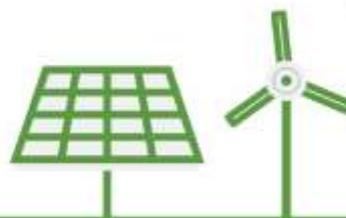


# GREBE

Generating Renewable Energy  
Business Enterprise



**Entrepreneur Enabler Scheme for Renewable Energy Businesses**

**Una Porteous**

**Fermanagh and Omagh District Council**

**February 2018**



[www.grebeproject.eu](http://www.grebeproject.eu)

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## The GREBE Project

### What is GREBE?

GREBE (Generating Renewable Energy Business Enterprise) is a €1.77m, 3-year (2015-2018) transnational project to support the renewable energy sector. It is co-funded by the EU's Northern Periphery & Arctic (NPA) Programme. It focuses on the challenges of peripheral and arctic regions as places for doing business, and helps develop renewable energy business opportunities in areas with extreme conditions.

The project partnership includes the eight partners from six countries, Western Development Commission (Ireland), Action Renewables (Northern Ireland), Fermanagh & Omagh District Council (Northern Ireland), Environmental Research Institute (Scotland), LUKE (Finland), Karelia University of Applied Sciences (Finland), Narvik Science Park (Norway) and Innovation Iceland (Iceland).

### Why is GREBE happening?

Renewable Energy entrepreneurs working in the NPA area face challenges including a lack of critical mass, dispersed settlements, poor accessibility, vulnerability to climate change effects and limited networking opportunities.

GREBE will equip SMEs and start-ups with the skills and confidence to overcome these challenges and use place based natural assets for RE to best sustainable effect. The renewable energy sector contributes to sustainable regional and rural development and has potential for growth.

### What does GREBE do?

GREBE supports renewable energy start-ups and SMEs:

- To grow their business, to provide local jobs, and meet energy demands of local communities.
- By supporting diversification of the technological capacity of SMEs and start-ups so that they can exploit the natural conditions of their locations.
- By providing RE tailored, expert guidance and mentoring to give SMEs and start-ups the knowledge and expertise to grow and expand their businesses.
- By providing a platform for transnational sharing of knowledge to demonstrate the full potential of the RE sector by showcasing innovations on RE technology and strengthening accessibility to expertise and business support available locally and in other NPA regions.
- To connect with other renewable energy businesses to develop new opportunities locally, regionally and transnationally through the Virtual Energy Ideas Hub.
- By conducting research on the processes operating in the sector to improve understanding of the sector's needs and make the case for public policy to support the sector.

**For more information, visit our website:**

<http://grebeproject.eu/>

**Follow our Blog:**

<https://greberenewableenergyblog.wordpress.com/>

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## PART A: Overview of the GREBE Entrepreneur Enabler Scheme

### The Entrepreneur Enabler Scheme

The GREBE project was established to address the challenges which entrepreneurs face in doing business in peripheral and arctic areas, and specifically to assist businesses in the Renewable Energy (RE) sector. It will do this by analysis of advanced RE options, provision of expert business mentoring, examining and establishing transnational models of successful growth strategies, analysing policies and provision of funding mechanisms and the support agencies available to SMEs.

Amongst the challenges that are faced by SMEs in the sector are:

- Lack of critical mass
- Dispersed settlements
- Poor accessibility
- Vulnerability to climate change effects

The project aims to enable SMEs and start-up businesses to overcome these challenges and address the issues which present barriers to growth, and to use place-based natural assets to the best sustainable effect.

In addition to this the GREBE project will enable local SMEs in each region to achieve business growth, provide additional employment opportunities and address the energy needs of their respective local communities. The provision of expert mentoring support will extend to supporting business growth and providing a range of skills enhancement opportunities to encourage working in this sector, in addition to the provision of appropriate RE tailored guidance so that the entrepreneurs are supported and provided with the tools to succeed in the sector.

The support will also extend to include the transnational sharing of knowledge through the on-line platform (<https://www.renewablebusiness.eu/>) which will showcase innovations in RE technology and enhance accessibility of expertise and support both locally and in other NPA regions.

Specifically within the GREBE project, it was agreed that as a minimum requirement the partners will provide the Entrepreneur Enabler Scheme to 45 businesses:

- |   |    |
|---|----|
| • Fermanagh and Omagh District Council (Northern Ireland) | 12 |
| • Western Development Commission (Ireland)                | 10 |
| • Environmental Research Institute (Scotland)             | 5  |
| • Karelia University of Applied Sciences (Finland)        | 3  |
| • Narvik Science Park (Norway)                            | 10 |
| • Innovation Centre Iceland (Iceland)                     | 5  |

This will be in addition to the development of a Generic Mentoring Support Pack which will outline the approach that should be taken to the process as a 'Best Practice Model' for renewable energy enterprises.

The Mentoring Support Pack will draw together information from other work packages in the GREBE Project. The format is designed to assist all regions to achieve a high level of response to those businesses that we support within the project and will remain post project as a dynamic tool which will continue to be useful within the sector and across the regions.

## Previous Involvement in Mentoring Programmes

Fermanagh and Omagh District Council (FODC) in Northern Ireland have provided mentoring schemes for approximately the last 6 years. These have taken a range of formats – schemes designed to address a range of issues within businesses. These are outlined as follows:

### ❖ **Survive and Thrive**

This programme provided mentoring support to businesses who were operating in challenging economic climates and who might have found themselves in crisis without some external support. Within this project which last two years, assistance was given 118 companies and enabled a significant number of businesses to sustain themselves and their employees, finding cost efficiencies.

### ❖ **Innovation Omagh**

This mentoring programme delivered mentoring to 100+ businesses who were engaged in Innovation across a range of business sectors.

### ❖ **Inspire**

This programme assisted 80 businesses across two District Council areas in Northern Ireland which needed assistance in their Sales and Marketing approaches.

### ❖ **Profit through Procurement**

Aimed at improving businesses engagement in procurement activities in the public sector, this mentoring programme aimed to assist 40 businesses achieve a greater level of success in winning tenders.

### ❖ **Grow and Prosper**

This programme of assistance provided 30+ businesses with assistance, these businesses having been identified as having the capacity to grow either through increased turnover or employment capacity.

### ❖ **Survive and Thrive II**

This second incarnation of Survive and Thrive assisted 60+ businesses which required support through the continuing economic difficulties that were prevalent at the time.

It was as a result of the cumulative success of these various interventions that FODC became involved in the GREBE project which aimed to support businesses in the Renewable Energy sector.

## Mentoring

### What is Mentoring?

Mentoring, as understood within the GREBE project could best be defined as the provision of external expertise to enhance the services that the business owner provides. Mentors are not there to dictate in any way how the business is run. They are often there to address a specific issue within the business. This means that in order for the relationship between the business and the mentor to work to the best advantage, a degree of thought must go into the matching process.

The relationship should respect the knowledge of each party and be adding value to the mentee. In some instances mentoring can provide benefit to both parties and is on occasions provided free of charge. It can sometimes be differentiated from coaching, which is almost always a paid service. However, in the context of GREBE, mentoring services are paid for and facilitated by a third party.

### So what issues need to be considered by each region in the roll-out of the Entrepreneur Enabler Scheme (EES)?

#### 1. Existing Capacity within the Region

Each region has a slightly different approach to business support and a different understanding of the concept of mentorship. Add to this a variety of levels of development of networks of appropriate and affordable providers of mentoring and it is apparent that we need to establish a suitable approach to implement across the region. This will address the diversity in approach whilst at the same time ensuring a standard level of consistency which should ensure that the sectoral needs are met and a gold standard is achieved.

#### 2. Procurement Issues

Within the GREBE project there are a variety of approaches to procurement – due to the variety of organisations. Whilst the approach we take needs to have regard for internal and EU procurement regulations, it is imperative that we have a consistently high standard in how this is done. This should ensure that there is uniformity in how our SMEs are able to access the assistance that the project makes available to them.

Essentially, it is important within each region that the net is cast far and wide in order to ensure that the businesses most likely to benefit from involvement in the project gain access to the services of the programme and the most appropriate form of assistance. In order to achieve this, the programme needed to be fully and openly advertised so that all interested parties could be invited to apply to be involved. (Appendix 4)

#### 3. Policy Approaches

Operating, as we all do, in a dynamic environment, where policy constantly evolves, it is important that we take account of how this impacts on what we are doing and what we hope to do. Whilst policy impacts on the EES in relation to the support that is available through other channels, the support through GREBE should be consistent across the NPA region. The GREBE Project has carried

out an analysis of policy initiatives for renewable energy businesses and can be found on the website here:

[GREBE Summary Report of the Relevant Policy Initiatives and Schemes in each Partner Region](#) and [GREBE Showcase of Examples of Best Practice Policy Initiatives](#)

### **The 'How to' Guide of Providing Mentoring**

There are a set of parameters that must be adhered to in the provision of mentoring support in order to ensure that maximum benefit accrues to all parties in the process. Experience suggests that the process takes time – the mentor and mentee need time to develop their relationship. A level of trust needs to be developed that will be critical to the success of the intervention. An experienced mentor will ensure that this relationship will be given a good foundation. Also key to the success of the relationship is the matching process. The project co-ordinator will require a good understanding of what is required by the business and the skills of the mentor. It is also important that the relationship is kept under review by the co-ordinator. There needs to be a process in place permitting the review of the process at regular intervals to ensure not only that expectations and targets are being met but also that where needed remedial action can be taken as required.

In support of the mentor/mentee relationship, we have developed a number of documents which aid the standardisation of the mentoring process. Recognising that each solution is bespoke and is designed to deliver a unique solution for the business involved, the paperwork has deliberately been designed to keep the reporting process to a number of key pieces of information and will be agreed by both parties. The co-ordinator will keep a watchful eye on the process and take any additional steps as may be required throughout. (Appendices 1, 2 and 3)

Although the nature of the mentor/mentee relationship is bespoke, there is a definite need to ensure that there is a beginning, middle and end to the relationship. It cannot be entirely open ended. Clearly within our project, there are definite timelines. However, there can be a risk that the relationship suffers from 'mission drift'. Once again, we recognise that the business environment is a dynamic one, where the normal daily demands on the time of a business owner can often require changes to plans. However, it is important that mentoring sessions be protected from undue delay to ensure that change can be effected where required. This often requires a semi-formal agreement with the mentor and the mentee to avoid undue delay to agreed timescales. It has however, to be semi-formal, as rigidity would almost always damage the relationship. However, respect between the two parties will require that where time has been scheduled, there are opportunity costs when rescheduling has to happen. As with all aspects of the project, the co-ordinator has a role to play in ensuring that timescales are broadly adhered to.

Mentors will have to be familiar with the business environment in which the mentee is operating. Whilst this appears self-evident, it can often be the case that the skills and experience of the mentor will have been acquired across a range of sectors and their involvement in each relationship is based on what they are bringing into the new setting. There is however a responsibility on the mentor to

familiarise themselves with the sector in which they are now assigned. This should ensure that an empathetic approach is taken to the assignment.

It has been our experience in all mentoring projects, that whilst there is benefit to be had to the mentee where the mentor has had direct experience within the sector, it is not always a requirement. The need of the business owner has to be of paramount importance in determining which mentor is assigned to the business. This may on occasion require more than one mentor working with the business. As always the project co-ordinator has a role to play in managing the complete process and liaising with the business to ensure that their needs are being met.

In the context of the GREBE project, all the businesses were involved in various aspects of the Renewable Energy sector. It was not our experience that all mentors were experts in this field. Given the range of business needs identified across the participating businesses, many of the areas where external expertise were required, did not in fact require Renewable Energy expertise of the mentor. It is therefore important in the procurement process that you attain a range of skills from the mentors and that these areas of expertise are taken into account in the allocation process. We utilised the procurement process to score individual mentors in a ranked order to ensure that they were utilised according to their strengths and availability.

The approach taken to allocation reflected firstly the needs of the business, the highest scoring mentor with expertise in the required area and the availability of the mentor. The contract with mentors requires that they are in a position to make contact with an assigned client within 5 days of the referral. Only where the top mentor was not available for an assignment was a second ranking mentor given the assignment. In reality, this seldom happened.

Regardless of the support required by the business, specific to the Renewable Energy sector or not, the mentor is expected to bring into the relationship the knowledge base required for the achievement of the stated outcomes identified at the start of the process by the business and the project co-ordinator. The outcomes for the business often require referral to external sources of assistance and to this end, the GREBE project has developed a range of support material, databases and reports which can be accessed through our on-line platform <https://www.renewablebusiness.eu/>. These are provided in addition to the level of expertise that the mentor brings in the context of their own knowledge base.

There is an on-going need throughout the mentor/mentee relationship for the co-ordinator to maintain contact with both parties. This allows for informal channels of communication to be maintained, and for alterations to be made as required by the co-ordinators.

Within the GREBE project, there were 12 businesses selected to participate in the pilot of the EES in Northern Ireland. For each of these businesses, there has been a bespoke package of support provided within the project.

## PART B – Information for RE businesses from other GREBE work

### Renewable Funding Mechanisms

In the wider context of the GREBE project, a Business Supports Catalogue has been developed which draws together the variety of provision to businesses across the entire partner regions. This comprehensive piece of work shows the range of funding options that are available to businesses within each region, whether the funding is limited only to the renewable sector or is it more generally applicable, what the current financial parameters which are applicable.

The catalogue provides information on the funding mechanisms available in all the partner regions. Its usefulness will span funding agencies and SMEs, informing them of what their options are. Whilst focussing primarily on public body support, it also covers private sector and social investment options. It is noteworthy that whilst 'hard' supports are included, so too are softer options including mentoring and partner search options. This can be accessed at:

[http://www.renewablebusiness.eu/en/publications/-Business Support catalogue](http://www.renewablebusiness.eu/en/publications/-Business%20Support%20catalogue)

The Funding Options Decision Support Tool has been developed to highlight the most relevant funding options available to the renewable energy businesses given their location and the type of funding required. This tool will assist businesses to identify the most suitable type of support for their identified option. It will help them in their decision making and support their journey in the sector. The Support Tool can also be found with the following link:

<http://support.renewablebusiness.eu>

This tool can be searched by region and provides a one-stop shop window for the supports available.

### Renewable Energy Policy

The project additionally identified the existing policies across the partners regions which impact on the Renewable Energy sector, a sector which is heavily influenced by and reliant on a suitable policy framework. One of the work packages within the project examines all of this in detail and focuses on a number of exemplars of good practice where policy initiatives have worked to positively promote Renewable Energy solutions. These two reports can be found on the link:

<http://www.renewablebusiness.eu/en/publications/>

There are two reports here that demonstrate the work in Work Package 6

### Business Development Support for Renewable Energy Businesses Growth Strategy Guidelines for SMEs – February 2017

SMEs and microscale enterprises (new and established) have a key role to play in generating new employment in peripheral regions. However, from knowledge of local markets it clear that only small numbers of SMEs are consistent in generating new employment opportunities i.e. they are successful growth enterprises.

SMEs that are most successful are those that successfully deployed growth strategies to optimise their business activities. GREBEs Growth Strategy Guidelines reviews successful business growth strategies for SMEs and microscale enterprises in the NPA regions and analysis how these can be

adapted for application to the RE sector. This Growth Strategy Guidelines are available on the link: <http://grebeproject.eu/wp-content/uploads/2017/02/GREBE-Growth-strategy-guidelines-for-SMEs-in-renewable-energy-Feb-2017.pdf>

### **RoadMap to Market - Investigating market access paths of RE and energy storage technologies – August 2017**

Market access paths of RE and energy storage technologies are investigated by using a case-study approach. The market access paths are considered in detail; this includes technology descriptions, technology demonstration and deployment issues (demonstration/piloting routines, assessment of technical and financial risks, advisories used, and processes of delivery and adaptation in different partner region), and support systems. The case-based paths will provide information on important drivers and barriers, thus providing background for the business mentoring support of the GREBE project. This Roadmap to Market is available on the link: <http://grebeproject.eu/wp-content/uploads/2017/08/GREBE-Roadmap-to-Market-August-2017.pdf>

### **Climatic and Environmental challenge solutions for Renewable Energy Businesses**

The influence and impact of severe weather on business operations in this sector has also been examined across the whole region and how businesses can plan for and continue operating during periods of severe weather. This piece of work (Influence of Environmental Conditions in NPA – Specific Challenges of Arctic Areas – August 16) seeks to examine ways in which each region can learn from other regions how best to handle the inevitable disruptions experiences in the face of extreme climatic conditions. Again the link to this piece of work can be found at:

<http://www.renewablebusiness.eu/en/publications/>

A database with details of these climatic and environmental challenges and potential solutions is available on the on-line platform

<https://www.renewablebusiness.eu/en/tools/database+of+climatic+challenges/>

### **Technology information for Renewable Energy Businesses**

Best Practice case studies (16) were examined for different RE technologies in different partner regions. Advice Notes for Renewable Energy Businesses is available for 10 different technologies ranging from Wind Energy, Wave Energy, through Small Scale Hydro, Geothermal, Biomass, CHP AD and Hybrid Energy solutions. Information on these can be accessed through the link or by viewing the associated webinars or on the GREBE Project YouTube channel. These can be found via the following link: [GREBE Project Case Studies](#)

A Renewable Energy Resource Assessment (RERA) Toolkit has been developed for biomass, wind and solar energies to support renewable energy SMEs on the technology aspect of their business. These toolkits can be found on the GREBE Project website:

[GREBE Renewable Energy Resource Assessment Toolkit for Wind Energy](#)

[GREBE Renewable Energy Resource Assessment Toolkit for Biomass Energy](#)

[GREBE Renewable Energy Resource Assessment Toolkit for Solar Energy](#)

## PART C – Procedural Steps to Develop a Tailored Mentoring Programme for RE Businesses

### 1. Selection of Mentors

In the EES pilot in Northern Ireland, the process of mentor selection was undertaken in line with the Fermanagh & Omagh District Council and the NPA rules of procurement. Notifications were put into the local press – across Northern Ireland and a full tender call was made to attract people to make application based on their experience and aptitude for the role of mentoring. Tenders were received in line with procedure and after the appropriate selection process was undertaken, a select list of mentors was agreed. As the price for the work was known in advance, applicants were rated on the basis of quality scoring mechanisms and the mentors were ranked on the basis of their respective scores and areas of expertise.

The criterion for selection was agreed in advance of the advertisement being placed, so that the correct type of applicant was identified and targeted. The procurement involved three stages.

#### Stage 1

This deals with Mandatory Exclusions, and covering confirmation that the firm/individual applying has no convictions for relevant offences. There are also declarations with regard to Fair Employment and Treatment, the Bona Fides of the tender, an Equality Declaration, Freedom of Information Act, confirmation of compliance with the Bribery Act 2010 and insurance details (this latter can be delayed until acceptance). Only those applicants who can meet the requirements of Stage 1 will proceed to Stage 2.

#### Stage 2

Within this stage, the applicants were required to successfully demonstrate competence and ability of previous mentoring experience and confirm their areas of expertise. Three examples of similar experience were required, with the guidelines showing that they should lead with their strongest example. The weight of scoring for this part was 80% with example 1 having a weighting factor of 8 (top score available being 5x8). Examples 2 and 3 having a weighting factor of 4 (top score available being 5x4). The scoring sheet helps to clarify the thinking on how things should be scored.

Assessment	Score	Indicator (these can be tailored specifically to project requirements)
<b>Excellent</b>	5	Submission excellent, relevant and fully supported in detail – no omissions or weaknesses
<b>Good</b>	4	Submission of good relevance, well supported in detail –

		minor omissions/weaknesses
<b>Satisfactory</b>	3	Submission of satisfactory relevance, adequate level of detail. Some omissions, weaknesses
<b>Limited</b>	2	Submission of limited relevance , several material omissions/weaknesses identified
<b>Poor</b>	1	Submission of poor relevance and inadequately detailed with major omissions/weaknesses identified
<b>Nil Response/Very Poor</b>	0	No response or unacceptable information provided

The score achieved out of 5 will be multiplied by the weighting factor detailed beside each criteria. Quotations must achieve a minimum of 3 against the scoring indicators to be considered as satisfactory to proceed.

### Stage 3

Price on this tender was fixed and known in advance, so each tenderer received a full score in relation to this part of the tender process.

***All documentation in regard to the selection process is included in the Appendices.***

## 2. Selection of Businesses

Selecting the businesses was done through a mix of businesses that self-selected having been made aware of the project either through the launch event, which happened in the middle of the Council's annual event to promote enterprise, and those who responded to advertisements and promotional activity through local press and social media activity.

The GREBE Project sought applications from businesses that were already working in or wished to become involved in the Renewable Energy sector. The advertisement was kept general, so that it encouraged business to self-select and enter the competition. The advertisement read:

**GREBE Public Call for Businesses Operating in the Renewable Energy Sector – free business support available to help new and existing businesses.**

The aim was to ensure that there was a spread of businesses across aspects of the sector as the pilot obviously provided an opportunity to establish the needs and impact on a variety of needs. There were applications from 15 entities for 12 places in the Fermanagh and Omagh District Council EES pilot.

The following businesses were selected:

- Alternative Energy
- Devine Associates
- Easyglow Ltd
- Ecohog
- Future Renewables
- Hawkes Transport
- ITEC
- Kes Energi
- Moffit and Robinson
- MSL
- Rowe Energy
- Winters Renewables

Further details on these businesses are contained in the report on EES Pilot in Northern Ireland.

### 3. Matching Process

The matching process with businesses and mentors is undertaken based on the initial findings from the company visit. It is very important to note that businesses are usually best at identifying where they need help to carry out their business effectively. Furthermore, where they have identified an issue or a problem, they are more likely to work co-operatively to work through the issue and address it. We utilise a form which provides a rationale for the decision on which mentor is assigned in the first place. This is designed to remove as much subjectivity from the matching process as possible. In this region all businesses are in the SME sector, although in other areas it might be pertinent to ensure that the mentor has an understanding of the size of business into which he is being asked to work, as there are obvious differences across the different business sizes.

Whilst there is a high level of confidence on the fit between mentor and mentee if this initial piece is undertaken carefully, it is useful for the match to be made with a review opportunity established at the outset. This was effectively done through assigning a maximum of three sessions as an opening gambit, allowing each party to take stock of the progress made, before committing to a longer relationship. Where businesses have self-selected it can often be the case that they know exactly what they need and have simply struggled to identify a source of help. The brokerage function performed by the project manager is critical to successful outcomes.

## Supporting Documentation

Taken from a range of previous involvements in mentoring schemes, the supporting documentation affords the processes a level of clarity and as stated previously is designed to remove subjectivity. Samples of the forms used are available on the platform and in the appendices of this report. These should be amended appropriately for the context in which they are being used.

## List of Appendices

<b>Appendix 1</b>	<b>Mentor Record</b>
<b>Appendix 2</b>	<b>Mentor Match Form</b>
<b>Appendix 3</b>	<b>Entrepreneur Enabler Scheme Primary Information</b>
<b>Appendix 4</b>	<b>Terms of Reference</b>
<b>Appendix 5</b>	<b>GREBE advertisement for Mentor List</b>
<b>Appendix 6</b>	<b>GREBE Expression of Interest</b>

All these documents are shared as examples of the paperwork utilised within the project. They may be altered and used if and as required. However, it is not necessary to utilise any specific paperwork, save that which may assist the delivery of such activities.

**Appendix 1****GREBE MENTOR RECORD**

Mentor Name:	
Client Business:	
Details of Mentor Session:  Include dates, mentoring times, type of mentoring, people involved, key action points and any barriers to mentoring.	
Date Completed:	
Output achieved or detail action points:	

The above is a true and accurate account of mentoring which was carried out under the GREBE Programme.

Client: \_\_\_\_\_

Date: \_\_\_\_\_

Mentor: \_\_\_\_\_

Date: \_\_\_\_\_

**One mentor record form must be completed and signed for every mentoring session (3hours).**

**Appendix 2****GREBE MENTOR MATCH**

Client/Business:	
Date Joined:	
Action Point 1:	
<b>Mentor Match:</b> Name of Mentor: Reasoning: Details	
Action Point 2:	
<b>Mentor Match:</b> Name of Mentor: Reasoning: Details	
Action Point 3:	
<b>Mentor Match:</b> Name of Mentor: Reasoning: Details	

### Appendix 3



	<h2 style="margin: 0;">GREBE Project</h2>
<b>EES – Primary Information Document</b>	

Company Name	
Company Address	
Post Code	
Contact Person	
Telephone	Landline:
	Mobile:
E-Mail	
Website	

#### Details:

Legal Status	Sole Trader	
	Limited Company	
	Other (specify)	
Year Established		
Renewable Energy Sector (indicate all those in which you are involved)	Renewable Energy Installer	
	Energy Efficiency	
	Energy Technology Manufacturing	
	Energy Services	
	Renewable Energy Producer	

	Other (Specify)	
Participation on Business Programmes		

**Human Resources:**

Number of staff	Full-time
	Part-time
Turnover Figure	
Comments	

**Direction:**

**1.1 Do you know how well your business is performing right now?**

We know what's selling and as long as we're doing alright at year end we're happy.	←-----→ <b>1 2 3 4 5 6 7 8 9 10</b>	We review our performance regularly against both our targets and our main competitors.
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**Comments:**

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**1.2 Do you know where you want your business to be in 2 years?**

We tend to use last year as a guide.	←-----→ <b>1 2 3 4 5 6 7 8 9 10</b>	We have a clear picture of where we're going along with a set of clear targets and the plans that help us to achieve them.
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**Comments:**

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**1.3 Have you identified what needs to be done to develop your business?**

We don't have a formal plan.



We have a comprehensive, detailed plan which we review regularly.

1 2 3 4 5 6 7 8 9 10

**Comments:**

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**1.4 How do you make sure that you stay on track in achieving your targets?**

We respond when we notice things are going wrong.



We break our plans down into key milestones and review our progress, amending our plans accordingly.

1 2 3 4 5 6 7 8 9 10

**Comments:**

---



---

**Products & Services:**

**2.1 How often do you introduce new and improved products and/or services?**

We rarely or never introduce new or improved products and/or services.



We are currently developing and introducing new and improved products and/or services which are profitable.

1 2 3 4 5 6 7 8 9 10

**Comments:**

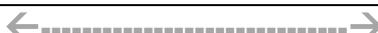
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**2.2 What's your approach to developing new and improved products and/or services?**

We rarely or never introduce new or improved products and/or services.



We are currently developing and introducing new and improved products and/or services which are profitable.

1 2 3 4 5 6 7 8 9 10

---



---

**Comments:**

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**2.3 Who’s involved in the process of developing new and improved products and/or services?**

The senior managers / owners only	<p style="text-align: center;">←-----→</p> <p style="text-align: center;"><b>1 2 3 4 5 6 7 8 9 10</b></p>	We actively involve customers, sales and operational staff and call on outside expertise if we need to.
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**Comments:**

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**2.4 How do you develop new ideas within your business?**

We tend to copy what others have done.	<p style="text-align: center;">←-----→</p> <p style="text-align: center;"><b>1 2 3 4 5 6 7 8 9 10</b></p>	We involve all of our people in generating new ideas for products and services and encourage them through targets and/or incentives.
--	---	--

**Comments:**

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**Markets:**

**3.1 How successful are you at generating new income from new markets?**

All our income is from our established markets.	<p style="text-align: center;">←-----→</p> <p style="text-align: center;"><b>1 2 3 4 5 6 7 8 9 10</b></p>	We involve all of our people in generating new ideas for products and services and encourage them through targets and/or incentives.
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**Comments:**

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**3.2 How important is growing your market to you?**

We're focused on our established markets and don't have the resource to look beyond that.	←-----→ <b>1 2 3 4 5 6 7 8 9 10</b>	Growing our market is a core objective of the business and drives our planning and marketing activities.
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**Comments:**

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**3.3 How do you identify which markets to attack?**

We respond to opportunity – we don't go looking for new markets.	←-----→ <b>1 2 3 4 5 6 7 8 9 10</b>	We're constantly scanning markets to identify growth opportunities and trying to find new applications for our products and services.
--	--	---

**Comments:**

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**3.4 Do you use online campaigns and social media?**

We occasionally email out promotions to clients.	←-----→ <b>1 2 3 4 5 6 7 8 9 10</b>	We have a detailed online marketing strategy that includes social media.
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**Comments:**

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**People:**

**4.1 How do you ensure that everyone gets behind the business targets?**

We let staff know what is required of them.	←-----→ <b>1 2 3 4 5 6 7 8 9 10</b>	We break down top level business targets into team and individual ones as part of the planning process – these are reviewed regularly and updated.
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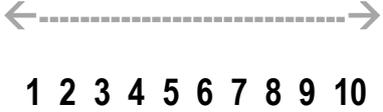
**Comments:**

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#### 4.2 How do you ensure that you have the right people for your business?

All candidates fill out a job application form.		We have written job specifications, along with formal recruitment, development and performance evaluation processes.
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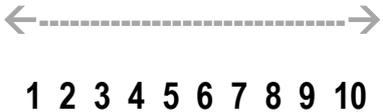
**Comments:**

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#### 4.3 How do you identify training needs and measure the impact of training undertaken?

We undertake little or no training.		Each person has a personal development plan which sets out learning needs and outcomes – we also undertake post-training evaluation to assess its effectiveness.
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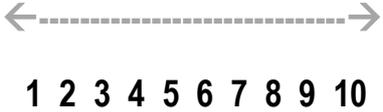
**Comments:**

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#### 4.4 How do you review staff performance and set objectives for the future?

We set out what's required and let them know if they fall short.		We have an appraisal process for all staff which is linked to personal development plans and objectives.
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**Comments:**

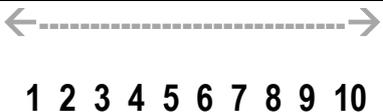
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### Finance:

#### 5.1 How do you anticipate the future requirements for cash in your business?

We read our bank statements.		We produce regular monthly cash flow forecasts as part of the management accounts.
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**Comments:**

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**5.2 How do you establish your profitability at any time?**

We find out when we produce our accounts at the end of the year.	←-----→ <b>1 2 3 4 5 6 7 8 9 10</b>	We produce detailed monthly profit and loss statements as part of the management accounts.
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**Comments:**

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**5.3 Are you able to identify the costs V's profitability of each customer / product / service you have?**

We only look at the bottom line for the business as a whole.	←-----→ <b>1 2 3 4 5 6 7 8 9 10</b>	Each customer/product/service has its own mini profit and loss statement against which we track income and expenditure.
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**Comments:**

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**5.4 To what extent do you have formal credit control processes in place?**

We chase outstanding invoices.	←-----→ <b>1 2 3 4 5 6 7 8 9 10</b>	We agree credit terms with both suppliers and customers and produce monthly credit control reports which we can action accordingly.
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**Comments:**

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## Customers & Selling:

### 6.1 What is your approach to winning new business?

We don't have targets, but everyone tries to get as much as they can.	←-----→ <b>1 2 3 4 5 6 7 8 9 10</b>	We have a fully costed, comprehensive marketing and sales plan with targets and responsibilities that are regularly reviewed.
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**Comments:**

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### 6.2 How do you ensure that the orders you win generate the right level of profits?

We use a price list.	←-----→ <b>1 2 3 4 5 6 7 8 9 10</b>	We frequently review pricing and costs – we also analyse the profitability of each customer / product / service to ensure that future pricing / quotes are accurate and profits are maximised.
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**Comments:**

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### 6.3 How do you use ICT to improve your customer experience?

We do not ICT in customer transactions.	←-----→ <b>1 2 3 4 5 6 7 8 9 10</b>	We use ICT extensively to communicate with our customers, make payments easier, track deliveries and capture feedback.
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**Comments:**

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### 6.4 How do you measure how satisfied your customers are with your products and / or services?

We know if they're unhappy when they tell us.	←-----→ <b>1 2 3 4 5 6 7 8 9 10</b>	We have a formal customer satisfaction process which is regularly undertaken and reviewed.
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**Comments:**

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**Operations:**

**7.1 How do you plan and deliver high quality products, processes and services?**

We respond to complaints and deal with them when we can.	←-----→ <b>1 2 3 4 5 6 7 8 9 10</b>	Everyone is responsible for quality – we have formal processes for managing quality but, above all, we have a total quality culture.
--	--	--

**Comments:**

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**7.2 How do you improve your products and services?**

We respond to complaints and deal with them when we can.	←-----→ <b>1 2 3 4 5 6 7 8 9 10</b>	Everyone is responsible for quality – we have formal processes for managing quality but, above all, we have a total quality culture.
--	--	--

**Comments:**

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**7.3 How do you manage your suppliers and partners?**

Those that don't perform don't get used again.	←-----→ <b>1 2 3 4 5 6 7 8 9 10</b>	We have active partnerships with our suppliers and partners involving shared targets and improvement plans.
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**Comments:**

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**7.4 How do you use ICT to improve how your business performs?**

<p>We use Microsoft office.</p>	<p>←-----→</p> <p><b>1 2 3 4 5 6 7 8 9 10</b></p>	<p>We have fully integrated management information systems from order placed, to stock management and financial reconciliation.</p>
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**Comments:**

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Describe below what the current barriers are to growth for your business and how these would be ranked in terms of priority for you. It might be useful to consider a PEST analysis of your current situation. (Political, Economic, Societal and Technological)

Please indicate here if there are any issues within the Company in relation to management capability.

Please describe any other aspect of your business that you feel might benefit from mentoring through this Programme.

#### ACTION PLAN

ACTION	DETAILS
Referral to another agency	
Accepted for mentoring	Yes / No

#### De Minimus Aid Declaration

If you have received Government funded business support such as grants or subsidised consultancy from other Government departments, Intertrade Ireland or Local Councils over the last 3 years this might impact on your eligibility to receive a grant as the GREBE Project operates as 'De Minimus' aid.

The maximum amount of De Minimus aid that an undertaking (individual company or company group) can receive within a 3 year fiscal period is €200,000. To allow us to determine whether awarding this assistance will breach this limit, please complete the table below that details the date and value of any De Minimus aid that you have received in your last 3 fiscal (accounting) years. Where the company is part of a group of companies, please complete the table for all group companies.

Please note that it is your responsibility to check whether the support you have received was classed as 'De Minimus' aid. If in doubt, please check with whoever provided you with the support.

Has your business received any form of public support or grant that was classed as 'De Minimus' in the last three years?

Yes

No

If 'Yes', please provide details below:

Date awarded	Funding body	Purpose / Scheme	Amount		
			<table border="1"> <tr> <td data-bbox="1176 1189 1294 1258">Total:</td> <td data-bbox="1294 1189 1466 1258"></td> </tr> </table>	Total:	
Total:					

Signature of Business Owner \_\_\_\_\_

Date \_\_\_\_\_

Signature of GREBE Co-ordinator \_\_\_\_\_

Date \_\_\_\_\_

**Signposting: Please complete as appropriate**


**Mentor Assigned**

Terms of Reference for Mentor Assignment – Brief outline of agreed parameters for mentor with this business including a timeframe and review date.

<b>Area for Attention</b>	<b>Review Date</b>

## Appendix 4

### FERMANAGH & OMAGH DISTRICT COUNCIL

#### TERMS OF REFERENCE

### Inclusion on Business Mentor List for the GREBE Pilot Business Support Programme

This programme is co-financed by the Northern Periphery and Arctic Programme.



## Background

Fermanagh and Omagh District Council are partners in the Generating Renewable Energy Business Enterprise, GREBE Programme. This project, funded under the Northern Periphery and Arctic Programme, has been developed in partnership with a number of organisations in the target areas. The Lead Partner is the Western Development Commission based in County Roscommon with the remaining partners located in Finland, Iceland, Norway, Northern Ireland and Scotland.

GREBE focuses on the challenges of the peripheral areas and arctic regions as places for doing business and will help develop renewable energy business opportunities. It will support renewable energy enterprises and seek to develop SMEs and start-ups in this sector through expert business mentoring, sharing transnational models of successful growth strategies, policy analysis and information on areas of funding.

GREBE will work throughout the Fermanagh and Omagh District Council area seeking new and existing renewable energy businesses that require support and put appropriate support in place to enable growth in this sector. Participating businesses will have access to a personalised development plan setting out targets and supports that will help them to achieve growth. This development plan will indicate specific areas of support needed by the participants and this support will be delivered by an expert mentor who will be sought from the Business Mentor List.

***Fermanagh and Omagh District Council will from here on be referred to as “The Council”.***

## Brief

The GREBE programme aims to establish a Panel of experts from a range of fields and specialisms. Participating businesses will be matched with an appropriate mentor or mentors to meet their business needs based on areas of specialism and scoring.

All participating businesses that are recruited onto the GREBE Programme will trade in the renewable energy sector and as such business consultants will be required to have a solid knowledge of this sector. The Council encourage submissions from individuals who have experience working in or with renewable energy businesses.

The GREBE Project Coordinator will match a business expert to a client business for specific mentoring, setting out desired outputs, number of sessions allocated and deadlines. If accepted, the business expert will contact the client business within 5 working days to arrange an initial meeting and agree format of support.

Eligible businesses partaking in the GREBE Programme will be located within the Omagh and Fermanagh District Council Area.

Business mentors will be required to travel to the business location. Mileage to and from the business will not be eligible for payment.

Business support time assigned will be dependent on what the needs of the client business are and will be unique to each client business. Assignments cannot be guaranteed for any individual who is successfully added to the Business Mentor List.

All successful mentors will be required to complete and submit mentoring forms which set out the initial action points, outputs, detail of work carried out and client sign off. Paperwork will be issued under GREBE guidelines and must be used throughout the duration of the programme.

## Rates

Rates for consultancy under GREBE *Programme* are set out in half day (3 hours) sessions. These rates cannot be negotiated and will be valid throughout the lifetime of the programme.

Half day (3 hours) - £xxx

The support offered can take the form of one-to-one contact, site visits and desk based research. Travelling time to and from the business will not constitute support time.

## Period of Contract

Successful applicants will be added to the 'Business Mentor List for the GREBE Programme' – this will not guarantee any specific work and/or amount of work. Your inclusion on the Business Mentor list will be immediate and remain valid until August 2018 and may be extended if required.

## Monitoring

The Project management will continually monitor the performance of the business support through informal discussions with clients. On completion of the support, clients will be asked to evaluate the quality of the support provided. Mentors who receive poor evaluations will be contacted by the Project management and mentors who receive three poor evaluations will be removed from the List.

## Insurance

The successful participants will be required to provide evidence of appropriate Employer's Liability (£10 million), Public Liability (£5 million) insurance and Professional Indemnity insurance (£1 million). Copies of the relevant insurance documents should be submitted along with the tender submission. Please note insurances must be current at the time of application and the successful tenderer will be required to hold these levels of insurance throughout the contract. ***In the event that you do not have adequate insurance cover at the time of application, please confirm in writing that you are willing to put in place the required cover if your submission is successful.***

Tenderers are required to keep tenders valid for a period of 90 days from the closing date of receipt of tenders.

Sub-Contracting: Following award by the project partners the Successful Tenderer shall not sub-contract or sub-let all or any part of the contract without the consent of the Council. The Successful Tenderer shall remain wholly responsible for carrying out and completing the contract.

The Council may terminate this contract and recover all its losses if the contractor, its employers or anyone acting on the contractor's behalf do any of the following:

- (a) Offer, give or agree to anyone any inducement or reward in respect of this or any other Council contract.
- (b) Commit any fraud in connection with this or any other Council contract whether alone or in conjunction with Council members, contractors or employees. Any clause limiting contractor's liability shall not apply to this clause.

The Council require all tenderers to complex in full with the requirements of the Bribery Act 2010

Tenderers must ensure that all information provided within their submission is accurate. The inclusion of information which is found to be false or misleading will result in the tender being rejected.

Furthermore, in the event that false or misleading information comes to light after the award of the contract, this may result in termination

### **Outline for Tender submission**

Individuals (not organisations) should submit a tender to include 4 copies of the following:

1. Completion of the Application Form
2. Completion of Appendices A-E.

## **PARTICULARS**

### **Name and brief description of Project**

Inclusion on Business Mentor List for the 'GREBE Programme'

### **Instructions to Tenderers**

All paperwork, including 4 copies of the Application Form, must be submitted in a sealed envelope, clearly marked "Business Mentor List" addressed to **XXXX Fermanagh & Omagh District Council, Townhall, Enniskillen, Co. Fermanagh, BT74 7BA no later than 2.00pm on XXXX**

- Emailed or faxed tenders will not be accepted?
- The Council are not bound to accept any quotation received. All submissions will be assessed against the criteria as detailed in the Evaluation of Submission section.
- Tenders received after the closing date and time cannot be considered.
- The Council cannot accept any responsibility for postal or delivery delays.

- Tenderers will not be entitled to claim from The Council any costs incurred in the preparation of their tender, whether or not it is successful.
- Please note mileage will not be an eligible expense and should not be included in the tender documentation.
- The Council reserves the right to undertake company checks on any proposed supplier.

The Council is subject to the terms of the **Freedom of Information Act 2000**.

Tenderers should be aware that the information provided in the completed tender and contract documents could be disclosed in response to a request under the Freedom of Information Act. We will proceed on the basis of disclosure unless an appropriate exemption applies. No information provided by tenderers will be accepted “in confidence” and the Council accepts no liability for loss as a result of any information disclosed in response to a request under the Freedom of Information Act.

The Contractor shall not be an unqualified person for the purposes of Sections 64 to 66 of the **Fair Employment and Treatment (NI) Order 1998** and shall sign the Declaration and Undertaking annexed hereto (Appendix 2). The Contractor shall not sub-contract any services or work to an unqualified person for the purposes of Sections 64 to 66 of the Fair Employment and Treatment (NI) Order 1998.

The Contractor **shall not unlawfully discriminate** within the meaning and scope of the provisions of the Race Relations (NI) Order 1997, Sex Discrimination (NI) Order 1976 (as amended), Fair Employment and Treatment (NI) Order 1998 and the Disability Discrimination Act 1995 and shall take all reasonable steps to ensure that all servants, employees or agents of the Contractor and all sub contractors employed in the execution of the Contract do not unlawfully discriminate.

## Feedback

Any supplier requiring feedback on an unsuccessful submission should apply in writing to XXX Fermanagh & Omagh District Council, Townhall, Enniskillen, Co. Fermanagh, BT74 7BA.

## Appendix 5



### TENDERS

Tender submissions are invited from competent and experienced individuals/organisations for:

Inclusion on a **Business Mentor List** for the GREBE Project.

***GREBE will work with small Renewable Energy businesses throughout the Fermanagh and Omagh District Council Area to provide support to facilitate their growth through specialised mentoring.***

Tender documents may be downloaded from [www.fermanaghomagh.com](http://www.fermanaghomagh.com) or may be requested by email from [tenders@fermanaghomagh.com](mailto:tenders@fermanaghomagh.com)

Completed Tender Documents must be returned to Fermanagh and Omagh District Council, The Grange, Mountjoy Road, Omagh, BT79 7BL **not later than 12.00 Noon on Monday 8<sup>th</sup> February 2016.**

**This project is part-funded by the European Regional Development Fund.**



Tender submissions are invited from competent and experienced individuals/organisations to be included on a **Business Mentor List**. This select list may be utilised on a range of business support activities in the Economic Development department.

Tender documents may be downloaded from [www.fermanaghomagh.com](http://www.fermanaghomagh.com) or may be requested by email from [tenders@fermanaghomagh.com](mailto:tenders@fermanaghomagh.com)

Completed Tender Documents must be returned to Fermanagh and Omagh District Council, The Grange, Mountjoy Road, Omagh, BT79 7BL **not later than 12.00 Noon on Monday 8<sup>th</sup> February 2016.**

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## Appendix 6



### GREBE Expression of Interest

Company Name:	
Company Address:	
Post Code:	
Contact Person:	
Telephone:	Landline:
	Mobile:
E-Mail:	
Website:	

#### Details:

Legal Status:	Sole Trader		
	Limited Company		
	Other (specify)		
Number of Employees:			
Year Established:			
Renewable Energy Sector (indicate all those in which you are involved)	Renewable Energy Installer		
	Energy Efficiency		
	Energy Technology Manufacturing		
	Energy Services		
	Renewable Energy Producer		
	Other (Specify)		
Can you summarise what you would wish to achieve through involvement in this programme			



# GREBE

Generating Renewable Energy Business Enterprise

 @ GREBE\_NPA

 GREBEProject

Visit  
[www.grebeproject.eu](http://www.grebeproject.eu)

## Contact

Western Development Commission,  
Dillon House, Ballaghaderreen,  
Co. Roscommon, F45 WY26, Ireland.

Tel: +353 (0)94 986 1441  
Email: [paulineleonard@wdc.ie](mailto:paulineleonard@wdc.ie)

## Project Partners

GREBE will be operated by eight partner organisations across six regions:



## About GREBE

GREBE is a €1.77m, 3-year (2015-2018) transnational project to support the renewable energy sector. It is co-funded by the EU's Northern Periphery & Arctic (NPA) Programme. It will focus on the challenges of peripheral and arctic regions as places for doing business, and help develop renewable energy business opportunities provided by extreme conditions.

