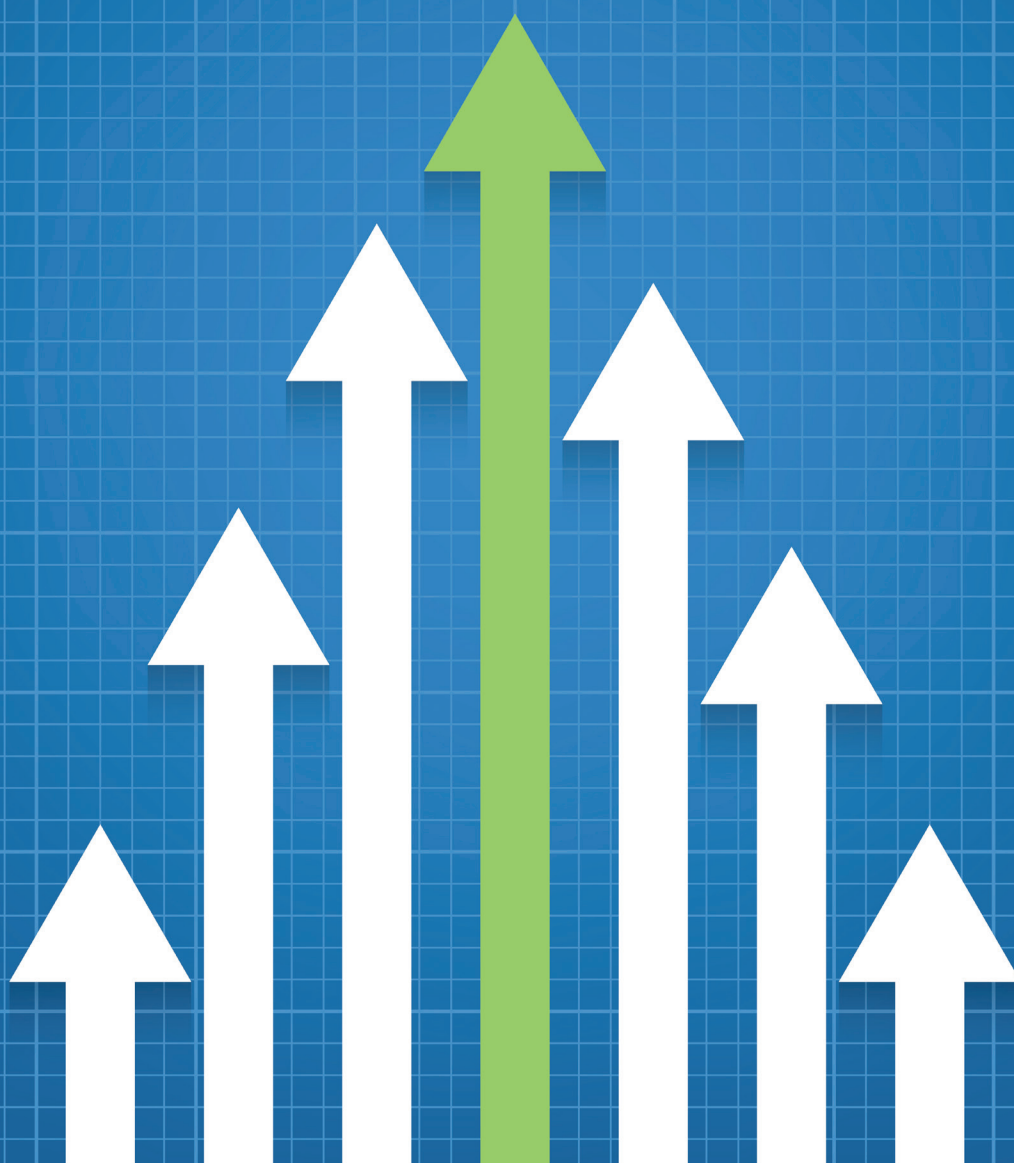


Business in focus

The Enterprise People
Y Bobl Fenter

ANNUAL REPORT 2016
A BLUEPRINT FOR SUCCESS





FROM OUR CHAIR

The financial year April 2015 to March 2016 was very much a pivotal period for Business in Focus, with a new Welsh Government contract out to tender and large scale restructure, whilst maintaining 'business as usual' for our clients and partners.

Our management team worked tirelessly during the first half of the year, to create compelling responses for the Business Wales Business Support and Youth Entrepreneurship tenders. Their efforts were rewarded with success in both, securing a positive future for the organisation and an expanded area of delivery. Meanwhile the rest of the team continued to maintain high standards of support across all our services.

The contract wins resulted in a wholesale reorganisation for the company, concentrating most of the team in a single location and requiring a significant recruitment and selection process. While this was a difficult time for the staff, the outcome is a highly qualified and dynamic workforce, fit to deliver our services and achieve our corporate objectives.

We commenced recruitment of a team of specialist advisors to continue the delivery of our successful Start Up Loan programme.

The Business Start Up contract was brought to a close in December 2015, to be integrated into the Business Wales offering. It ended with a strong performance, creating more than 1000 full time equivalent jobs and assisting more than 650 businesses to start.

Our Property department continued to perform strongly with average occupancy across all sites of 98%. The team managed the move to our new headquarters in Bocam Park. The additional space the move provided was snapped up very quickly by our existing tenants. The year also saw the portfolio extended with an agreement with Workbench Offices to manage their building in Neptune Court, Cardiff. We continue to explore opportunities to expand further.

We also saw a new Leadership Team, with five new or changed appointments following the reorganisation. Among these, the appointment of a Business Development Manager is a key development, with the responsibility to oversee a refreshed marketing strategy and to seek new opportunities and partnerships.

It's hard to overstate the extent of the test posed to Business in Focus during 2015/16. I am delighted to say that the team's response to the challenge has served to reinforce Business in Focus' role as the premier business support organisation in Wales.



BOARD MEMBERS

Geraint Evans (Chair)
Gorsedd Ltd

Keith Thomas (Vice Chair)
Verve Management Ltd

Katy Chamberlain, Chief Executive
Business in Focus Ltd

Jonathan Good, Area Manager
Barclays Bank plc

Dr Charles Smith, Deputy Leader
Bridgend County Borough Council

Nicola McNeely, Partner
Capital Law

Rhys James, Senior Director
DTZ

Nirmal Chhabria, Director of Projects
SIMEC

Robert James, Partner
Geldards LLP

Christopher Richards, Senior Commercial Manager
HSBC Bank plc

John Bevan, Consultant
JB Consultancy

Jennifer Griffiths, Managing Director
Jennifer Griffiths Recruitment & Training

Haydn Davies, Local Director
Lloyds Bank plc

Jenny Jones LLB, Partner
Morgan Denton Jones

Andrew Jones LLB, Cardiff Business Banking
Natwest Bank plc

Cllr Robert Bevan, Cabinet Member
Rhondda Cynon Taff CBC

John Sheppard, Consultant
South East Wales Economic Forum

Steve Hudd, Managing Director
SPS Ltd

Cllr Elisabeth Burnett, Cabinet Member
Vale of Glamorgan Council

Appointments

Dr C Smith was appointed as a director on 28th July 2015

Retirements

Cllr D Sage retired as a director on 28th July 2015

Mr WD Snowdon retired as a director on 6th November 2015

CONTRACTS

BUSINESS START UP

April to December 2015 saw the Business Start Up contract draw to a close, in advance of the new combined Business Wales service being implemented in January 2016.

Despite this, the contract concluded with an excellent performance from the team, who also became SFEDI (Small Firms Enterprise Development Initiative) Level 7 qualified. They were the first advisors in the UK to achieve the new qualification which is a nationally recognised standard for enterprise development and support.

BUSINESS WALES

Leading a new consortium of partners, Business in Focus submitted the tender for the new Business Wales contract in July 2015, with notification of award in October, whilst continuing delivery of the existing contract.

A complex transfer process followed to ensure the new service had a quality led approach, sourcing advisors for both Core and Growth service areas. A 'world class' service had been requested by Welsh Government and we were intent on providing it.

Alongside this, work began to develop and deliver the new service, with assistance from Welsh Government on compliance and reporting. Activity levels built from a standing start in January with great results expected from a new team. With the emphasis moving to assisting business growth, new roles, such as relationship managers, a knowledge and resource officer and a skills adviser have been added to the team, enabling us, with our partners, to deliver an inclusive service to all businesses in Wales.

A new brand was also announced, to be rolled out by a newly appointed Marketing Executive.

A second Superfast Broadband pilot project was also delivered from September to December 2015, with a number of well attended events held across South Wales plus the delivery of one-to-one advice.

SOCIAL BUSINESS WALES

The organisation successfully tendered to be listed on the Wales Co-operative Centre Framework in two lots – Advice & Guidance and Training. The company will provide consultancy to social enterprises requiring support in human resources, sustainable development, marketing, business planning and strategic development.

The contract commences in April 2016 and we look forward to embarking on this new area of business.

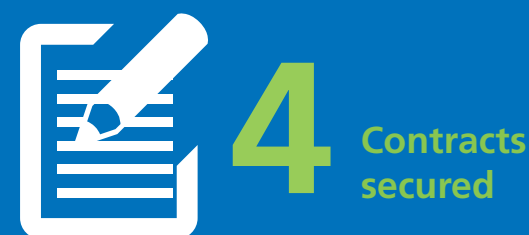
START UP LOAN

Performance on provision of Start Up Loans remained strong, and this will improve following the recruitment of our specialist team. Our geographical area has been increased and we now cover from Monmouth to Swansea with this service. Dedicated marketing activities commenced and will be ongoing, including social media, email newsletters and updates to existing clients, potential clients and intermediaries, case studies and improved web pages.

Our priorities are clear: deliver the very best services to the people of Wales under all our contracts, and fulfil our obligations to our contracting customers and partners.

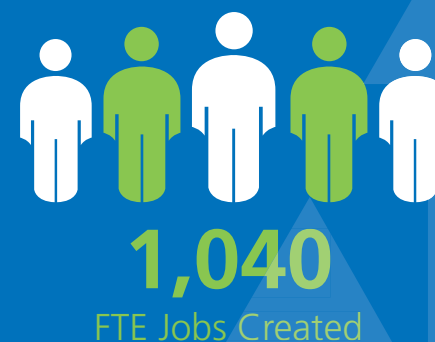
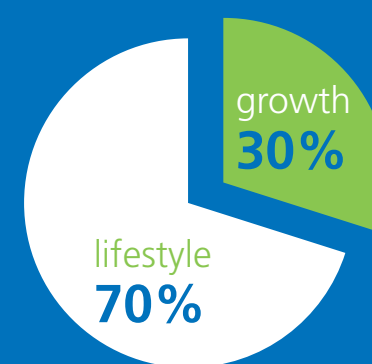


CONTRACTS



BUSINESS START UP

652 businesses started



BUSINESS WALES with our partners



START UP LOAN



< 25

25-50

> 50



13%

78%

9%

PROPERTY

The portfolio continues to be a success for Business in Focus.

Over the many years of development we have built a portfolio that comprises a total of 12 sites; 8 owned and 4 managed, stretching from Cardiff to Swansea and up into the Valleys.

We now house 294 businesses across the portfolio, which range from single person businesses to large national and international companies employing significant numbers of people. Our tenants have some large clients themselves working with some significant businesses across the world. The economic impact of our portfolio is extensive, not only supporting businesses in the locality, but adding value to the Welsh Economy.

The portfolio continues to provide a considerable financial return for the organisation with occupancy levels now steadily in excess of 97%. Our strategic aim is to continue to identify and invest in multi occupier accommodation, be it office or industrial space, replicating the success of the business model we have developed.

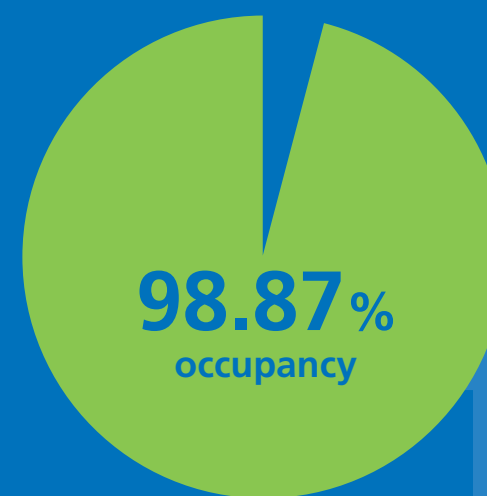
We are also looking to other Commercial Property Owners in the public and private sectors to offer them our services as a Managing Agent. This year saw us take on our first private sector client in this capacity, creating Neptune Court in Cardiff. This venture continues to develop and is proving to be a successful addition to the portfolio.

We also considered the operational elements of Business in Focus following the changes in the Welsh Government Contracts in January 2016. The contractual changes clearly identified the opportunity to relocate our Business Support and Central Services to a single site. We identified the Bocam Park property as an ideal location to operate from, entering into a long lease. The creation of a headquarters in Bridgend has released office space in our Cardiff, Tondu, Treforest and Swansea sites, increasing the overall space we now rent to SMEs. In turn this will lead to an increase in the financial return of the portfolio.

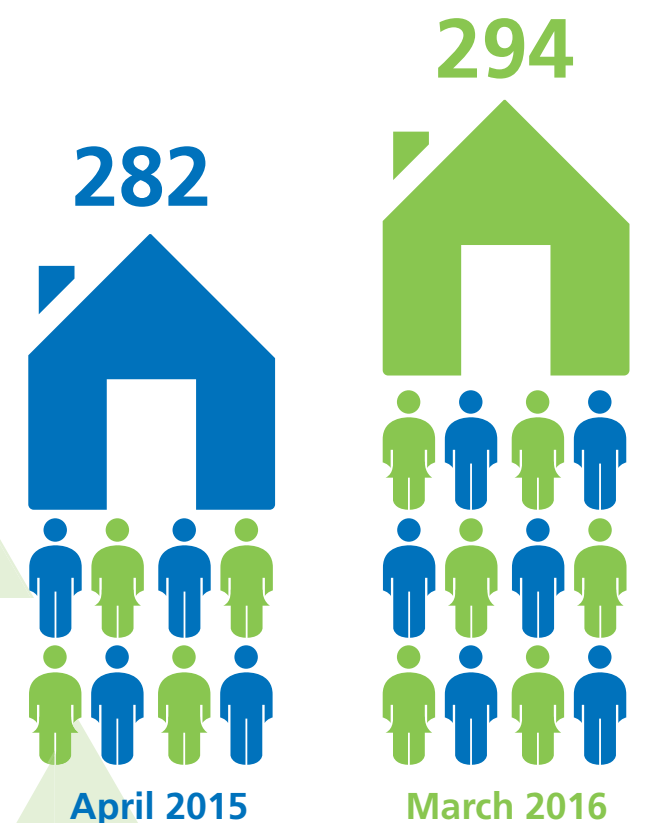
So our aspirations are obvious – to invest in additional sites and replicate our tried and tested model across Wales supporting enterprises with a clear commercially attractive and community centred property offer.



SITES



NUMBER OF TENANTS



HUMAN RESOURCES

HR were involved in preparation of the Business Wales tender and started to plan for the implications of contract award from Summer 2015.

On notification, HR mobilised planning for the implementation of a successful communication and consultation programme, over and above best practice, to ensure the smoothest possible transition for existing and transferring staff from the Business Start up and previous Business Wales Contracts.

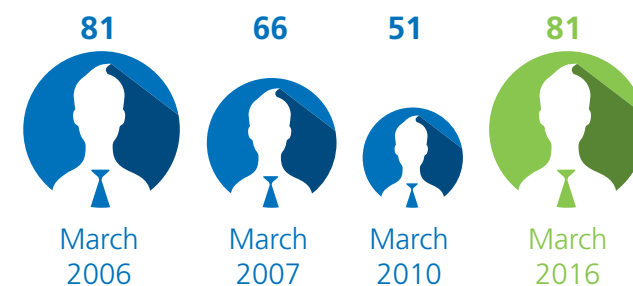
In February 2016, a robust and effective restructure programme was undertaken to deliver the step-change specified for the new Business Wales contract, to recruit effectively for the new Big Ideas Wales contract and to appoint to the newly structured Start Up Loan department.

The year's new opportunities required a great deal of change management. The leadership team and staff have all worked in line with our mission, vision and values to position the company to optimise delivery of the Welsh Government and other contracts awarded.

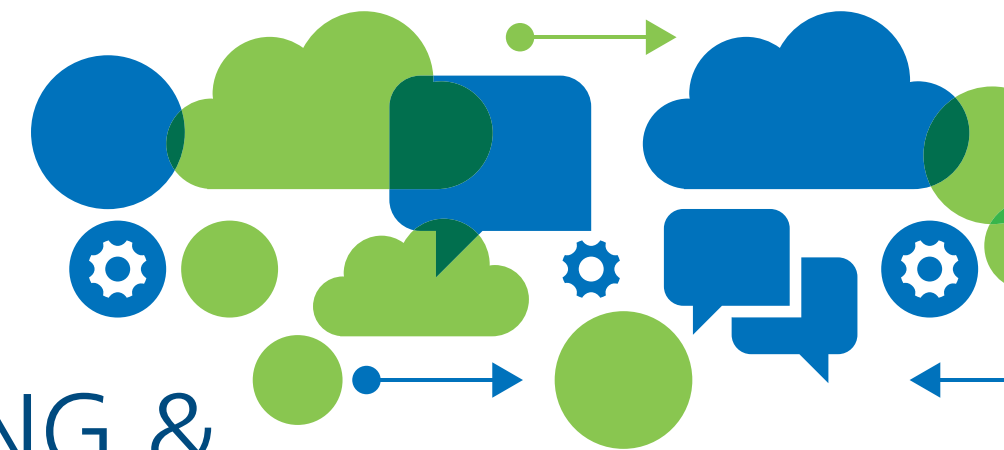
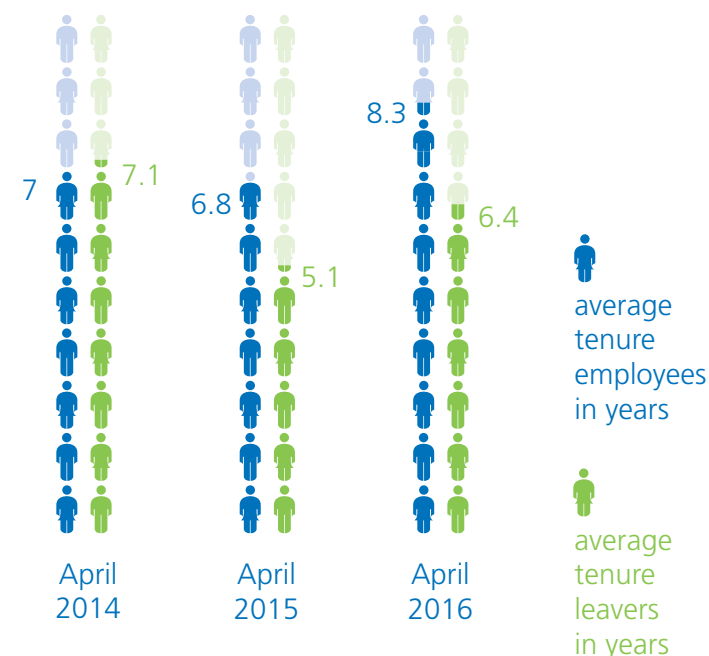
This work put the company in a good position to recruit the expanded workforce needed to fulfil our contractual obligations. We plan to strengthen our Employer Branding and promote Business in Focus as an 'Employer of Choice'.

Our aims for the future: to further improve our organisational development and to achieve performance against our mission and business objectives. We will steadily continue our recruitment plan and continue to develop the organisation working with the new IIP 6th generation framework.

As our commitments change so does our workforce. Recruitment was ongoing throughout the year and we are back at the levels of 10 years ago.



Over the year the tenure of employees continues to rise as personnel remain in a culture that supports the development of the individual and encourages promotion from within.



MARKETING & BUSINESS DEVELOPMENT

The activities of the Marketing team were many and varied throughout the year.

Marketing and promotion of the Business Wales service fell largely to the Business in Focus team to manage and implement. A number of high quality print and video case studies were produced, working closely with the Welsh Government marketing and press teams, with significant pan-Wales coverage achieved.

The company website was refreshed and updated to be mobile responsive in line with the increasing trend to access digital information on phones and tablets.

A marketing strategy was created to accompany the business plan for 2016-17, with the key objective to clearly illustrate the services offered by Business in Focus.

It is important to communicate the company's ability to develop and implement national business support strategies, but retain its identity as a Welsh SME offering one-to-one support and consultancy to businesses of all sizes.

The new Big Ideas Wales contract has a considerable marketing element and work began early in 2016 to shape the Bootcamp to Business residential weekend, including sourcing inspiring speakers and compelling activities.

Dedicated marketing activities are also planned to source leads for the Start Up Loan service and Property portfolio.

In the new year our team was reconfigured to provide more resource for developing new business opportunities. We are committed to finding new partners and opportunities to develop our Property and Business Support Services and maintain our profile as a Beacon for Enterprise in Wales.

FINANCIALS



BALANCE SHEET

31 MARCH 2016

Fixed Assets

Tangible Assets
Investments

Current Assets

Debtors
Cash at bank and in hand

Creditors: amounts falling
due within one year

Net Current Liabilities

Total Assets less Current Liabilities

Creditors: amounts falling
due after more than one year

Provisions

Taxation including deferred tax

Net Assets

Capital and Reserves

Revaluation reserve
Profit and loss account

Members Funds

	2016	2015
	£	£
Fixed Assets		
Tangible Assets	9,793,880	9,836,367
Investments	2	2
	9,793,882	9,836,369
Current Assets		
Debtors	812,036	1,069,150
Cash at bank and in hand	33,217	29,849
	845,253	1,098,999
Creditors: amounts falling due within one year	1,347,046	1,582,282
Net Current Liabilities	501,793	483,283
Total Assets less Current Liabilities	9,292,089	9,353,086
Creditors: amounts falling due after more than one year	1,706,317	1,927,433
Provisions		
Taxation including deferred tax	301,754	305,621
	7,284,018	7,120,032
Net Assets		
Capital and Reserves		
Revaluation reserve	4,277,600	4,277,600
Profit and loss account	3,006,418	2,842,432
	7,284,018	7,120,032

PROFIT & LOSS ACCOUNT

YEAR ENDED 31 MARCH 2016

Turnover

Cost of Sales

Gross Profit

Administrative expenses

Operating Profit

Other interest receivable and similar charges

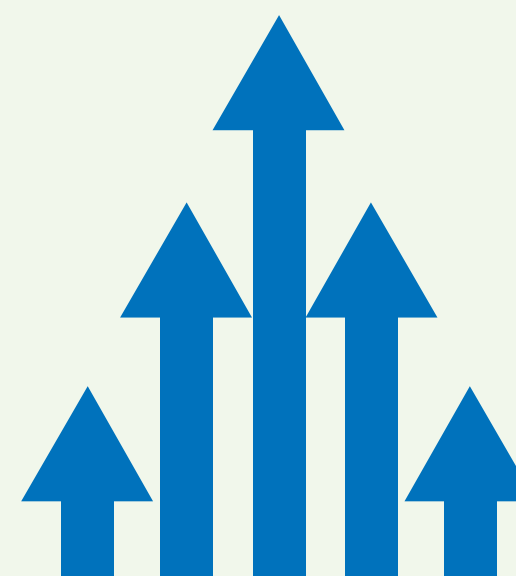
Interest payable and similar charges

Profit on ordinary activities before taxation

Tax on profit on ordinary activities

Profit for the financial year

	2016	2015
	£	£
Turnover	4,477,217	3,971,203
Cost of Sales	(1,842,202)	(1,402,678)
Gross Profit	2,635,015	2,568,525
Administrative expenses	2,344,582	2,344,151
Operating Profit	290,433	224,374
Other interest receivable and similar charges	42,729	24,200
Interest payable and similar charges	143,360	152,503
Profit on ordinary activities before taxation	189,802	96,071
Tax on profit on ordinary activities	25,816	(17,480)
Profit for the financial year	163,986	113,551



OUR PROPERTY LOCATIONS



HEAD OFFICE

Units 14/15 Bocam Park
Oldfield Road
Pencoed
Bridgend
CF35 5LJ

T: 01656 868545

E: enquiries@businessinfocus.co.uk
www.businessinfocus.co.uk

DR W PRICE BUSINESS CENTRE

The Sidings, Treforest, CF37 1SP

BRYNMENYN BUSINESS CENTRE

St Theodores Way, Brynmenyn Industrial
Estate, Brynmenyn, Bridgend, CF32 9TZ

PYLE ENTERPRISE CENTRE

Village Farm Road, Village Farm Industrial
Estate, Pyle, Bridgend, CF33 6BL

TONDU ENTERPRISE CENTRE

Bryn Road, Tondy
Bridgend, CF32 9BS

ENTERPRISE HOUSE

127 Bute Street, Cardiff Bay
Cardiff, CF10 5LE

CAVE VENTURE WORKSHOPS

Martins Road, Tremorfa Industrial Estate
Tremorfa, Cardiff, CF24 5SD

WORKBENCH

Neptune Court, Ocean Way
Cardiff, CF24 5PJ

MAESTEG BUSINESS CENTRE

Tyle Teg, Heol Ty Gwyn Industrial Estate
Maesteg, CF34 0BQ

NEWPORT BUSINESS CENTRE

89 Lower Dock Street
Newport, NP20 2AH

HENLEY HOUSE

Queensway, Swansea West Business Park
Fforestfach, Swansea, SA5 4DJ

TONYPANDY ENTERPRISE CENTRE

Llwynypia Road, Tonypandy
Rhondda Cynon Taff, CF40 2ET

BUSINESS DEVELOPMENT CENTRE

Main Avenue, Treforest Industrial Estate
Pontypridd, CF37 5UR