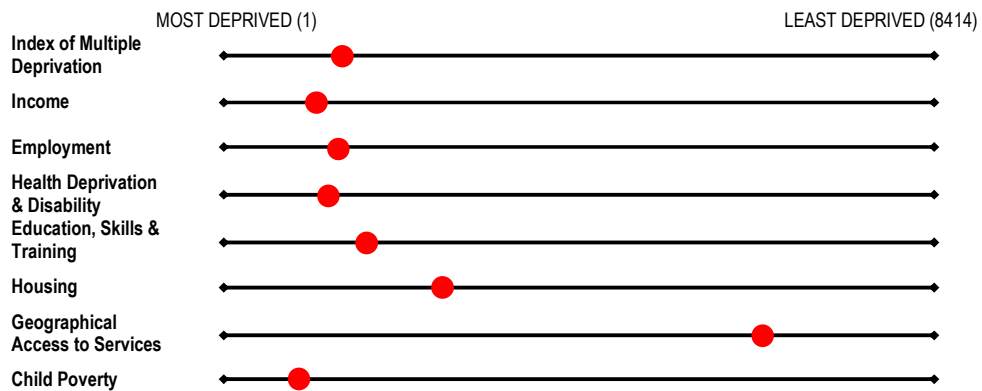
Each indicator is measured independently before being weighted and combined to form the Index of Multiple Deprivation (IMD). The matrix below shows the rank of Efford in relation to the 8414 Wards in England and Wales where 1 is the most deprived ward, and 8414 the least deprived. The matrix also displays this rank position as a percentage of the total number of Wards in England and Wales, thus we can find that in terms of the IMD, Efford Ward is one of the 20% most deprived of wards in England and Wales. The same statistic is true for Efford in terms of income, employment, health deprivation and disability, and child poverty.



INDEX OF MULTIPLE DEPRIVATION DATA FOR EFFORD		
INDICATOR	RANK	RANK POSITION AS % OF TOTAL WARDS
Index of Multiple Deprivation	1374	16.3%
Income	1027	12.2%
Employment	1368	16.3%
Health Deprivation and Disability	1233	14.7%
Education, Skills and Training	1698	20.2%
Housing	2621	31.2%
Geographical Access to Services	6380	75.8%
Child Poverty	1004	11.9%

SOURCE: NATIONAL STATISTICS, INDICES OF DEPRIVATION (2000)

The diagram below provides a graphical interpretation of the above statistics, showing the position of Efford Ward (represented by the red dot) in relation to other Wards in England and Wales where the most deprived Ward is at the left hand end of the scale and the least deprived Ward on the right-hand side.

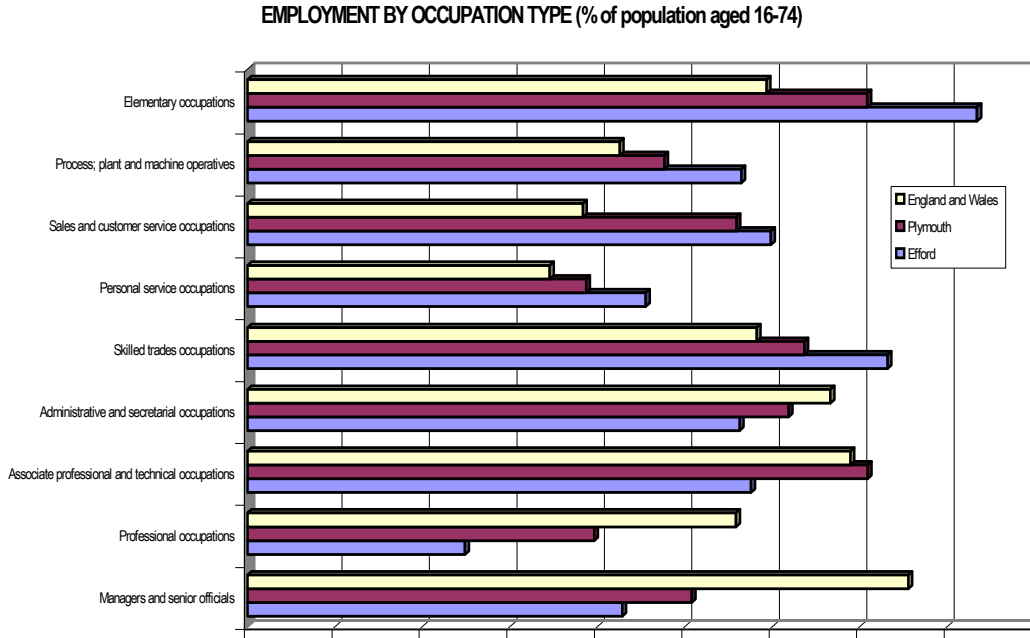


SOURCE: NATIONAL STATISTICS, INDICES OF DEPRIVATION (2000)

Acute levels of deprivation often act as barriers to establishing or sustaining enterprises, where small business ventures in particular can suffer from a lack in resource or adequate support structures. The levels of deprivation in Efford, indicate that there are key factors affecting local people, such as low income levels, unemployment and inadequate housing, and when placed in such a context, self-employment and enterprise is often not seen as a priority. It is important that any subsequent strategy to foster entrepreneurship in Efford addresses these key areas.

## 2.4 WORK AND EMPLOYMENT

The graph below shows employment according to occupation type as a percentage of total population.

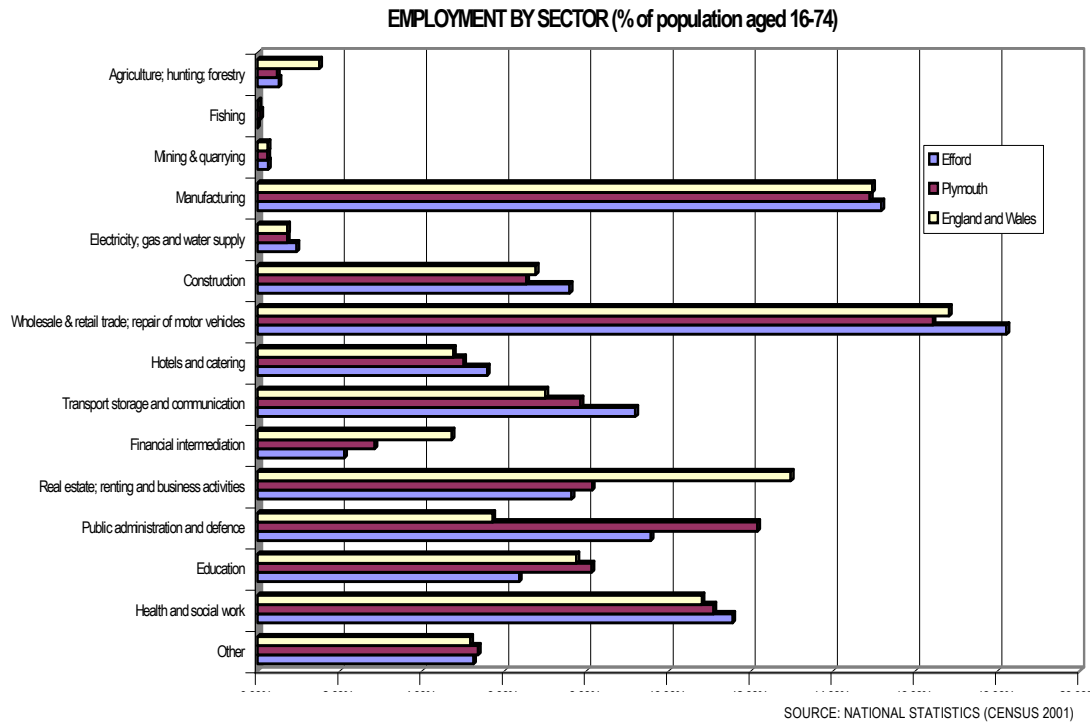


There is considerable variance in the types of occupation fulfilled by residents of Efford compared to national and local trends. Significant occupation types for Efford residents include elementary work, process and machine operatives and skilled trade occupations. There is also a large proportion of the labour force in sales and customer service work and this follows a city-wide trend across Plymouth where there is significant employment generated by this sector.

The proportion of economically active residents from Efford with management and senior and other professional occupations is significantly less than the average for England and Wales and below the levels for Plymouth as a whole.

Despite a strong presence of skilled trade occupations fulfilled by Efford residents, the majority of the local workforce in this neighbourhood are employed in elementary and basic level process work and customer service and sales occupations. The low skills levels of the majority of the workforce in Efford also translates to the types of sectors local residents have secured employment.

The graph below shows employment according to sector as a percentage of total population.



When compared to both Plymouth and England and Wales, Efford has a higher proportion of residents employed in sectors including: health and social work; transport, storage and communication; and wholesale & retail trade, repair of motor vehicles. The proportion of working residents in Efford operating within the construction sector exceeds both Plymouth and England and Wales averages, and with the absence of any single large construction projects in the city, this would suggest that there are a number of sector related suppliers and other operatives working within the building trade in addition to anticipated skilled craftsmen and site labourers.

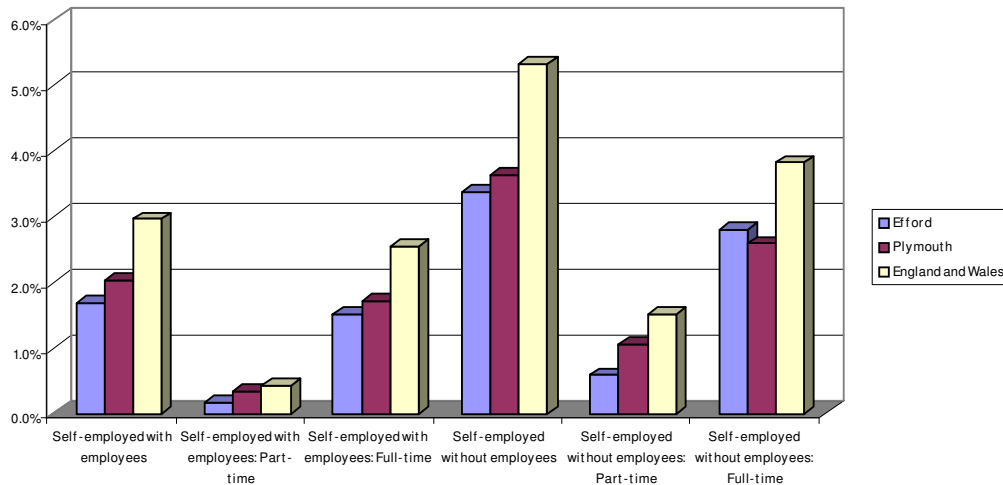
It is interesting to note that the public administration and defence sector accounts for significant levels of employment for Efford and Plymouth city overall, resulting in part from the strong presence of the MOD, HM Services and numerous contractors associated with defence that operate in and around Plymouth.

Data relating to the proportion of economically active people working in other types of business, as recorded in the 'Real estate; renting and business activities' sector, shows that the average in Efford is almost half that of England and Wales. There is also a similarly low level of the working population of Plymouth working in business, providing an early indication that levels of enterprise within the city are below those levels set in a national context.

## **2.5 SELF EMPLOYMENT AND LOCAL BUSINESS**

The chart below shows self-employment levels as persons self-employed as a percentage of total population. Efford has a lower proportion of self employed people than the local and national figures in all but one of the categories below ('Self employed without employees: Full-time') where it has a marginally higher rate than for Plymouth as a whole but which is significantly lower than the figure for England and Wales.

### SELF EMPLOYMENT LEVELS (% of population)



SOURCE: NATIONAL STATISTICS

Enterprise related activity in Efford is below both Plymouth and national averages when accounting for companies with employees and sole trading entities whilst the trends across both company-owned and sole trader type self-employment levels in Efford do reflect the lower than national average level of self-employment in Plymouth overall, levels of self-employment in Efford are below the average for Plymouth city. With this in mind, these statistics suggest that the levels of enterprise in Efford are relatively low, even for a ward in a city where enterprise activity is below averages for England and Wales. It is important to identify the causes for this lack of enterprise in Efford to shape credible recommendations on ways to encourage local people to consider self-employment as a viable occupation.

#### 2.5.1 PLYMOUTH ECONOMIC VISION

The Plymouth Economic Vision and Strategy “Thinkpiece” identified Plymouth as a city with a relatively low level of enterprise evident amongst the resident population. Between 1998 – 2004, the net rate of new firm formation in Plymouth has been slow, showing no real signs of improving in the short term. The strategy identifies the Plymouth economy as being relatively fragile, and highlights the need for concentration on key economic drivers including:

- Productivity and competitiveness
- Enterprise
- Knowledge & technology
- Skills

With enterprise established as an important component of the Plymouth economy, and one which requires significant stimulation to encourage a wider enterprising approach across the city, any subsequent strategy for Efford should acknowledge the wider context of enterprise in relation to Plymouth overall and seek to complement key focus areas for enterprise development at the grass roots level.

#### 2.5.2 VAT REGISTERED BUSINESSES IN EFFORD

The tables below look at the numbers of VAT registered enterprises in Efford firstly according to numbers of employees and secondly according to industry group.

VAT REGISTERED ENTERPRISES IN EFFORD (MAR 2000)	
EMPLOYMENT SIZEBAND	COUNT
1 to 49 Employees	65
50 to 249 Employees	0
With 250 or More Employees	0
<b>Total</b>	<b>65</b>

SOURCE: NATIONAL STATISTICS (2000)

VAT REGISTERED ENTERPRISES IN EFFORD (MAR 2000)	
INDUSTRY GROUP	COUNT
Production	5
Construction and Other	60
<b>All</b>	<b>65</b>

SOURCE: NATIONAL STATISTICS (2000)

These figures show there were 65 VAT registered enterprises in Efford in March 2000, all with less than 49 employees, 60 of which are engaged in 'Construction and Other', the remaining 5 in 'Production'. Whilst these figures will not account for numerous other enterprises in Efford that are not required to register VAT if they fall below a turnover threshold (which will include many sole traders), they do give an indication of the sectors that are traded in locally, which are built on further in the main consultation.

The size of the businesses indicate that there is a dominance of micro enterprises accounting for all of the self-owned businesses with employees. It is to be expected that a neighbourhood such as Efford where there are clear limitations in business services and facilities, would not attract larger businesses to locate in the area.

## 2.6 LOCAL BUSINESS SUPPORT

There are a range of active business support agencies operating within Plymouth or across a wider regional area. Support agencies that are accessible by entrepreneurs in Efford include:

LOCAL BUSINESS SUPPORT AGENCIES	
Enterprise Plymouth	Specialising in tailored business support and development advice
Wolseley Economic Development Trust	Supported business space and management
Business Link Devon and Cornwall	Funding and delivering a range of business support provision
Prince's Trust	Support, advice and finding for young entrepreneurs
Plymouth Business Growth	Supporting new businesses and fostering enterprise growth
Tamar Science Park	Supported business space and management
Millfields Trust	Supported business space and management

### 3. ENTERPRISE CONSULTATION

The consultation sought to build upon the background information gathered about the socio-economic landscape of the Efford area and identify the priorities and needs of those local people who may be considering self-employment as a route to work, or wish to develop an existing business further.

This section details the results taken from the research and consultation activity, and is structured around the same three themes used throughout the consultation process to explore enterprise:

- i. Enterprise in Efford
- ii. Priorities for those considering self-employment
- ii. Developing and promoting local entrepreneurship

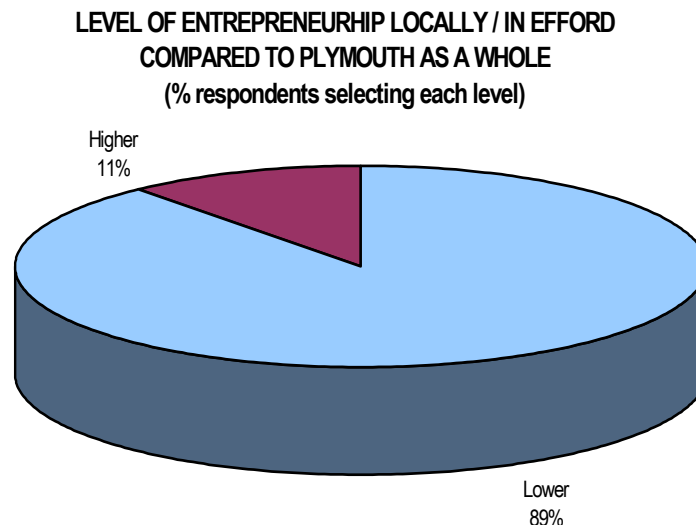
Each theme is covered in more detail below.

#### 3.1 ENTERPRISE IN EFFORD

To understand how specific factors influence the levels of enterprise activity in Efford it is first important to evaluate the types of self-employment local people are engaged in and identify what sorts of businesses prove to be successful.

##### 3.1.1 THE LEVEL OF ENTREPRENEURSHIP

As part of the questionnaire survey conducted with key players, respondents were asked to compare the level of entrepreneurship in Efford with that of Plymouth as a whole.



The majority (89%) of respondents perceived that the level of entrepreneurship was lower in Efford compared to Plymouth overall. These findings concur with national statistics addressed in 2.5 above, which found the levels of self-employment in Efford to be lower than that of Plymouth and England and Wales.

It is widely recognised among local regeneration practitioners that enterprise levels in Plymouth are comparatively low on a national level and have always been comparatively low. Historically Plymouth has, like most garrison towns, relied on a small number of large employers to sustain a significant part of the labour market in work. In such an economic environment, local people have not needed to

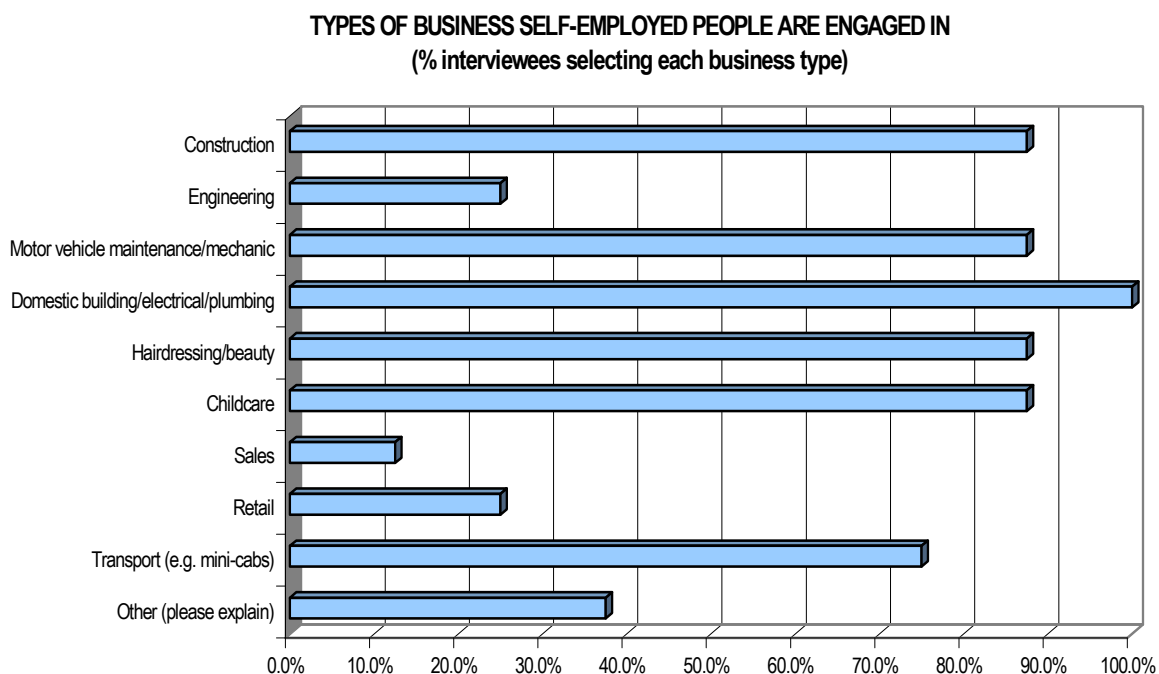
explore self-employment as a viable occupation, instead often choosing to follow familiar routes to employment sometimes developed across a number of generations.

In an economy supported by a few large employers, the skills base of the workforce becomes refined and very specific, and the mindset of people towards employment reflects that of a worker assured of a “job for life” i.e. a lack of innovation and consideration about raising the individual’s employability profile through personal development, training and progression.

It is to be anticipated therefore that self-employment will not be widely considered as a mode to work by a significant proportion of the working population. Practitioners comment that people’s approach to employment can still reflect a long established culture of assured work and long-term job security, which no longer aligns to the modern economy in Plymouth.

### 3.1.2 TYPES OF BUSINESSES SELF EMPLOYED PEOPLE ARE ENGAGED IN

Key players were asked to identify the types of business local people are engaged in. The chart and matrix below show how levels of those interviewed perceive the levels of each business type in Plymouth.



TYPES OF BUSINESS SELF-EMPLOYED PEOPLE ARE ENGAGED IN	
BUSINESS TYPE	% RESPONDENTS SELECTING CATEGORY
Construction	87.5%
Engineering	25.0%
Motor vehicle maintenance/mechanic	87.5%
Domestic building/electrical/plumbing	100.0%
Hairdressing/beauty	87.5%
Childcare	87.5%
Sales	12.5%
Retail	25.0%
Transport (e.g. mini-cabs)	75.0%
Other (please explain)	37.5%

All of those consulted felt that the main type of self-employment locally was Domestic building/electrical/plumbing, followed by Childcare, Hairdressing/beauty, motor vehicle maintenance/mechanic, and construction (selected by 87.5% of all those consulted).

The perceptions of key players with regard to the types of work self-employed people are engaged in has important links with the baseline analysis of the spread of occupations and main employment sectors engaged by residents of Efford and Plymouth as a whole. These show that there is a significant number of skilled trades occupations fulfilled by people in Efford, and some practitioners acknowledge that skilled individuals can secure work acting as sole traders or even establishing a small enterprise because there is a demand for the services they can perform.

Further to these results, additional services recorded against the 'other' category are detailed below.

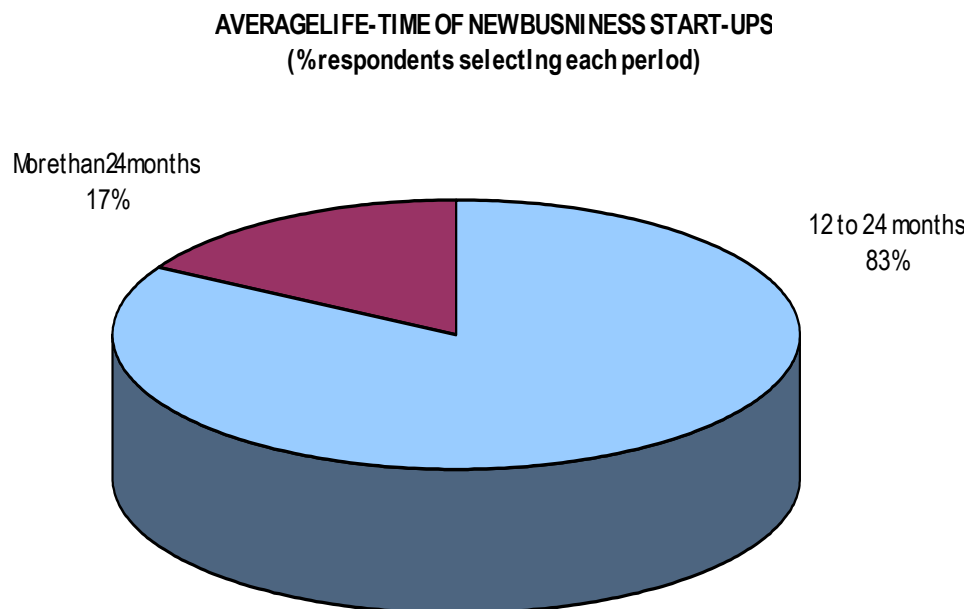
**TYPES OF SELF EMPLOYMENT IN EFFORD**

- *Entertainment and equipment hire*
- *Media/webpage design*
- *Gardening and window cleaning*
- *IT support*
- *Signage*
- *Catering*
- *Wholesale sector*

These types of businesses typify adaptations to the local labour market that can be attributed in part to major shifts in the global economy, in particular the dominance of IT systems in the modern work place and the corresponding need for related services. Other businesses can be established as a result of a need more local in origin, but nevertheless still demonstrate an equally enterprising approach.

### 3.1.3 AVERAGE LIFE-TIME OF NEW BUSINESS START-UPS

Interviewees were asked to approximate the average length life-time of new business start-ups locally. The results are shown in the chart below.



The majority of interviewees (83%) felt that new businesses usually last between 12 and 24 months. In particular, further comments suggested new enterprises in the hospitality sector were most prone to failure within the first 1-2 years.

Additional comments and emerging trends were recorded and are noted below.

#### VIABILITY OF BUSINESS START-UPS

- *High percentage of failure is in hospitality/café where 90% go to the wall*
- *Hospitality has the highest percentage of business failure – 90%?*
- *Business closure is not necessarily a failure. Less than 10% of course are traumatic, it can quite often be an employment offer*
- *The quality of the building where business services are provided will attract different types of business which may be more or less prone to failure.*

The type of business support available influences the types of enterprises that engage with specific providers. Some practitioners noted that business support in the form of subsidised rental space attracts a range of different businesses depending on the facilities and quality of the site itself. Some service sectors, including the aforementioned hospitality sector are more prone to early failure or rapid market fluctuations, such as IT services which any subsequent strategy must address.

Business Link provide information relating to rates of failures of new businesses and current practice shows that high early failure rates should be accepted as a risk for all enterprise start-ups, not just geographically specific or dependant wholly on the chosen sector of operation. Some key players noted that business closure can result from voluntary action of the owner e.g. pursuing other employment, and it was accepted that around half of new enterprises succeed in continuing to trade after their early initial years.

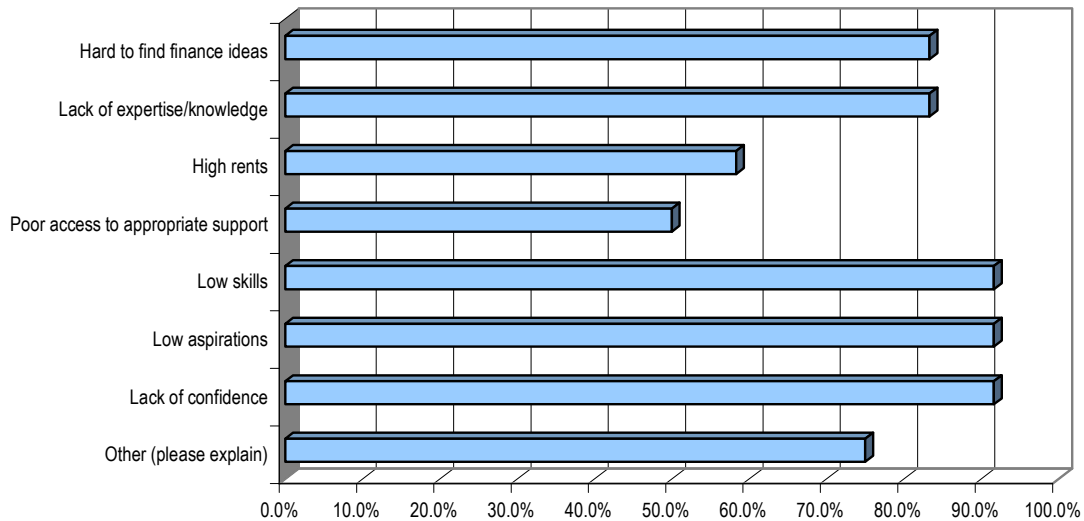
## 3.2 PRIORITIES FOR THOSE CONSIDERING SELF EMPLOYMENT

In order to stimulate enterprise working with business support agencies, effective and structured support has to be defined by the needs of local entrepreneurs so that common barriers and factors which negatively influence progression of new businesses can be addressed effectively.

### 3.2.1 LOCAL BARRIERS TO PEOPLE WISHING TO BECOME SELF-EMPLOYED

As part of the key player interview, respondents were asked to rate the barriers they regard as being most significant to aspiring entrepreneurs. The results are shown in the graph and matrix below.

**LOCAL BARRIERS TO PEOPLE WISHING TO BECOME SELF-EMPLOYED**  
(% respondents selecting each barrier)



<b>BARRIERS TO THOSE WISHING TO BECOME SELF EMPLOYED</b>	
<b>BARRIER</b>	<b>% RESPONDENTS SELECTING BARRIER</b>
Hard to find finance ideas	83.3%
Lack of expertise/knowledge	83.3%
High rents	58.3%
Poor access to appropriate support	50.0%
Low skills	91.7%
Low aspirations	91.7%
Lack of confidence	91.7%
Other (please explain)	75.0%

All major barriers perceived by those practitioners interviewed related to individuals themselves in the form of low skills or aspirations, lacking confidence or not possessing the relevant expertise or knowledge needed to run a successful business.

Many key players also indicated that often entrepreneurs have difficulty developing feasible ideas that could attract finance, so their business fails from the outset through unmet investment requirements. Some practitioners highlighted that the lack of an enterprising culture in Plymouth is compounded further by the lack of enterprise education in schools and a lack of Apprenticeships that could equip young people with trade skills they could then deliver as a service through their own enterprise.

Additional barriers recorded against the 'other' category are shown below.

### LOCAL BARRIERS

- *The emphasis placed on enterprise within the curriculum and the level of interface with employers*
- *Apathy to self-employment. Efford is composed of mainstream workers rather than entrepreneurs*
- *Low aspirations and low confidence are key barriers*
- *Market feasibility is the biggest need*
- *Access to training and apprenticeships in the trades*

Some of those interviewed also pointed to the relative isolation of Efford from other parts of the city, describing that the neighbourhood has an abundance of mainstream workers and a shortage of active entrepreneurs seeking self-employment. Any later strategy could consider the wider infrastructure plan of Efford and determine relative levels of isolation and possible impacts of enterprise development in the area.

Another main barrier a number of key players referred to was a perceived apathy among local people towards self-employment and an unwillingness to consider running a business as a full or part time occupation. This relates back to earlier comments made about the overall culture of people in Plymouth overall, where self-employment has not been considered as a feasible means to generate an income.

### 3.2.2 THE BUSINESS SUPPORT NEEDS OF LOCAL PEOPLE WHO ARE EITHER SELF EMPLOYED OR ARE CONSIDERING SELF EMPLOYMENT

As part of the Enterprise and Entrepreneurship seminar a series of working groups were asked to feedback comments against specific aspects of enterprise and self-employment. The matrix below shows the responses from delegates relating to the business support needs of local entrepreneurs.

<b>COMMENTS BOARD 1</b>	
<b>WHAT ARE THE BUSINESS SUPPORT NEEDS OF LOCAL PEOPLE WHO ARE EITHER SELF EMPLOYED OR ARE CONSIDERING SELF-EMPLOYMENT?</b>	
<b>THEME</b>	<b>COMMENTS</b>
Risk Reduction	Be sure of the risks and confident of the support available.
	Feasibility [support] to reduce risk [associated with developing new business ideas].
Joined-up services	Create local and relevant partnerships – community services from local government [funded providers].
	One Stop Shop for information and guidance.
Awareness	Awareness of the organisation that can offer support, advice, guidance and finance.
	Raise awareness [among local entrepreneurs].
	Courses in business awareness
Subsidised premises	Low rent business units
	Possible need for flexible premises
	Space [and] affordable premises
	Reduced business rates
Market Research	Market research
	Access to market research
Business mentoring	Business consultant support.
	Source of advice similar to Enterprise Plymouth Ltd and Business Link.
	Business mentoring.
	Financial expertise and advice
Company advertising	Access to affordable advertising.
Local support	Local business forum to provide mutual help and support
	Peer to peer support.
	Business people from Efford helping local businesses – giving back to the community.



Some of the key support needs highlighted by delegates related to the availability of a business mentoring service facilitated by an experienced and well qualified business leader or entrepreneur, and managed and subsidised work space. High rents and inadequate business accommodation were signalled as some of the reasons that subsidised rental space is required by new and established enterprises.

Other feedback related to the delivery of support, alluding to the need for support services to be “joined-up”, avoiding repetition and allowing an entrepreneur to be referred to be most appropriate source of provision, without having to navigate through this service sector themselves. Entrepreneurs should also be made aware of the services available to them so they can access support at the earliest stage of the business development process if necessary.

Delegates also indicated that there could be scope to develop a local support structure, where new and established small business and traders could access peer to peer support and an advice and referral network to other forms of provision.

### 3.3 DEVELOPING AND PROMOTING LOCAL ENTREPRENEURSHIP

To effectively promote enterprise there needs to be a clear approach to address the main needs of local entrepreneurs through a structured and responsive support network. The consultation sought to identify what key priorities and barriers should be addressed in shaping a quality support service and how to encourage feedback on ways enterprise can be fostered successfully in Efford.

#### 3.3.1 PRIORITIES THAT NEED TO BE ADDRESSED TO ENSURE THERE ARE QUALITY ENTERPRISE SUPPORT SERVICES AVAILABLE FOR LOCAL PEOPLE

During the seminar, working groups were also asked to feedback ideas about the main priorities that should be addressed to help ensure there are quality support services available to local people. The results are detailed in the matrix below.

COMMENTS BOARD 2 WHAT PRIORITIES NEED TO BE ADDRESSED TO ENSURE THERE ARE QUALITY ENTERPRISE SUPPORT SERVICES AVAILABLE FOR LOCAL PEOPLE?	
THEME	COMMENTS
Meeting training needs	Training, advice and guidance on all levels of skills [needed in business].
	Local training for local people to gain necessary skills
	Identify local people's skills and address gaps.
Improve service access	Ensure that local people can easily find existing support services, either by inviting organisations in, or, by a good local information service.
	Access to quality enterprise services.
	Services are accessible by all ages – start in schools for young people who want to pursue a vocation.
Linking existing services	Linking new provision to other services.
	One Stop Shop type service with central focus on support services.
	Tying-in services to other support. Internet at the public library is free [to collect] business information.
Skills match	Ensure job opportunities are based on everyday need and not too specialised
	Variety of skills and job opportunities [to match].
Combat financial exclusion	For funding [of business ideas].
	Encourage local people with grant support to assist start-ups.
	Address financial exclusion

The main priorities indicated by delegates at the seminar focussed on establishing clear links between existing business support services and improving the access to those service overall. This feedback is rooted in an overarching theme area taken from the consultation, describing the coordination of existing

services as a positive means to engage local entrepreneurs and promote the benefits of self-employment to local people.

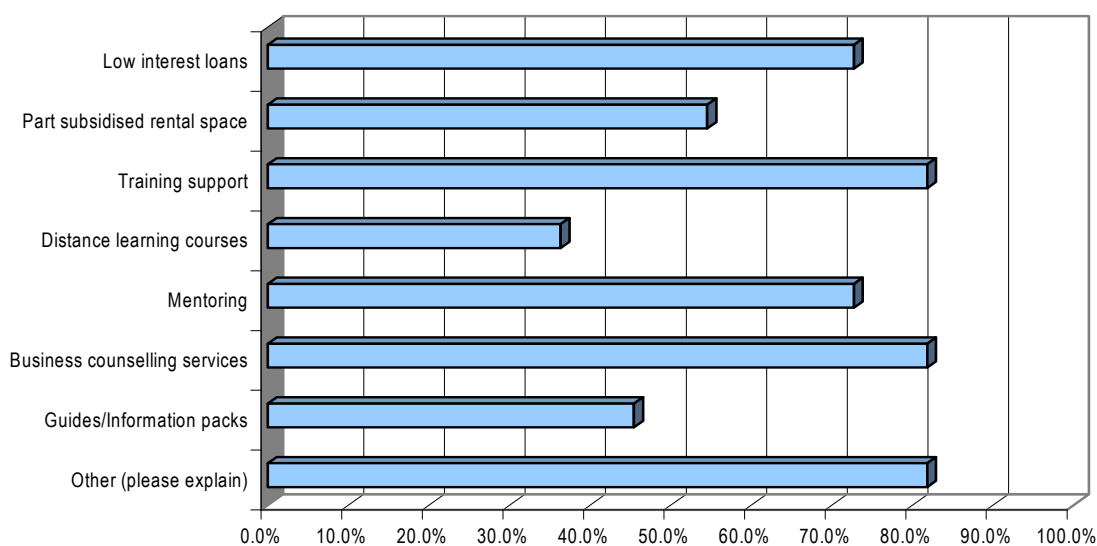
Other main priorities highlighted by delegates included addressing financial exclusion which affects some people who are then not able to develop their business ideas through a lack of basic grant provision.

Meeting training needs effectively through tailored support to address a range of different skills levels was believed to be the most effective way to empower local people to engage with and explore enterprise and self-employment. At presents there is a perception among both practitioners and some local people, that many residents in Efford are unable to recognise the potential of self-employment because they lack the necessary knowledge of business generally needed to develop a credible start-up proposal. This could be addressed to some degree through a holistic training and guidance package that equips local people with the basic skills and understanding they need to explore self-employment further.

### 3.3.2 METHODS TO ADDRESS BARRIERS TO ENTERPRISE

Against the key barriers identified in the consultation, key players were asked to comment upon the most effective methods to address these barriers that affect local entrepreneurs. These results are shown in the graph and matrix below.

**METHODS TO ADDRESS BARRIERS**  
(% respondents selecting each method)



METHODS TO ADDRESS BARRIERS	
METHOD	% RESPONDENTS SELECTING METHOD
Low interest loans	72.7%
Part subsidised rental space	54.5%
Training support	81.8%
Distance learning courses	36.4%
Mentoring	72.7%
Business counselling services	81.8%
Guides/Information packs	45.5%
Other (please explain)	81.8%

The responses from the key players interviewed show that there is a general consensus among practitioners that some of the most effective ways to tackle barriers affecting local entrepreneurs is through training support and business counselling services. Such an approach would facilitate a direct attempt to tackle some of the key perceived barriers which results from this consultation showed were typically perceived to be linked to low skill levels, lack of expertise and lack of awareness and understanding of the ethos of business as a potential form of income generation.

Other methods that were put forward by those interviewed again mainly focussed on aspects of personal development of the entrepreneur as detailed below:

#### OTHER METHODS TO ADDRESS BARRIERS

- *There is support but people often do not know about it. The culture in places like Efford where a whole generation have worked in the Dockyard and HM Forces is for jobs for life which mitigates against the ethos of self employment*
- *Young people do not know where to access support*
- *Loans are not relevant for young people incurring debts*
- *Enable people to see the benefits of self employment and encourage and support people at the early stage*
- *Business support agencies are encouraged to focus on 'safe bets' when selecting businesses to support. This excludes many would-be start-ups*
- *Low aspirations and skills are more about community development and role models to illustrate what's involved*
- *More money in pockets of social exclusion/deprivation and poverty*
- *Proper research on markets*
- *Business mentors come first as role models to raise aspirations*
- *Self employment is the most viable option for lone parents*
- *Key is advertising low-interest loans which exist but people are not aware of them*
- *Cluster support – sector specific*

Recommended approaches included the raising the awareness of local people about the types of support that are available and enhancing the support offer by enabling people to see the benefits of business and have access to quality business mentors to act as role models and raise aspirations of those who might consider entering self-employment.

It was suggested that current business support models are encouraged to chase the “safe bets” in terms of the types of businesses that are supported, avoiding other more would-be start-ups that are deemed as being high risk. A comprehensive audit of business support in Plymouth could look at this further, but this does highlight that there are invariably contractual limitations that business support providers work within and there is always a need for service funders to review their strategic approach to ensure it reflects current need on the ground.

Some key players commented that the links between self-employment and localised neighbourhood deprivation are often underdeveloped. Enterprise can be a means to positively effecting the social exclusion of young people, lone parents and disadvantaged groups not engaged in the mainstream

labour market. Key players commented on the need for the profile of enterprise to be raised among the people who require flexible employment and/or can be encouraged to explore their own business ideas further as a means to developing new skills.

### 3.3.3 EFFECTIVE WAYS TO FOSTER AND PROMOTE LOCAL ENTREPRENEURSHIP

Whilst levels of entrepreneurship in Efford are low in comparison to both Plymouth and England and Wales averages, enterprise can be promoted among local people as a viable alternative to mainstream employment. Part of the consultation focussed on developing ideas to promote enterprise and identify ways that an entrepreneurial spirit can be fostered in Efford.

#### 3.3.3.1 Fostering and Promoting Entrepreneurship

As part of the Enterprise and Entrepreneurship seminar a number of working groups were asked to comment on effective ways to foster and promote local entrepreneurship in Efford. The results from the seminar are shown in the matrix below.

COMMENTS BOARD 3 BASED ON YOUR EXPERIENCE, WHAT ARE THE MOST EFFECTIVE WAYS TO FOSTER AND PROMOTE LOCAL ENTREPRENEURSHIP? WHAT LESSONS CAN BE LEARNED FROM PAST APPROACHES?	
THEME	COMMENTS
Work with local people	Tapping into local knowledge within the community.
	Don't squeeze out local people.
	A mixture of business and community, not just business parks which turn a community area into solely industrial.
Raise awareness	Building and raising awareness.
	Take advantage of word of mouth including friends, family and neighbours.
	Location location location [so as to be prominent].
Research support needs	Appropriate research and feasibility work into needs of people starting businesses.
Broaden range of support	Broaden range of services to reflect the needs of people without self-employment experience.
Manage client base	No large domineering companies/businesses, which start of big and then swallow up smaller business units.
Using good case studies	Have good entrepreneurs that people can learn from.
	Learn from other [business support] services.
	Look at case studies of other providers.
Comprehensive training	Training and support for local people.
	Good advice and guidance to support local entrepreneurs.
	[Address people's] basic skills needs. Confidence and esteem.
Avoid duplication	Little duplication of business types [that are supported] and services.
Supported premises	Flexibility in offers of low cost premises for new start up businesses.
	Employment premises available on flexible terms.
Independence	Don't have the politicians taking over.
Financial support	Access to finance.
Wider community benefit	There used to be a market in the car park on Torridge Way and a local food co-operative, which would be ideal for SMEs to support further.
	[Develop a] local café for all people

A number of clear themes were developed from the comments returned from different working groups at the seminar. One theme that cut across all group feedback was the availability of comprehensive training, which was seen by many delegates as a key tool to help raise awareness of enterprise, provide on hand guidance and support to entrepreneurs and build the skills, confidence and esteem of local people who have an interest in self-employment.

Another key theme was drawn from comments made around the need for business support services to work with local people, both in the sense of engaging them in support, and, utilising local expertise to promote enterprise within Efford e.g. identifying good business role models from within the community.

Several comments alluded to refining and tailoring the business support offer made to entrepreneurs in Efford, including conducting research into the typical support needs of local people and broadening the range of support to reflect the identified needs. There were also a number of comments made by delegates in relation to using good case studies that demonstrate how people have benefited from business support, which can also be used as a mechanism to raise community awareness of available business support services.

Other themes developed from this part of the consultation relate to prescriptive methods to promote enterprise through specific support solutions including financial support and supported business space. Often business support that is focused on discreet aspects of business development, in this case supported premises and financial assistance, are supply driven demand type services, where entrepreneurs take up new services once they are available but there is no discernable demand prior to the service being established. This can be the result of entrepreneurs simply being unaware of the types of support they need to develop their business until the those services are available, and this can be particularly apparent among people who are unfamiliar with some of the basic principles of setting up a business, which will be pertinent for residents of Efford, where the level of enterprise working overall is so low.

### 3.3.3.2 Increasing Interest in Self-employment

As part of the key player interviews respondents were asked to describe the most effective means of increasing interest in self-employment based upon their experience of business support delivery. The comments received are shown below.

**MEANS OF INCREASING INTEREST IN SELF-EMPLOYMENT**

- *Advertising low interest loans*
- *Accessible business support*
- *Allow those on benefits to trial run their business ideas without coming off benefit until the idea is developed*
- *Maybe the starting point is enhancing the success of existing businesses*
- *Understanding the opportunities in the market*
- *Local development trusts can help engage local neighbourhoods*
- *Volunteering and work shadowing for young people*
- *Engaging neighbourhood level support*

The overarching theme from the feedback secured from those key players interviewed is that quality business support and accessible training provision are key components in raising the interest of local people in self-employment.

Some respondents indicated that there is benefit in engaging with the community, which increases residents' awareness of the support services and helps raise the profile of enterprise services available to them. Effective community engagement also facilitates good access to services which is essential if local people are to be encouraged to actively investigate self-employment and business development.

Building on the successes of existing supported business was suggested a way that could increase interest in self-employment, by highlighting the successes and achievements of a recent business start-up perhaps marketed through a series of case studies, drawing on examples of successful entrepreneurs that local people can relate to.

Other suggested approaches from key players included directly targeting identified groups with tailored services. Young people could be engaged in enterprise through volunteering and work shadowing schemes to give them a “flavour” of business, the key operation processes and methods of working. Another support scheme could allow residents who are drawing unemployment benefits to trial their business ideas for a defined period without coming benefits first, so removing the risk of losing benefit support on top of the risks associated with developing a new business.

## 4. KEY MESSAGES

Efford has distinctively low levels of enterprise compared to averages taken for Plymouth and across England and Wales. It is an area where the majority of economically active residents in Efford are employed in basic and elementary type occupations typically in large national and multi-national businesses that are numerous in Plymouth. An analysis of the levels of entrepreneurship activity in the Efford neighbourhood has to also consider the context set by Plymouth city.

Whilst there have been seismic shifts in the economy of Plymouth over the last 10 – 15 years, including the closure or downsizing of a number of traditionally large employers, the local labour market has in part continued to reflect an environment where specialist skills and rigid working practices are still required.

In essence as the nature of employment continues to change, with the City Council actively encouraging new key sectors such as retail, customer service and call centre operations to establish in Plymouth, local people are being forced to either retrain or try to find work where they can take advantage of any transferable skills at their disposal.

In this new environment local people are being encouraged to consider self-employment as a realistic employment option and there are now a number of business support agencies established to facilitate this. However, all regeneration practitioners consulted with recognise that stimulating positive shifts in the working culture of Plymouth, away from a city supported by large employers towards a more dynamic and innovative economy, is a considerable task which will require many initiatives rather than a single solution.

In addition to Plymouth overall lack of an enterprising culture, common barriers that typically limit local people's involvement in enterprise are linked in the main to their lack of skills, understanding and awareness in relation to business development and self-employment. Quality business support with tailored provision is deemed to be the most effective tool to increase resident interest and familiarity of enterprise working in Efford and should form a major component of any strategy to promote self-employment.

To foster an entrepreneurial spirit in Efford will require a holistic approach to enterprise. A multifaceted strategy to increase the levels of entrepreneurial activity in Efford will have to recognise the wider Plymouth context of inherent low self-employment in the local economy and address this through specialised support aimed at engaging the community and increasing the level of public awareness of enterprise. Developing a joined-up approach to delivering well coordinated business support can be complemented by targeted provision to develop local people's trade skills to take advantage of the significant trends in Plymouth for skilled sole trader enterprises.

To encourage a step change in the way enterprise is perceived in Efford there is a need to raise the aspirations of local people and help develop their confidence to encourage them to consider self-employment or seek assistance in developing their business further. Stimulating enterprise working in Efford will require the commitment of both the local community and business support agencies to raise the profile of self-employment as a positive way of working.

### 4.1 A WAY FORWARD

Below is detailed a suggested approach to fostering an entrepreneurial spirit in Efford and stimulating working with business support agencies. The approach focuses on three distinct groups that will be required to input into key focus areas that can be formed into interdependent strands of an overarching enterprise strategy for Efford.

#### 4.1.1 LOCAL COMMITMENT

The commitment of the community will be essential in ensuring that business support services are focussed most effectively on identified needs of local entrepreneurs. A central coordinating body would best facilitate the necessary actions and it is proposed this role could be undertaken by the Heart of Efford Community Partnership (HECP), now seen as a representative partnership already well established in the area.

Key focus areas for the community of Efford include:

##### EFFORD COMMUNITY KEY FOCUS AREAS

**Raising Awareness.** A significant barrier perceived by a number of business service practitioners is that there is an overall lack of awareness of enterprise and a lack of appreciation of the ethos of effective business among the local community in Efford. The HECP could form a key role in promoting enterprise in the community and referring local people to business support providers.

**Promoting Services.** A continuation of awareness raising activity, the HECP could also actively promote the business support services available to local people. Both new entrepreneurs and individuals with existing businesses can be encouraged to engage in these services and refer to examples of other people who have been assisted.

**Identify Local Entrepreneurs.** HECP could assist in identifying successful local entrepreneurs and business people who can provide valuable mentoring and business counselling services to others interested in starting a new business or expanding an existing venture. They can act as role models for local residents and demonstrate the advantages of being enterprising by showing how they developed their ideas into successful businesses.

**Shaping the Support Offer.** Where levels of community engagement are low it can often be problematic for service providers to refine their service offer to best meet the needs of local people. HECP could provide valuable feedback to business support agencies with respect to the needs and priorities of local people considering starting or expanding a business.

#### 4.1.2 PROVIDER COMMITMENT

Providers have a key role to play in raising the profile of enterprise in neighbourhoods such as Efford.

Key focus areas for business support providers include:

##### **BUSINESS SUPPORT PROVIDERS KEY FOCUS AREAS**

**Developing a Joined-Up Approach.** Well coordinated business services avoids replication of support and helps ensure that entrepreneurs are referred to the best source of provision. A clear commitment from service providers to delivering quality support for local people can positively impact on the way enterprise is perceived in an area. By developing close working partnerships providers can strengthen their influence at a strategic level, a recent example of this is the role of business support providers in influencing and shaping the current Plymouth Local Enterprise Growth Initiative (LEGI) bid.

**Engaging with Neighbourhoods.** Service provision needs to be clearly focussed on an identified need. Effective engagement with the local Efford community can be facilitated through HECP and ensure that the impact of providers services on the ground are maximised.

**Tailoring Services to Local Needs.** Business support should be tailored to meet the needs and priorities of local entrepreneurs who have a wide range of different skills and experience of enterprise. Tailored support solutions helps ensure that provision accessed by local people is sustainable and addresses the specific requirements of individual entrepreneurs at various stages of business development.

**Marketing Success Stories.** Success stories and case studies can reflect successful support initiatives as well as describing progresses made by different clients that have been supported. Highlighting achievements enables local people to see the successes made in their area by people with similar backgrounds to them, who have been able to develop a business idea and transform it into a profitable enterprise.

### 4.1.3 STRATEGIC PARTNERS

Efford cannot be regarded as an enterprise microclimate that is independent from the rest of Plymouth. To successfully foster an entrepreneurial spirit in Efford links have to be forged between the community, business support providers and a number of strategic partners that can influence the wider Plymouth economy. Initially the main strategic partners will include Plymouth City Council (PCC) and the South West Regional Development Agency (SWeRDA) although further partners may be identified and approached as a strategy is developed.

Key focus areas for strategic partners include:

#### STRATEGIC PARTNERS KEY FOCUS AREAS

**Refining a Suite of Services.** The consultation has highlighted a need for a holistic approach to stimulate an enterprising culture in Plymouth. A suite of services aimed at promoting and teaching enterprise and business skills and developing key trade skills to encourage sole trading enterprises, can be part of a wider objective in Plymouth to promote a seamless progression of enterprise learning and support for all ages from school upwards.

**Acknowledging Key Initiatives.** Strategic Partners will be directly or indirectly involved in the development of important new initiatives that can impact upon enterprise in Plymouth and hence Efford. This will include the current LEGI bid being developed by PCC. If successful the impact of LEGI could be substantial and any strategy developed to foster and support enterprise in Efford should accommodate the key focus areas of the LEGI programme and look to build on the priority areas of support the programme would target.

**Promoting Best Practice.** Strategic partners such as PCC and SWeRDA are well positioned to feed in examples of good practice to facilitate the development of a local enterprise strategy drawing on examples of effective business support from a sub-regional and regional level. Also any early successes achieved in Efford to foster an entrepreneurial spirit and stimulate enterprise working with business support agencies can be promoted across the city and to other relevant parts of the region, helping to increase the profile of Efford as an area that encourages and supports business innovation.

# Appendices



## **5.1 APPENDIX 1 METHODOLOGY**

CSC undertook a comprehensive methodology of seven inter-linked stages including:

- i. Background research
- ii. Key player interviews and questionnaire surveys
- iii. Establishing the consultation themes
- iv. Development of consultation toolkit
- v. Enterprise and entrepreneurship seminar
- vi. Data analysis
- vii. Reporting

Each stage is explored in more detail below.

### **5.1.1 BACKGROUND RESEARCH**

Using a range of existing data sources, base level audits and area reports, a detailed picture of the local area was created. Data sources referenced included:

- Office for National Statistics datasets
- Neighbourhood Renewal statistics
- Census 2001 data
- Household survey data
- Local Strategic Partnership data (Plymouth 2020)
- Plymouth Economic Vision and Strategy (Thinkpiece)

### **5.1.2 KEY PLAYER INTERVIEWS**

CSC held a series of in-depth discussions with key players with a regional and/or local focus. This included representatives from the following categories:

- Business Support agencies
- Statutory agencies
- Other interested and stake-holding parties

As part of the key player interviews CSC developed and implemented a questionnaire survey to collect quantitative data from a range of key individuals and organisations which included representatives from the following:

- Business Support agencies
- Statutory agencies
- Other relevant stake-holding parties

### **5.1.3 ESTABLISHING THE CONSULTATION THEME AREAS**

To ensure the collection of appropriate data, the consultation process was shaped around three overarching theme areas. These included:

**THEME AREAS FOR STIMULATING ENTERPRISE AND FOSTERING AND ENTREPRENEURIAL SPIRIT IN EFFORD**

- Theme 1. Enterprise in Efford
- Theme 2. Priorities for those considering self-employment
- Theme 3. Developing and promoting local entrepreneurship

**5.1.4 ENTERPRISE AND ENTREPRENEURSHIP SEMINAR**

CSC hosted a seminar event held at Plym View School in Efford on the 4<sup>th</sup> July 2006. The event was attended by practitioners of business support provision for both private and social enterprises and other relevant service providers, together with a number of interested local residents. Key note speakers included Peter Flukes (Chief Executive, Wolseley Economic Development Trust) and Rob Gittins (Co-active Ltd). Between presentations, delegates were encouraged to use a variety of consultation tools to feedback their thoughts and perceptions about a ranges of issues relating to business support services and the development of social enterprise within Efford.

**5.1.5 CONSULTATION TOOLKIT**

To encourage in-depth feedback from all participants at the Enterprise and Entrepreneurship seminar event, CSC developed a comprehensive suite of tools that formed the basis of the interactive consultation. The tools were specifically designed to be easy to use, and provide both a visual representation of people’s views as well as capturing detailed comments and opinions. The main tools employed in the consultation event were:

**Bulls Eye Comments Boards** capture participants’ opinions and perceptions relating to specific enterprise solutions. The Bulls Eye Board is segmented with a range of options and participants are invited to record their perceptions about each by affixing a single dot in the area of the board that best describes their view. The boards have the added benefit of allowing for instant visual feedback during the consultation activity itself so participants are able to view and discuss early trends recorded by fellow delegates.



*Bulls-Eye Boards facilitate an immediate visual assessment of delegates’ feedback.*



*Comments Boards encourage feedback against particular consultancy themes.*

**Comments Boards** record participants’ comments and suggestions and feedback on issues relating to each of the theme areas and also allow the working groups to record their main discussion threads.

### **5.1.6 ANALYSIS**

To analyse the data collected from the research and consultation activities and present the results in a meaningful and easy to understand way, we utilised a number of effective tools as appropriate, including:

- SNAP market research software (survey design, data collection, statistical manipulation and analysis)
- Excel (matrix and graphical representation)
- Top-level tables (for comparison of qualitative data and interview transcripts)

### **5.1.7 REPORTING**

Comprehensive analysis of the results obtained from the research and consultation activity are drawn together into a report, which will be incorporated into the final master plan proposal.

© **SHILLAM + SMITH** ARCHITECTURE AND URBANISM  
122 GREAT TITCHFIELD STREET  
LONDON W1W 6ST  
**T** 020 7637 0057  
**F** 020 7323 4272  
**E** [INFO@URBANEYE.CO.UK](mailto:INFO@URBANEYE.CO.UK)  
**W** [WWW.URBANEYE.CO.UK](http://WWW.URBANEYE.CO.UK)