



NEW START DEVON

COACHING AND SUPPORT FOR ENTERPRISES
AND ENTREPRENEURS IN RURAL DEVON

Report produced by
Devon Communities Together, January 2024

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WHAT? Up to 12 hours' fully funded enterprise coaching for Devon-based (including Plymouth and Torbay) small businesses, start-ups, social enterprises and aspiring entrepreneurs. New Start Devon ran from 2019-2023.



WHY? Devon has nearly 58,000 businesses with over 7,000 new businesses formed in 2020. The majority of Devon's businesses are small to medium enterprises. We have a dynamic micro business community and a higher rate of self-employment compared to the national average.¹ This programme was established to provide support to the individuals behind these small enterprises, helping them make good ideas a reality, or develop existing businesses, to create new career opportunities and contribute to the local economy.



HOW? A combination of 1-2-1 coaching sessions, bootcamps and group workshops with specialist trainers.



KEY ACHIEVEMENTS



80 existing businesses and 113 potential entrepreneurs engaged with the programme - 193 in total



119 people completed over 12 hours of enterprise support (62%)

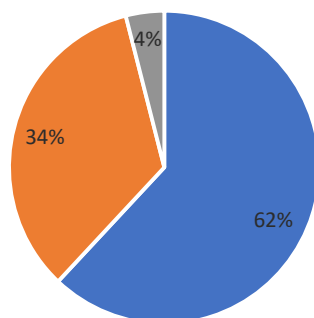


66 people benefitted from some but not all of the full 12 hours (34%)



8 people were referred elsewhere for support (4%)

Journeys of 193 participants



■ Completed 12 hours ■ Did not complete 12 hours ■ Referred elsewhere



At least 8 new enterprises were established



At least 8 full-time and 9 part-time jobs have been created

94% of participants surveyed rated the Enterprising Halls programme 'Excellent' or 'Good'

CASE STUDY:

A NEW SOCIAL ENTERPRISE IS ESTABLISHED

OutPour is a new social enterprise based in Newton Abbot, which encourages people to create and cocreate stories, poems, and song lyrics for wellbeing, to facilitate personal growth, mindfulness, and greater self-awareness.



Founder Debbie Jeffery took part in the New Start Devon programme, working with enterprise coach Hannah Reynolds who helped her to develop her idea into a social enterprise, looking at the structures that sit behind it and how they could work for OutPour.

Debbie worked through various different exercises such as Business Model Canvas, Unique Selling Proposition, Customer Profiling – both individually and with the support from the online groups in workshops. By the end of her allotted time Debbie had identified a potential funder for a series of Outpour workshops at Newton Abbot Library. The New Start Devon coach was able then to discuss approaches to negotiations on costings for these.

We also featured Debbie and Outpour work in a wellbeing-themed edition of our LOVE Devon magazine (below).

OutPour has since been selected for financial support from Devon Mental Health Alliance's Innovation Fund, which will pay for a new website, leaflets, and other marketing tools, helping Debbie to build her business further.

From the recognition of need and a creative idea, a new social enterprise has been created!

<http://www.outpour.org.uk/>



WELLBEING AT WORK

Debbie Jeffery is one of many local small businesses and social enterprises that has received support from Devon Communities Together's New Start Devon* enterprise coaching programme. Her wellbeing enterprise, OutPour, is based on creativity coaching for self-expression through stories, poems, and songs. Guiding and inspiring with gentle prompts, word association, free writing and music, the concept is about inclusion and unlocking potential.

We asked Debbie about how she makes time for wellbeing and self care while she's busy developing and growing her business.

How, if at all, has your wellbeing been affected since starting your enterprise?
It's been massively boosted by the positive way people are responding to OutPour and saying how much it's helped them, which was always my main goal. After a lifetime as a desk-bound journalist, I'm revelling in being creative and having fun with people from all walks of life.

What, if anything, do you do to practice self care?
Daily meditation and creating with words – whether poetry, song lyrics, or fiction writing – are essential to my self-care, and one of the reasons OutPour was born.

What would your top tip be for a new entrepreneur to help them find a work life balance?
Make a list and stick to it! Keeping to a schedule, with set times blocked out for self-care and doing absolutely nothing, prevents burn out. Keep a journal of work achievements and successes too, to spur you on.

Why not try Debbie's tips, or explore your own ways to make time for yourself during the working day? Perhaps you could organise a tika (pg 47).

You could also try mentalhealthatwork.org.uk which contains lots of resources and tools to support wellbeing and mental health in the workplace.

To contact Debbie about support from OutPour, call 07792 406650.

We featured Debbie in the 2023 wellbeing edition of our LOVE Devon magazine, in a feature about wellbeing at work.

*New Start Devon received funding from the European Regional Development Fund



2. INTRODUCTION

New Start Devon project was a business development and support programme hosted by Devon Communities Together (DCT) and run in partnership throughout Devon, including Plymouth and Torbay, with programmes of the commercial business support agencies YTKO, Torbay Development Agency and The Prince's Trust.

The YTKO programme (all partners) was funded through the European Regional Development Fund (ERDF) programme and ran from 1 April 2019 to 30 June 2023, including during the period of the pandemic lockdown, when the programme went online.

Initially, the YTKO programme was to run until Dec 2021, but this was subsequently extended by 18 months to June 2023. Clients of the programme were eligible for up to 12 hours of contact time with our specialist Enterprise Coach and other trainers to support them in their enterprise journey, whether that was developing a new idea or growing an existing enterprise.

The funding to DCT to deliver the project was £244,000 over those 4 years. The project came in on target.

The following report centres on the DCT 'New Start Devon' element of the YTKO partnership programme.

3. OUR AIMS

Devon Communities Together works within six strategic aims, one of which is to...

Support Devon's rural economy, local entrepreneurs and businesses to develop and thrive, and promote community wealth building.

Through our support of Devon-based enterprises and entrepreneurs, we aimed to help establish, develop and strengthen new small businesses and social enterprises, which will ultimately go on to contribute to the local economy, deliver important services to communities and create new career paths for owners and future employees.

A key part of the training and coaching we provided was to encourage and upskill people to look at ways they can create future-proof, sustainable businesses. We did this by raising awareness of the carbon economy and challenging the individuals and enterprises to consider the wider environmental impacts of running their business and, where appropriate, to instil the idea that it is good business sense to be as environmentally efficient as possible.



4. TARGET ENTERPRISES

New Start Devon was targeted at commercial and social enterprises in the rural areas of Devon. It had three main beneficiary groups:

- Potential Entrepreneurs - those who had a business idea but had yet to set up an enterprise.
- Existing businesses - those whose businesses had stalled, needed to find new directions or were going for growth.
- Village Halls and Community Buildings became a specific target as social enterprises in late 2022, and were also the target audiences for a business support and training programme of workshops: New Start Devon Enterprising Halls.

Referrals to the programme came from:

- Individuals themselves - through DCT's existing networks and our reach into Devon's rural communities. This was the main source of referrals outside of Plymouth and Torbay.
- Heart of the South West Growth Point
- Commercial business advisors (for social enterprise)
- Other YTKO partners

5. PROJECT DELIVERY

5.1 Phase one of New Start Devon

The project was initially delivered through bespoke 1-2-1 enterprise coaching sessions to reach 12 hours of engagements for each individual. While many sessions were originally conducted face-to-face, from March 2020, due to the Covid-19 pandemic all sessions were moved online. Business and enterprise coaching was delivered by Matthew Porter and Hannah Reynolds, with workshop delivery support from other specialist members of Devon Communities Together staff.

We also set up Action Learning Sets to enable those with similar types of businesses to support and challenge each other outside of the programme's coaching hours.

The case study on the following page (pg.6) tells the story of Stacey Sheppard, who progressed through New Start Devon in its initial phase of 1-2-1 coaching sessions.



(top) Matthew Porter and (bottom) Hannah Reynolds, DCT's Enterprise Coaches

CASE STUDY:

CREATING A NEW TRIBE

Stacey Sheppard was one of the earliest completers of the programme, receiving 12 hours' 1-2-1 support from our original enterprise coach, Matthew Porter.

Stacey was made redundant from full-time magazine job in 2009 and set up an interiors blog so she could keep her hand in the industry while trying to get another job at an interiors magazine, the blog grew to become one of the top 10 interior design blogs in the UK.

Stacey ended up with part-time job after part-time job alongside the blog and could never find the courage to drop those jobs and focus solely on the blog. In 2019 she decided she needed a business coach as she'd been stuck in a cycle of inaction for a decade, undervaluing herself and undercharging, and felt she needed help to get some clarity on achieving the goals that she had not been achieving for years.

After an initial discussion with Matthew, a specialist New Start Devon Business Coach, Stacey realised that what she really wanted to do was set up a coworking space for creative female entrepreneurs. As well as business coaching, Matthew supported Stacey with some softer skills around balancing personal and business needs and worked on holding herself accountable for achieving her goals. During the session Stacey wrote down "I will not talk myself out of this", this was a real turning point for her.

Things moved really fast for her and she was able to make amazing progress. In less than four months she created a brand identity, built a website, built a social media following, networked with target audiences, built a mailing list, found a venue, decorated it and kitted it out - and finally opened the "Tribe" coworking space at the end of 2019. In the first two weeks alone she made 1/3 of the money needed to cover the rent.

Shortly after opening she hosted taster sessions for enterprise coaching at the venue, which in turn led to eight new starts on the New Start Devon programme for rural female creative entrepreneurs!

<https://thetribecoworking.co.uk/>

“ *I would never, ever have been able to do that without Matthew's help. He helped me to stop listening to my inner critic and to realise that actually there is no such thing as failure only success and learning. He also helped me to see that my fear of failure is actually totally irrational as I've never actually failed at anything I have really wanted to achieve when I've actually tried to do it. “*

“My coaching sessions with Matthew have honestly changed my life and given me so much more confidence in myself. I have already been recommending his coaching sessions to friends I know are in a similar position feeling stuck in their business.”



5.2 Amending the delivery model

While feedback from those people completing the programme was positive, there was a relatively high drop-out rate, representing people who attended some coaching sessions but did not complete the full 12 hours.

An analysis of the stages when clients dropped was carried out in early 2021, which showed:

- The first clients joined in September 2019 with a delivery pattern of 1-2-1 coaching, online and in person.
- The first 25 clients completed the programme by March 2020.
- The second group of 25 clients joined the programme around March 2020, which was early in the Covid-19 pandemic lockdown, when the whole New Start Devon programme went online. Of these, 12 people had dropped out of the programme by the end of 2020, having completed less than 5 hours.
- Between September 2020 and end of September 2021, 50 more people joined the programme but only 15 of these actually completed it. This can be directly attributed to the effects of the pandemic and the loss of momentum and collective confidence that ensued as the UK moved into Covid recovery. People either dropped out early on, possibly when the realisation that setting up an enterprise takes a lot of effort, or they dropped out around 6-8 hours in to the programme.

As well as the inevitable effects of the pandemic, analysis showed that there was an opportunity to amend the delivery model of the programme to counteract some of the concerns around the high drop-out rate.

The service was delivered through individual coaching sessions between September 2019 to June 2021. This bespoke delivery suited those looking for high levels of individual support, however, the time period it took to complete 12 hours of coaching may have, in some cases, contributed to a lack of progress and loss of momentum for clients setting up or developing enterprises – and consequently they left the programme.

5.2.1 Programme Delivery Change 1 - September 2021

In September 2021, the delivery model was adapted to address this slow progress and drop-out rate by speeding up the completion time period and keeping momentum high.

It was decided to reduce the individual coaching sessions to three hours and to introduce an all day 'Bootcamp' plus a 'shopping list' of three-hour workshops from which clients could choose topics relevant to their enterprise and/or skills gaps. These three different strands would come together to build the minimum of 12 hours support.

There were a number of clients left in the programme who regretted the move away from the 12 hours' bespoke coaching, the feedback from others who stayed was that they enjoyed the interactions with other clients on the workshops and bootcamp and

the 1-2-1s gave them a chance to review progress and plan. Clients also welcomed the opportunity to meet different speakers who were engaged for the Bootcamp and the Workshops.

After this change, the throughput of clients achieving at least 12 hours' support gathered momentum.

A survey of on-programme clients in December 2021 uncovered two key findings:

- Online support was strongly preferred, due to the rural location of many clients, combined with rising fuel costs and a challenging economy
- Clients were also dropping out due to the lack of grant support to develop their businesses. They told us they could not afford to give up employment to develop their enterprise ideas and in some cases the pull to comparative financial security in employment was too strong to continue with the enterprises (and therefore in the programme)

5.2.2 Programme Change 2 - February 2022

The number of clients staying on and then completing the programme increased significantly from the beginning of 2022 and continued to build to the end of the programme in June 2023.

To facilitate this positive end to the programme we had revised our support offer on the website, refreshed our promotional materials and we went 'on the road' to promote the programme to clients at networking sessions, business breakfasts, Dragons Dens and other events.

We also used a clear 'client journey' shared with each client at a diagnostic session, with a concurrent timescale of completing the programme within 6 months.

The 1-2-1 coaching sessions provided an opportunity for a mid-programme progress review and an action planning session with the client before they were signed off the programme.

By regularly reviewing our delivery methods and providing such a variety of ways to engage with the programme, New Start Devon addressed inequalities that arose from participants being located in rural Devon communities, ensuring we were accessible to all, inclusive, flexible and tailored to suit the needs of individuals.



CASE STUDY:

FROM EMPLOYEE TO ENTREPRENEUR

Sion Kemp is an ADAPT-Certified Functional Health Coach and Life Coach having transitioned from 20 years in sales and leadership. He received the full 12 hour's support from our Enterprise Coach Hannah Reynolds after a significant career change.

"In 2018 my circumstances changed and I decided to change how I looked at my life. Having climbed the corporate ladder, I landed my dream job as a business manager at Apple in 2010. I have two girls and it became clear to me that I wanted to be in their lives in a meaningful and fulfilling way - for them and for me. The sense that true wealth was in fact discretionary time, not materials and gadgets and promotions, became overwhelming and I simply had to do something about it.

"I experimented with some alternative forms of employment and eventually found my calling in 2019 when I started a health coach training programme at the start of 2020."

Sion officially launched his coaching business in January 2022, becoming a UK Health Coaching Association member. He works with a growing number of private practice clients in the UK and internationally. His work has included a UK Community Renewal Funded programme to 12 people in Totnes. Each participant received 2 hours of 1-2-1 coaching weekly for 6 weeks.

"I designed the programme with a budget of £8 per week, per participant, to spend on the food of their choice either in a local eatery or at a fruit and veg shop to take home after our session. This programme supports people with personal growth and professional development and is for those who are not already in employment, education or training."

Sion is a fantastic example of the benefits of support with a career change from employee to entrepreneur, which has created a new business that's benefitting its local community.

<https://www.sionkemp.com/>

“ Hannah was such a joy to work with. She “got me” more than anything, which essentially allowed the work we did together to head in a direction that was both aligned with who I am, and on track with where I was at professionally and developmentally. She’s a gem. I’m looking forward to continuing my work on Facebook and other social media platforms to tell the world what I’m up to.”



5.3 Business materials

The following business materials were used throughout the programme for exercises and for templates.

- Business Model Canvas
- Customer Profile Avatar
- Business Horizon Canvas
- Personal Horizon Canvas
- Personal Survival Budget template
- Cashflow Forecast Template
- SWOT
- Business Plan template
- Innovation Plan
- Decarbonisation plan
- Customised templates for specialist areas of community halls development and other social enterprises.



An example of a Horizon Canvas

5.4 Marketing and communications

Our marketing and communications activity developed in line with the project's evolution. Activities included:

- Weekly updates to participants, signposting useful webinars and online support resources
- Media releases at key, newsworthy points during the programme, including Social Enterprise Day and the launch of the Enterprising Halls programme. We also featured on the Celebrating Small Business Day of BBC Radio Devon in Spring 2023.
- Social media content (written, visual and video) across Facebook, X/Twitter, LinkedIn, Instagram and YouTube, with a combined following of 7,841 (at February 2024)
- Dedicated page on DCT's website: <https://devoncommunities.org.uk/projects/enterprise-coaching-new-start-devon>, which over the lifespan of the project had 2,467 views.
- Posters, flyers and e-flyers to promote the programme
- The programme featured regularly in each edition of DCT's quarterly and annual Impact Report and our annual LOVE Devon magazine.
- All workshops were advertised both on Devon Community Learning on DCT's website: <https://devoncommunities.org.uk/courses> and on Eventbrite, for ease of client booking.



(above) New Start Devon promotional flyer



(right)
Example
of media
coverage

(right) Promotional video for social
enterprise training, also available here:
<http://tinyurl.com/346zwsa>



6. WORKSHOP CONTENT

6.1 Business and enterprise support workshops

After the strategic adaptations of the learning programme away from purely 1-2-1 coaching sessions, the following series of workshops was devised, delivered in conjunction with three hours 1-2-1 coaching.

Workshop 1 - 'From Idea to Enterprise' - a six-hour 'Essentials Bootcamp', delivered online in one day. Content included:

- Thinking Creatively about Your Enterprise
- Business Model Canvas as a Planning Framework for Your Enterprise
- Firming up your Enterprise Offer – Customer Profiling and Competitor Analysis
- Taking Care of Yourself and The Planet – Wellbeing, Net Zero and Decarbonising your Enterprise
- Getting your Message Across - Five Steps to Getting Started with Digital Marketing

Followed by a choice of three of the following workshops:

Workshop 2 - Commercial and Social Enterprise Legal Structures (3 hours)

Workshop 3 - Digital Marketing (3 hours)

Workshop 4 - Calculating your Carbon Footprint (3 hours)

Workshop 5 - Finance: Budgeting and Cashflow (3 hours)

Workshop 6 - Take The Leap – targeted specifically at new and potential entrepreneurs (3 hours)

In order to allow clients to derive the most benefits from the overall YTKO partnership, partners shared the details of their own training and learning workshops and several New Start Devon clients also attended events in other areas organised by YTKO or Torbay Development Agency.

6.2 Enterprising Halls

DCT has a more than 60 year history in supporting Village Halls and Community Buildings in Devon, many of which are operated by voluntary committees who, although passionate and dedicated, do not necessarily have the experience or skills in running enterprises. We spotted an opportunity to bring our experience in Village Halls and our expertise in enterprise coaching together, to introduce a new strand of the New Start Devon programme 'Enterprising Halls'. Enterprising Halls provides a dedicated programme of workshops specifically targeted at Village Hall committees who wish to stabilise and develop these important community facilities, whether that's driving through capital improvements to the building, developing new incomes strands or improving governance.

We welcomed two cohorts of hall committees through the Enterprising Halls programme between September 2022 and June 2023, with 31 halls completing the full 12-hour programme. The case study on the following page shows an example of the impact the programme had.

We have since re-launched Enterprising Halls under our Devon Community Learning programme of training, networking and learning events, due to its success under the New Start Devon programme.



CASE STUDY:

AN ENTERPRISING HALLS SUCCESS STORY

One of the first halls to sign up for our Enterprising Halls programme in 2023, Stowford Parish Hall, has been successful in raising £10,000 for improvements.

Trustees said as soon as they had completed the Enterprising Halls workshops they used everything they had learned to put as much as possible into their funding application. They got the full £10,000 they asked for, and as a result will have a more energy efficient hall and an improved space where more local people will want to attend activities.

They will be gaining a new front door to keep the heat in, a new floor in the storeroom to reduce the damp and a refurbished hall floor. Sound clouds will improve acoustics for people who are hard of hearing and the hall will also benefit from a new projector screen and PA system so they can host a film club. All of this will make the hall more efficient and attractive for people to hire, increasing income for the Hall.

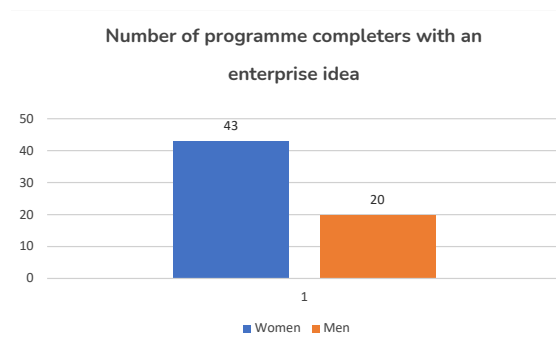
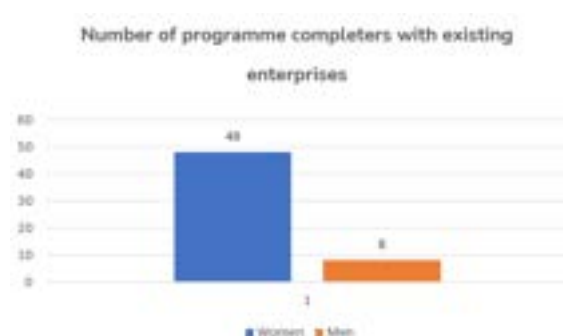
“The sessions were truly fabulous and provided a solid understanding/ foundation of what is required, together with options open to us in running a village hall supporting our community Parish of Stowford.”



7. WHO WE SUPPORTED

7.1 Gender of clients

The overwhelming number of clients for DCT's New Start Devon programme have been women.



7.2 Types of enterprises supported

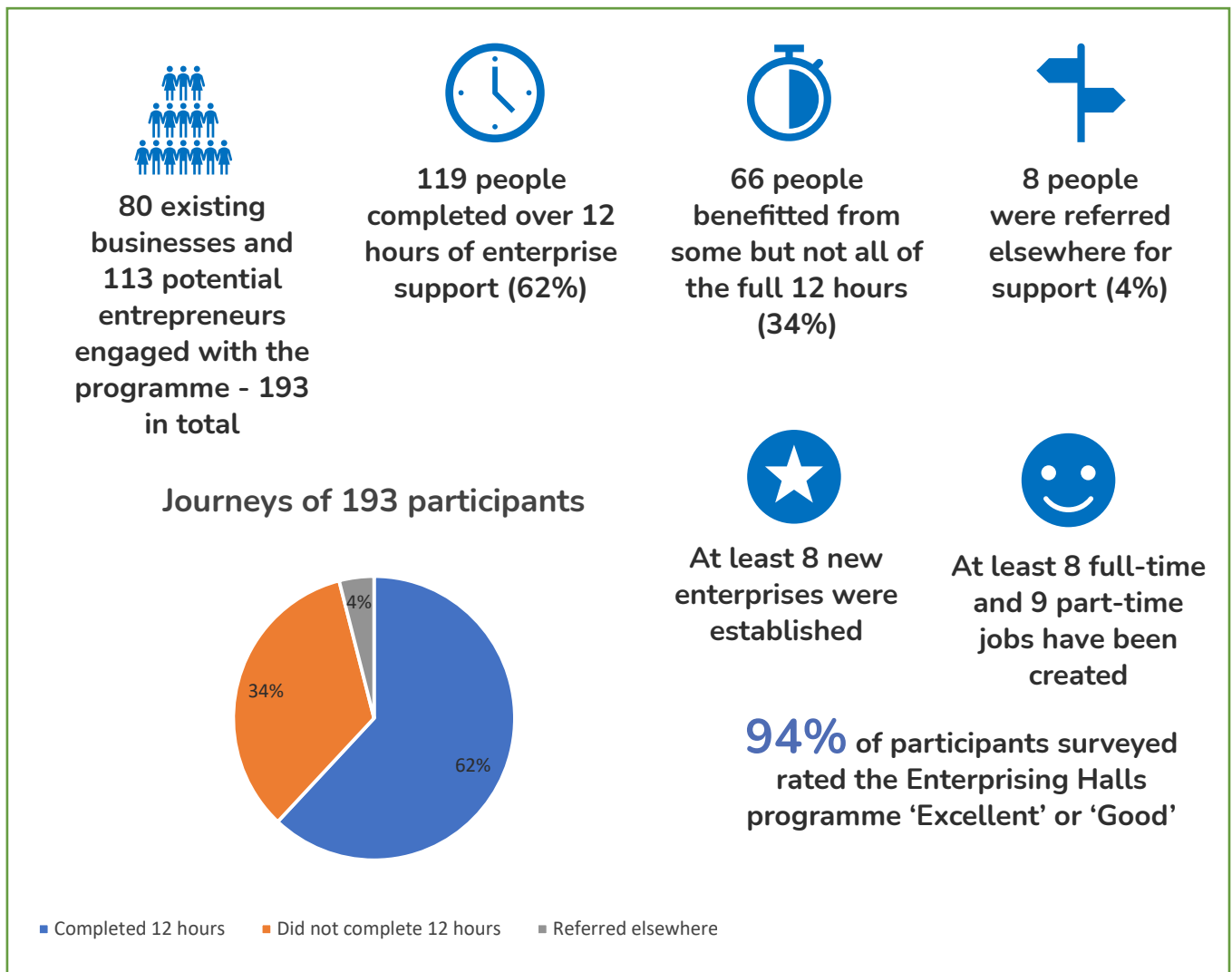
Whilst there were 16 existing enterprises supported that were in retail or hospitality sectors, the majority of the clients coming through DCT New Start Devon were in (or had aspirations to be in) a sector with a social or environmental objective. There was a preponderance of therapists, wellbeing advisers, educationalists and trainers, counsellors and eco-businesses – and these are areas of enterprise and social development that have traditionally attracted women in particular.

One key issue reported by all YTKO partners was the number of clients coming through at pre-start stage who had already registered with HMRC and got a UTR (unique tax reference) number – yet had not actually started trading. This meant that technically, as far as the criteria for the programme was concerned, they were 'existing businesses', when in reality they required much more business development support, confidence-building and effort from the coaches than might have been anticipated for businesses that appeared to have completed the start-up planning required for a viable enterprise.



8. PROJECT ACHIEVEMENTS

Overall, the programme successfully attracted a total of 80 existing businesses and 113 aspiring entrepreneurs, totalling 193 participants.



Some words from our clients ...

“Hannah, your business coaching was exceptional. You supported us and enabled us to come up with our own solutions to problems as they came up along the way. We looked forward to the sessions because we knew that our time with you would be so well spent and that we would leave the session feeling just that bit more confident and have a real sense of we can do this. All start up businesses need a Hannah.”
Charlotte Ellis, Seaglass Gallery, November 22

“Matthew held the space with such expertise and sensitivity that allowed me to explore fully the two sides of my coaching business: working with cancer patients returning to work and executive clients changing career paths. He helped me recognise how I straddled two areas of coaching: health and work, and strengthened my vision of how my charity and private sector clients might work. As a coach myself, I came away from my sessions with Matthew with a renewed sense of confidence - like the 'can' in cancer, I can also offer the 'care' in career.” Dr Dianne Dowling, Cancer Coach, 2021

- “ I feel that, in coming to understand how my enterprise (and I) work, I am much better placed to move on towards success. I have developed a solid foundation. With a strong base in place, I have the confidence to play around with different ideas and give things the time and space they need to unfold.” Wide-hearted Women, December 2021
- “ Without the support of Devon Communities Together and New Start Devon the ambitions would still be in a stew of discussion and vagueness! So thank you for helping me and us find direction, objectives, and energy. It has been invaluable.” Christine Fraser, Newton St Cyres Cyres Village Hall, June 2023
- “ Hannah’s coaching enabled me to make a very difficult, but key, transition from parent to professional.” MC, October 2021
- “ Coaching with Hannah has given me much more clarity about my business ideas, where I am at, and what was stopping me as well as some really practical help such as the business model canvas that enables me to really dig into what I want my business to be and I really enjoyed the business bootcamp day. I am very glad I took part and I recommend it to anyone. An amazing gift, thank you!” Maxine Bell, Graphic Illustrator, October 2022
- “ A fantastic opportunity to reflect on your work and learn from super experienced professionals!” Jonathan Elliott, Talk Action, October 22
- “ Just a line to say thank you so much for your very helpful questioning in our session yesterday – you’re brilliant at prompting and probing in just the right ways to facilitate real progress. I’m so grateful.” Alex Kelly, Waymakers, April 2022
- “ Thank you again for your encouragement and support and the Mindset workshop. It’s been really valuable and in fact quite pivotal.” Rebecca Anne, Ellis Acupuncture, June 2023
- “ The workshops and the coaching with Hannah Reynolds came at the right time for me and my business. I was at a crossroads, working in isolation and feeling my business was stagnating. Hannah’s active listening skills, empathic support and real care for me and my business has led to a renaissance. Finally I have clarity on my USP, my ideal client and the value I bring as well as the financial aspects of my business in a way that had eluded me before. Thank you Hannah!” Transform, March 2022

CASE STUDY:

ATTRACTING START-UP FUNDING

Sophie Holt leased land to develop a project that will grow, make and sell seeds, dyestuffs, fabrics, furniture and other products online and through local retailers.

She also actively practices social therapy and provides supported employment for adults with learning disabilities, autistic spectrum disorder and mental health disorders, as well as training and mentoring for adults with particular support needs.

As a sole trader she was feeling overwhelmed and joined New Start Devon to learn how she could develop her project into a social enterprise.

Our coach, Hannah, helped her to develop a business model for her enterprise and advised on the appropriate legal structure, in this case a Community Interest Company (CIC). We also coached her for a presentation to the social investment agency, Unltd, from which she went on to obtain £5,000 of start-up funding to grow her business.

<https://www.pigment.org.uk>

“ *I had 12 sessions of mentoring from the New Start Devon programme, which was really beneficial to me getting to the point of receiving funding.”*

Sophie features in DCT's 'I am Devon' video here: <https://www.youtube.com/watch?v=TEzElhIGf6U>



I Am Devon - Devon Communities Together



Devon Communities ...
58 subscribers

Analytics

Edit video

1

Share

Share

Promote

...

CASE STUDY:

DEVELOPING A 10-YEAR VISION

Judith Smith, founder of The Buturi Project, was one of our first New Start Devon clients. The Buturi Project is a small Exmouth based charity with a big vision committed to supporting the impoverished and underdeveloped Tanzanian Buturi community through a variety of self-sustaining programmes. The biggest challenge is that founder Judith relied upon part-time volunteers in and around Exmouth for the work she was doing and needed to develop a scalable business model to move the organisation forward and to start employing people locally.

The challenge was to transition the organisation from small scale fund raising to a much larger scale that will meet its growing needs.

A series of 1-2-1 enterprise coaching sessions were delivered at the charity's office in Exmouth on the following themes:

- How to build the number of trustees that can make a difference
- How to build on Human Resources, specifically geared towards fund raising
- How to plan Office Administration / Management
- How to plan Corporate Sponsorship
- How recruit Patrons or Ambassadors
- How to develop a scalable business model

We helped Judith develop a 10 year vision for the charity with clear metrics and supporting structures. Upskilling, training, supporting and advising the Judith to start to make changes gives the charity the best opportunity to achieve positive outcomes for its community both locally and overseas.

<https://www.buturi-project.org/>

“ *Thank you Matthew for your professionalism and enthusiasm, you have a big heart and have provided exactly what I needed to transition and grow the project”*
Judith Smith, June 2019



9. CONCLUSION

Whilst other business support programmes shut down during the Covid lockdown, New Start Devon successfully took support online.

Both the entrepreneurs and the New Start Devon programme benefitted as, for some entrepreneurs, the time they were furloughed enabled them to re-evaluate their work lives and professional careers to date and to decide that this would be the time to change direction.

For some, New Start Devon coaching and group workshops gave an opportunity to test out ideas they had been thinking about for some time. Others got support and encouragement through coaching to re-launch enterprises that had stumbled or stagnated during lockdown.

For village hall and community building trustees, New Start Devon Enterprising Halls was a chance to meet others, share information, learn new information and skills in managing their buildings and - most importantly - to think of them as enterprises, generating income that can be used to provide better activities and facilities for the benefit of their communities.

