

PRIME MINISTER

Visit of Lord Caldecote

Lord Caldecote, Chairman of ICFC, is coming for a meeting (drinks) at 17.30 pm on Tuesday. He will be bringing with him Mr. L.V.D. Tindale, the Deputy Chairman and Mr. H.G. Foulds, the Chief Executive. They will be accompanied by David Trippier.

The idea of the meeting arose when Lord Caldecote sent you a copy of ICFC's survey of small firms - Flag A. The main conclusion reached in the survey was that the companies in which ICFC invests have relatively rapid growth and fairly high profitability compared with other larger companies. Since the number of companies which ICFC backs constitutes only a very small proportion of the total number of firms in the small/medium sized sector, all the survey really says is that ICFC has been reasonably successful in backing viable businesses. The survey is also of limited interest to the Government since it does not extend beyond 1979/80.

In consequence it would be better not to concentrate the discussion on the survey itself. However, ICFC is by far the most important private sector body providing funds for small/medium sized companies. It would be better to explore with Lord Caldecote a number of wider questions:

- (i) how small firms are faring and whether the recovery is working through to them;
- (ii) what impact Government schemes (see attached booklet) are having; and
- (iii) what are the main obstacles to expansion of such companies.

AF

17 October 1983



ICFC SMALL FIRMS SURVEY

POINTS FOR DISCUSSION

BACKGROUND

Investors in Industry (3i) is a restructured and streamlined version of Finance for Industry. The Industrial and Commercial Finance Corporation (ICFC) is a subsidiary of 3i and was itself founded in 1945. ICFC is a major provider of finance for small and medium-sized business with long term capital for growth. It finances start-ups, development, expansion and management buy-outs and until the proliferation of venture capital funds of the last few years, was virtually the only source of this sort of finance.

Their Small Firms Survey is a statistical analysis of around one quarter of ICFC's 1980 portfolio and selects a number of companies in which ICFC have invested. As such is not representative of the small firm sector as a whole. The sample is based on 687 companies in which ICFC have invested up until 1979/80, but these companies are likely to have good growth potential in order to attract ICFCs interest. So the survey is likely to contain a significant bias towards the more efficient or innovative small firm. Their last survey was published in 1977.

POINTS FOR DISCUSSION

a Distribution and service companies amounted for almost 32% of the sample (as opposed to 26.4% in 1977). Manufacturing



companies were down to 62.9% (against 67.5% in 1977).

- b There has been a marked tendency for the size of the companies invested in (in terms of Net Assets) to become bigger (17.8% had net assets of above £500,000 in 1970/1 compared with 38.1% in 1976/7). This may be the result of high rates of inflation throughout the 1970's, but it would be interesting to know whether ICFC saw better opportunities among the "larger" small firms.
- c In many cases, applicants have sought funds from ICFC because expansion of further development could not be financed from retained earnings, conventional borrowing or personal sources. ICFC claim to meet these needs by providing equity in various forms, secured loans or debentures. Have recent changes in the ^{taxation of} small firms helped them significantly to generate internal resources for financing growth?
- d ICFC's sample shows an ability to maintain relatively high levels ^{of} growth (in terms of total net assets) and profitability. Is ^{this} due to the special nature of ICFCs clients (with high ^{growth} growth potential and longer term profitability) or do they see it as a wider trend in the small firms sector?
- e How do ICFC view the recent development of a more broadly based venture capital market in the UK? How much is this likely to offset longer term trends for economic growth and employment?

PRIME MINISTER

~~Lee~~
I have informed
Tindale + Foulds
of Trippier's office.

Steve Long
10/10/83

You are having drinks with Lord Caldecote and David Trippier on 18 October to talk about the former's study of small businesses. Lord Caldecote has asked if he can bring with him the Deputy Chairman of Finance for Industry, Mr. Tindale, and the Chief Executive, Mr. Foulds.

^{has not}
Do you agree, or would you prefer to keep the occasion smaller?

7 October 1983



10 DOWNING STREET

Put in Diary
+ phone
D. Tindal's
(DRE) Office
W
10/90

hard Caldicott's
meeting on Small Firms,
Tuesday 18 Oct. 17.30hrs

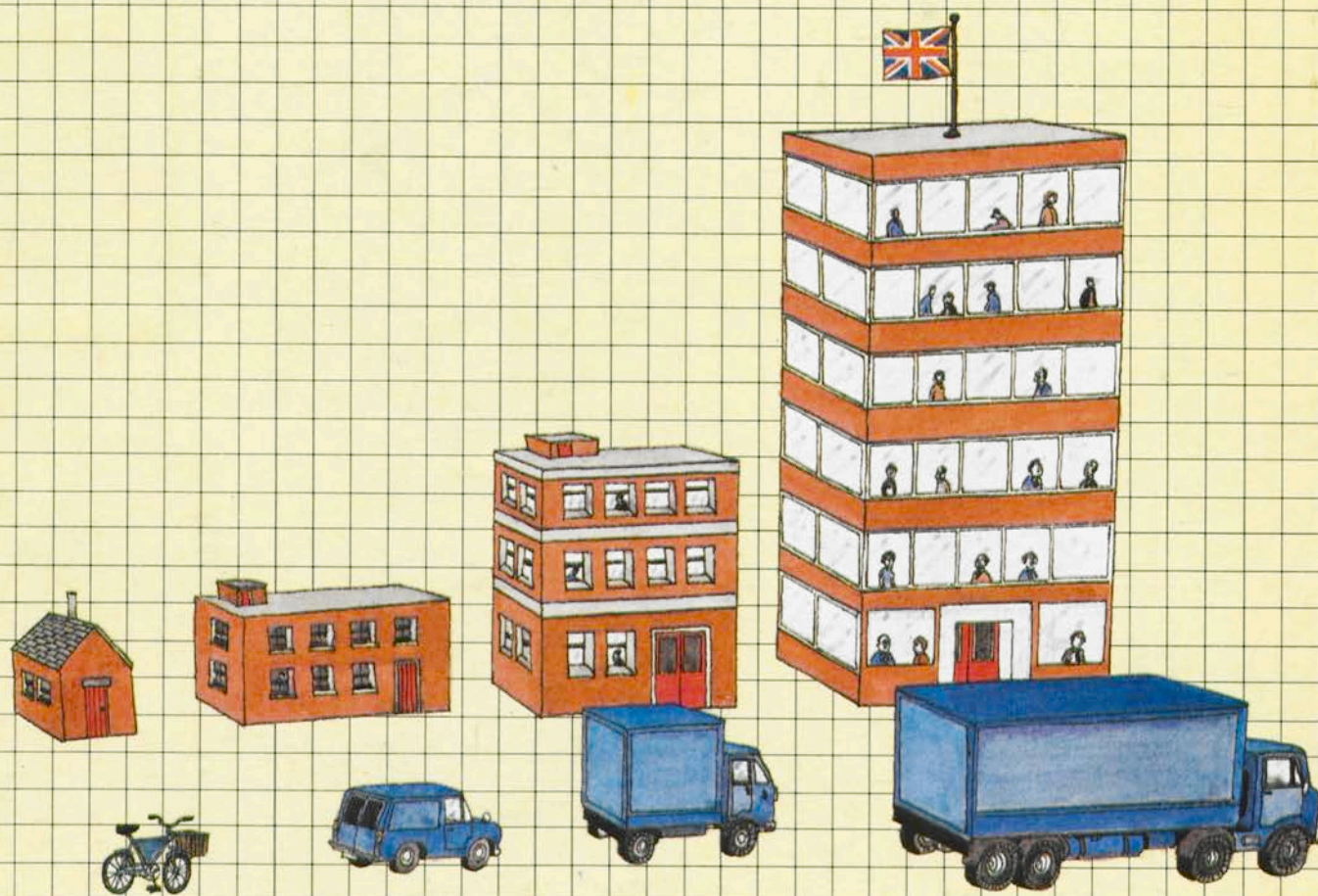
Can he bring with him:

1) The deputy chairman,
Mr. LVD Tindale;

2) the chief executive,
Mr. HJ Foulds.

Could we then let
Mr. Tindale's secretary
(Miss Judy Barwick)
know the answer, or:
928 7822

HOW TO MAKE YOUR BUSINESS GROW



A practical guide to Government schemes

Most of these schemes are available to all businesses — whether you are well established or just starting — up to those employing 200 people.

For instance, why not check out the Loan Guarantee Scheme, the schemes to help you attract outside capital or the advisory services. And are you up to date on the recent changes in the unfair dismissal rules? See the section on employing people.

Manufacturers will be particularly interested in Support for Innovation, grants in the Assisted Areas and the loans from Europe — as well as the sections on technical advice and export services.

Just starting in business? Almost everything might be of interest to you. But you might be particularly interested in the Loan Guarantee Scheme, the schemes to help you attract outside capital or the Enterprise Allowance. Or in the sections that tell you about the rules for tax losses, the various advisory services and the business training schemes.

So check the Contents list to find which schemes interest you. And then use the CONTACT points to learn more about them.

April 1983

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RAISING MONEY



For the new or expanding business, getting enough money at the right time is often the biggest problem. If you have difficulty in raising finance, consider the following:

Loan Guarantee Scheme

This scheme is operated in conjunction with the banks. It provides up to £75,000 for viable projects where, for instance, you have not had time to build up a proven track record, or you cannot provide security. The lending decision is taken by your bank. Around 10,000 businesses have already discovered that the guarantee is given quickly and with no fuss.

CONTACT

Bank managers.

Capital from outside investors

If your business is carried on through a company, why not consider the advantages of getting outsiders to invest in it? Raising extra capital by issuing shares rather than by borrowing saves paying interest.

Share Buy-back legislation

In the past, many owner-managers have not liked the idea of having outside investors because they were afraid of losing control of their business. Recent Share Buy-back legislation makes such worries unnecessary. It is now possible for owner-managers to sell shares to outsiders and make an agreement with them that the company will buy back the shares after a certain time.

Business Expansion Scheme

This scheme, which extends and improves the Business Start-up Scheme, is designed to encourage

outside investors to buy shares that you issue. An outsider who invests in an unquoted trading company can in many cases get tax relief on the cost of his investment. So, if his top tax rate is 60% or 75%, the Government could pay 60% or 75% of the cost of the investment.

Other incentives

If tax relief is not available under the Business Expansion Scheme, then, under the Venture Capital Scheme, the investor can set any loss on the shares against his income or trading profits, rather than against his capital gains. And, unlike the Business Expansion relief, the Venture Capital relief can be claimed by investment companies.

If he borrows money in order to invest in your company, an investor will normally get tax relief on the interest he pays on the money borrowed.

CONTACT

Accountants.

Enterprise Allowance

This is a new scheme to help unemployed people set up in business. If you have been unemployed for three months, and if you go into business, you could be paid an Enterprise Allowance of £40 a week for up to a year after your other unemployment benefits cease. At present the allowance is only available in parts of North East Lancashire, Coventry, the Medway towns, Wrexham, Shotton and North Ayrshire, but it will be available nationally from 1 August 1983.

CONTACT

Jobcentres.

Support for Innovation

Are you planning to develop a new product or process? The Government might pay up to one-third of the cost of research and development and there is no minimum cost if you are a small firm. You should get a decision within 8-12 weeks if your development meets the following conditions:

- The product or process you are developing must be new or significantly better than the old one. You do not have to be the first in the world but we do look for innovation or improvement. You will not get a grant for an old product in a new colour!

- You must stand a reasonably good chance of completing the project and you must intend to exploit the results commercially if successful. In particular you must have the necessary management and technical skills, manpower and finance to fund your part of the project.

- The grant must make something happen. So you must show that you need the grant to carry out the project in the form proposed or that it will help you do it more quickly. So please do not start until the Department of Industry gives the go-ahead!

And if you are also looking to a bank for funds, the Department of Industry operates a joint appraisal scheme. If you so wish, the Department will make available to a bank its appraisal of the technical merits of your proposal. This could help the bank form an opinion on whether the project is worthwhile.

From 1 June 1983 there will also be grants towards the cost of market assessment studies, and towards the cost of production tooling, capital equipment and certain other pre-production costs.

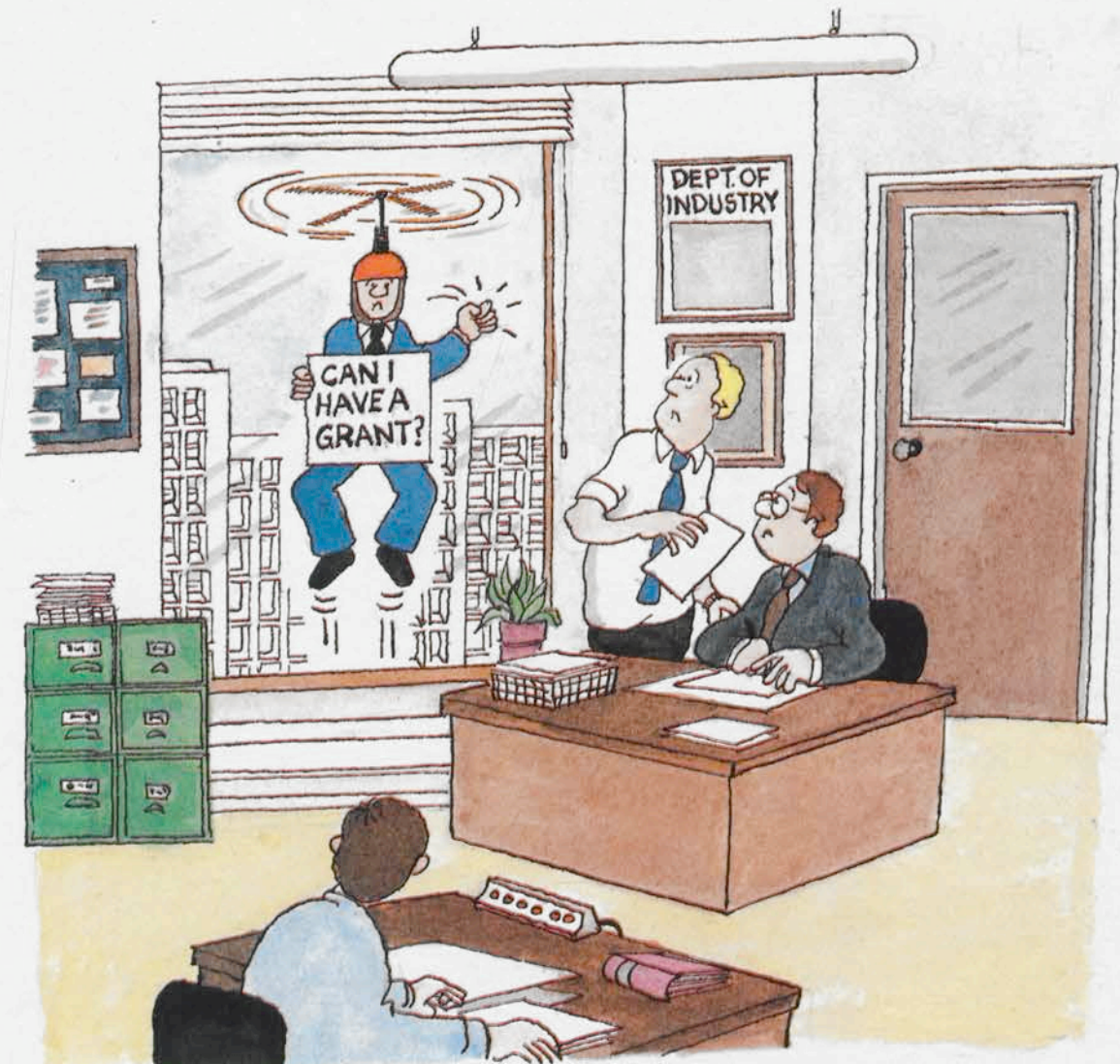
Small Engineering Firms Investment Scheme

This scheme (which first ran up to May 1982) has been reintroduced. Grants are available to help engineering firms (employing up to 500 people) invest in certain types of advanced capital equipment.

CONTACT

Department of Industry Regional Offices,
Scottish Office, Welsh Office or Northern
Ireland Office

Belfast (0232) 34488
Birmingham 021-632 4111
Bristol (0272) 291071 ext 3228
Cardiff (0222) 824183
Glasgow 041-248 2855
Leeds (0532) 443171 ext 257
London 01-603 2060
Manchester 061-236 2171 ext 646
Newcastle upon Tyne (0632) 324722
Nottingham (0602) 56181
Plymouth (0752) 21891





Grants in the Assisted Areas

Certain parts of the country have been designated Assisted Areas. These in turn have been divided into Intermediate, Development and Special Development Areas. Check the map to see whether you might qualify for the following assistance.

Regional Development Grants

If you are a manufacturer, the Government will give you grants towards the cost of new buildings, plant and equipment purchased for use in Development and Special Development Areas. These are Regional Development Grants, which are payable at 15% in the Development Areas and 22% in the Special Development Areas.

CONTACT

Your nearest Regional Development Grant Office
 Billingham, Stockton-on-Tees (0642) 553671
 Bootle, Merseyside 051-922 4030
 Cardiff (0222) 492611
 Glasgow 041-221 9833

Selective Financial Assistance

Developments or projects anywhere in the Assisted Areas (ie in Intermediate, Development or Special Development Areas) can attract Selective Financial Assistance. This is available to manufacturers and certain service trades (but purely local consumer services, such as shops and pubs, are not eligible). The level of grant is negotiable and the Government will pay only the minimum necessary for the project to go ahead. But the assistance may be granted in addition to Regional Development Grants. There are four conditions:

- The project must be of some national benefit. This does not mean that it has to be very large – the majority of the projects assisted are small – but it should result in some genuine economic benefit such as increased efficiency, more exports or fewer imports.
- The project must create or preserve jobs in the Assisted Areas.
- You must stand a reasonably good chance of completing the project successfully. In particular you must have the necessary management and technical skills, manpower and finance to fund your part of the project.
- The grant must make something happen. So you must show that you need the grant to carry out the project in the form proposed *or* that it will help you to do it more quickly *or* that it will lead to its location in the Assisted Areas. So, if you want a grant, please do not start until the Department of Industry gives the go-ahead!

CONTACT

Department of Industry Regional Offices,
 Scottish Office, Welsh Office or Northern
 Ireland Office
 Belfast (0232) 34488
 Birmingham 021-632 4111

Cardiff (0222) 824057
 Glasgow 041-248 2855
 Leeds (0532) 443171 ext 239
 London 01-603 2060
 Manchester 061-236 2171 ext 646
 Newcastle upon Tyne (0632) 324722
 Nottingham (0602) 56181
 Plymouth (0752) 21891 ext 28

Loans from Europe

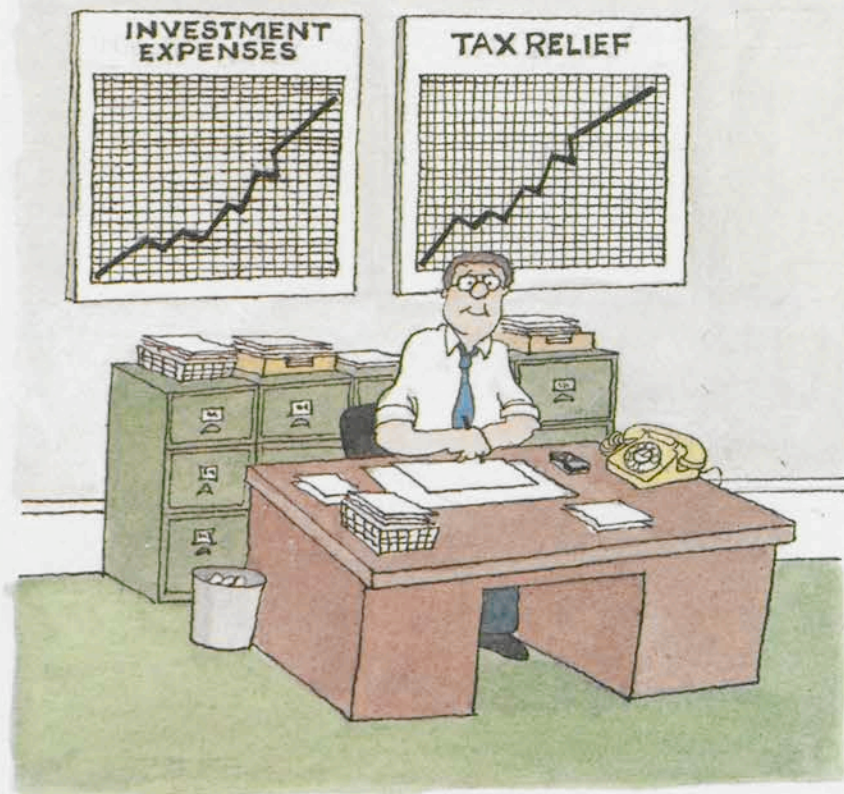
Loans are available from the European Investment Bank (EIB) and the European Coal and Steel Community (ECSC). EIB loans are available throughout the UK. They are for seven or eight years at fixed rates of interest – usually one or two per cent less than the interest payable on similar loans from UK sources of finance. They may be used to pay for 50% of the cost of capital expenditure in manufacturing industry, certain industry-related services and tourism. ECSC loans are similar except that they are 3% cheaper even than EIB loans – but they are restricted to firms which create jobs in areas affected by coal and steel closures.

The loans are made through the institutions listed below, but some do not operate outside the Assisted Areas. They carry out the commercial appraisal of the borrower's project. The loans are in sterling because the Government provides insurance cover against exchange rate fluctuations. The charge for this insurance is included in the interest rates mentioned in the previous paragraph.

CONTACT

	EIB loans outside the Assisted Areas	EIB loans inside the Assisted Areas	ECSC loans
Barclays Bank			<input type="checkbox"/>
Clydesdale Bank			<input type="checkbox"/>
Co-operative Bank			<input type="checkbox"/>
ICFC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Midland Bank	<input type="checkbox"/>	<input type="checkbox"/>	
National Westminster Bank	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Royal Bank of Scotland			<input type="checkbox"/>
Scottish Development Agency		<input type="checkbox"/>	<input type="checkbox"/>
Welsh Development Agency		<input type="checkbox"/>	<input type="checkbox"/>
Department of Industry Regional Office, Scottish, Welsh or Northern Ireland Office.			<input type="checkbox"/>

TAX INCENTIVES



For the owner or investor

You get tax relief for interest paid on money you borrow to invest in your own business – even if it is a company or partnership.

There are special tax reliefs for people who invest in your business. These are described on page 2.

And there is now less tax to pay when you sell business assets, or sell your business, or when either you or other investors sell shares in your company:

- You might be able to claim a range of Capital Gains "rollover" reliefs.

- Capital gains on assets which you have held for more than a year are reduced to take account of inflation. And gains of £5300 a year are exempt from tax.

- When calculating any Capital Transfer Tax due on a gift, earlier gifts are now ignored if made more than ten years previously.

For the business

The following tax reliefs are of particular value to growing businesses:

- Some of your heaviest expenditure will be on capital items – for example machinery, vehicles, business premises. There are special allowances (Capital Allowances) for the cost of many of these items. For some – for example machinery and equipment – you will be entitled to an allowance in the first year for the whole of the cost. For others – for example industrial premises – you will get an allowance for a proportion of the capital cost in the year in which you buy it and the remainder over a number of years.

- If you buy a new small industrial workshop of not more than 116 sq m (1250 sq ft) of internal floor space, you can deduct the full cost (excluding the land) in the

first year. This special incentive applies until March 1985.

- You may also have to buy stocks for your business. If so you may be able to claim Stock Relief. This helps to offset the effect of inflation on your business. If you hold substantial stocks in your business this relief can be very helpful in a period when prices are rising. It applies to most businesses which hold stocks of more than £2000.

- Tax losses are not uncommon in the early years of business, particularly if capital allowances and stock relief have been claimed. They may be used to reduce other tax bills, or to produce tax repayments. A company can carry the loss forward or set it against profits earned in the previous year, or in certain circumstances the previous three years. If you are in a partnership or self-employed you can carry the loss forward to set against business income, or it can be set against any other income you have in the same or next year.

- You can also have losses made in the first four years of your business set against your income for the previous three years. So you could get a repayment of tax which you paid before the business began.

- The small companies rate of Corporation Tax is only 38% for profits up to £100,000.

- Most of the expenditure you incur in setting up your business (pre-trading expenditure) will be allowable in the first tax year.

- VAT registration starts at a turnover of £18,000 and you can claim repayment of VAT on goods and services supplied before your registration.

CONTACT
Accountants.

BUSINESS ADVICE

The following agencies can help you on a wide range of business problems. They can also tell you whether and how you can take advantage of the schemes that interest you.

Small Firms Service

The Small Firms Service can give you information on all management problems. More than that – the Service's business counsellors (all experienced businessmen – not civil servants) can give you sound, practical, impartial and confidential advice on your project, whether you are developing a going concern or just starting. In particular the Service can help you draw up a business plan, raise money, choose the right premises, plan your marketing or re-jig your production. And they can suggest how you might best benefit from the other services described in this booklet.

CONTACT

Phone the operator and ask for Freefone 2444.

Marketing Advisory Service

The Department of Industry is currently considering establishing a marketing advisory service for small and medium-sized firms. The starting date is not yet known. In the meantime, advice on marketing can be obtained from the Small Firms Service.

CONTACT

The Small Firms Service: phone the operator and ask for Freefone 2444.

CoSIRA

Do you want to start or expand a small manufacturing or servicing business in a rural area or country town in England? If so, the Council for Small Industries in Rural Areas can help you with technical, management and financial advice and training. CoSIRA can also help you find premises and raise finance.

CONTACT

Your local CoSIRA office (see the phone book) or phone Salisbury (0722) 6255.

Agencies in Scotland, Wales and Northern Ireland

If you live in Scotland, Wales or Northern Ireland there are local agencies which can put you in touch with all the services described in this booklet and help you with finance, training and advice. Why not find out more about the Scottish Development Agency, the Highlands and Islands Development Board, the Welsh Development Agency, Mid-Wales Development or, in Northern Ireland, the Local Enterprise Development Unit?

Incidentally, some of the schemes mentioned in this booklet have slightly different rules in Northern

Ireland. The Local Enterprise Development Unit there will let you have further information.

CONTACT

Use the reply-paid postcard at the end of this booklet.

Local Enterprise Agencies

Are you near an Enterprise Agency? These are small local advisory organisations, usually funded by large companies with local authority support. They provide business advice, counselling and training. They could be a useful ally – they know the local scene.

CONTACT

Use the reply-paid postcard at the end of this booklet.

Local authorities

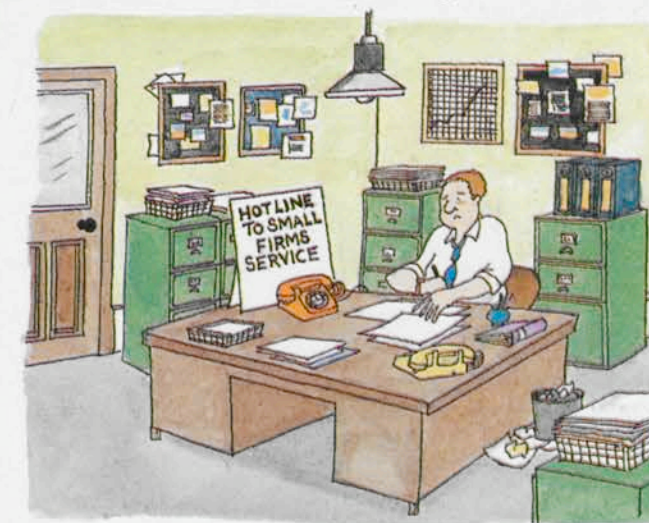
Many local authorities are becoming increasingly involved in economic development and are adopting a wide range of measures designed to encourage industry and employment. Some have premises to offer on industrial estates. Others provide finance, advice or general information about services in their area.

CONTACT

Your local authority. Ask for their industrial development or economic development officer.

Professional advisers

Your accountant, bank manager or solicitor will probably be familiar with the schemes and facilities mentioned here. They know how to tap Government resources on behalf of independent businesses. A great deal of factual and statistical information is also available from commercial and reference libraries. And, if you are a member, why not use the resources of your business club, chamber of commerce, chamber of trade, trade association or CBI regional office?



TECHNICAL ADVICE



Technical Enquiry Service

Don't you sometimes wish you had more technical knowledge? How often has it taken you weeks or months to find out which material to use, which equipment to buy? Why not use the Technical Enquiry Service, which provides free technical advice for all medium-sized and small manufacturing companies. They can give you information over the phone or provide consultancy for up to five man-days - all at no cost to you.

CONTACT

Ring the Production Engineering Research Association (PERA) on Melton Mowbray (0664) 64133 and ask for extension 444.

Manufacturing Advisory Service

If you employ more than 60 people, you should use the Manufacturing Advisory Service. In addition to answering three technical enquiries, they offer 15 man-days of free technical or production planning consultancy, which may be followed by 15 man-days at half cost.

CONTACT

Ring PERA on Melton Mowbray (0664) 64133 and ask for the Manufacturing Advisory Service. Or, in the North West of England, ring Salford University Industrial Centre on 061-736 8921 and ask for the Manufacturing Advisory Service.

Keeping up with new technology

Time and time again, it has been shown that price advantages can be beaten by better design, quality and performance. The classic case is microelectronics, where few firms had the internal expertise to exploit the new technology. Some took no action - and were forced out of business, beaten by others who took advice and set out to learn about the micro.

But the Department of Industry has a range of programmes to inform you about new technologies and to help with internal training. Grants are available to help you employ consultants and to help you introduce new technology through development projects. The Department is currently concentrating on microelectronics, computer-aided design, computer-aided manufacture, computer-aided production management, robotics, flexible manufacturing systems and fibre optics. Why not find out more?

CONTACT

Department of Industry Regional Offices, Scottish Office, Welsh Office or Northern Ireland Office

Belfast (0232) 34488
 Birmingham 021-632 4111
 Bristol (0272) 291071 ext 3228
 Cardiff (0222) 824183
 Glasgow 041-248 2855
 Leeds (0532) 443171 ext 257
 London 01-603 2060
 Manchester 061-236 2171 ext 646
 Newcastle upon Tyne (0632) 324722
 Nottingham (0602) 56181
 Plymouth (0752) 21891

FINDING PREMISES

If you want to move or to expand your existing premises, you'll find it is now much easier than it used to be.

Planning controls relaxed

All local authorities have been asked to cut planning delays and speed up permissions for small firms. You no longer need planning permission to change from light industrial to warehouse use, or vice versa, for premises of 235 sq m (2530 sq ft) or below. And planning applications are not needed for industrial extensions of up to 20% of your present area, subject to a maximum increase in floor area of 750 sq m (8073 sq ft).

CONTACT

Your local authority's planning department.

Premises in Assisted Areas

A wide range of industrial and commercial accommodation is available for rent or sale in the Assisted Areas (see map on page 4) and premises can be built to your specific order, or altered to suit your needs. Some of the premises are less than 116 sq m (1250 sq ft). Leases can be tailored to the needs of small businesses and rent-free periods are sometimes available.

CONTACT

In England: The English Industrial Estates Corporation, Newcastle upon Tyne (0632) 874711.

In Scotland, Wales and Northern Ireland: Use the reply-paid postcard at the end of this booklet to contact your Development Agency.

Enterprise Zones

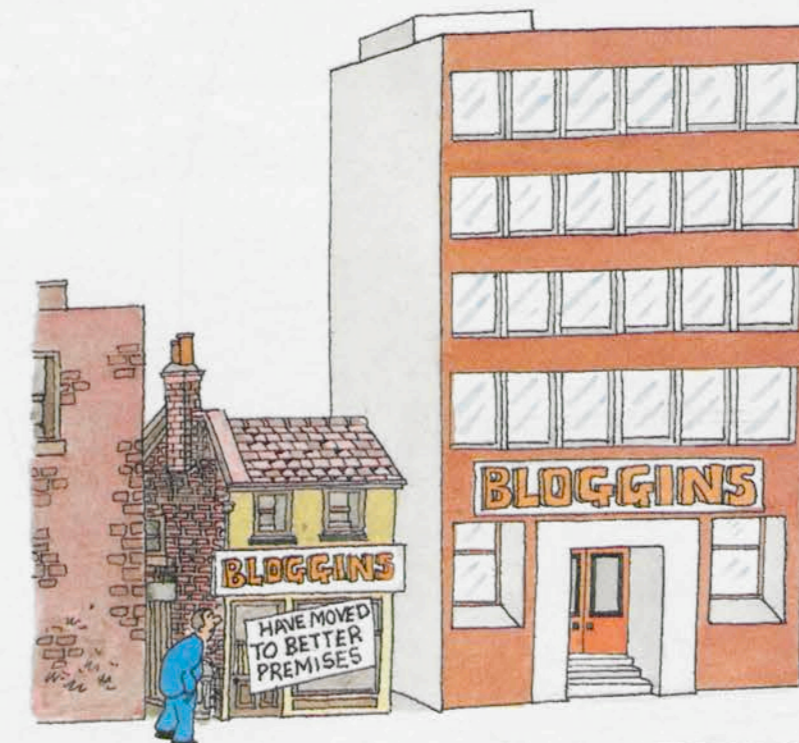


Enterprise Zones

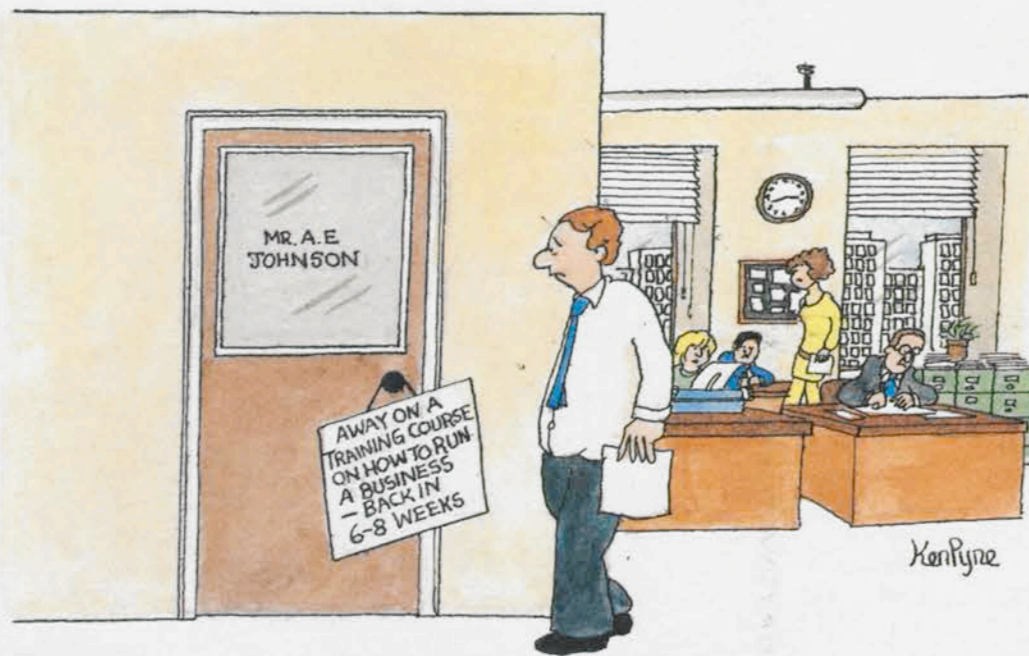
The Government has set up 11 Enterprise Zones and is currently setting up 12 more. If you are in or move to one of these zones you will be totally exempt from rates and almost free of planning controls. You will also get 100% tax relief on the cost of all new buildings. These benefits will last at least ten years.

CONTACT

Local authorities in the Enterprise Zones.



BUSINESS TRAINING



The Manpower Services Commission runs a range of courses to help those starting a business to do so sooner, on a firmer footing and with better prospects for survival and growth. Courses are available for:

- People who wish to become self-employed (Skill into Business Courses).
- People who wish to set up a small business which will employ others as well as themselves (Small Business Courses).
- People who wish to launch more sophisticated ventures with real growth potential (New Enterprise Programmes).

Over 2000 places will be available on these courses this year.

Or if you are already in business, ask about the MSC's Management Extension Programme. This can provide you with an experienced businessman — with skills matched to the needs of your business — for between 26 and 52 weeks. And he doesn't cost you a penny!

CONTACT

Use the reply-paid postcard at the end of this booklet.

EMPLOYING PEOPLE

Employing people is a serious responsibility and it is worth spending some time and trouble getting it right from the start. There are some necessary rules, of course, but it is not as difficult as you may think to follow them. The Government has already relaxed many conditions to make them fairer and less of a burden for smaller firms. For instance:

- If you employ 20 people or less, an employee cannot complain of unfair dismissal unless he or she has worked for you for at least two years.
- If he or she has worked for you for two years, the Industrial Tribunal still has to take account of the size of your firm, and your administrative resources, when deciding whether the dismissal was fair.
- If you employ five people or less, you do not need to take back a woman employee following the birth of her baby unless it is reasonably practicable for you to do so, or you can offer her suitable alternative work.

CONTACT

Jobcentres and solicitors for information on maternity provisions and dismissal procedures.

Jobcentres for advice on recruitment and training.

The Health and Safety Executive for advice on safety procedures.

And use the reply-paid postcard at the end of this booklet to send for a simple guide to unfair dismissal law.

HELP WITH EXPORTS

BOTB services

Is there a market for your product or service overseas? How would you go about selling it? Will it meet the local technical standards?

The British Overseas Trade Board (BOTB) has a wide range of export services and assistance to help you find the answers to these and all the other questions that arise in exporting. If they do not know they will put you in touch with people who do. The range of services provided come in these broad categories:

Investigating export markets

- The BOTB headquarters in London provides specialist advice on exporting to individual countries and can make specific enquiries overseas on your behalf.

- There is a Statistics and Market Intelligence Library in London and other product-based information is also available to help assess markets.

- The Market Advisory Service can ascertain the potential of your products in the market and help with finding an agent.

- Technical Help to Exporters will help you meet local standards. (There is a free trial offer for small businesses until the end of 1983.)

- The Overseas Status Report Scheme provides a check on the general standing (not financial) of a prospective partner or agent.

- The Export Market Research Scheme can pay for part of the cost of overseas market research.

Notifying export opportunities

- The Export Intelligence Service provides you with details of opportunities for your products as they are received from overseas.

Entering export markets

- There are opportunities to take part in overseas trade fairs and missions on favourable terms.

- The Market Entry Guarantee Scheme will provide 50% towards the cost of setting up sales facilities in overseas markets. This contribution is repayable by a levy on sales: if there are no sales there is no repayment.

- The BOTB Publicity Unit can advise on how to promote your products in overseas markets.

- There is also advice from the Simplification of International Trade Procedures Board (SITPRO) on the problems associated with delivering the goods.

CONTACT

BOTB Regional Offices

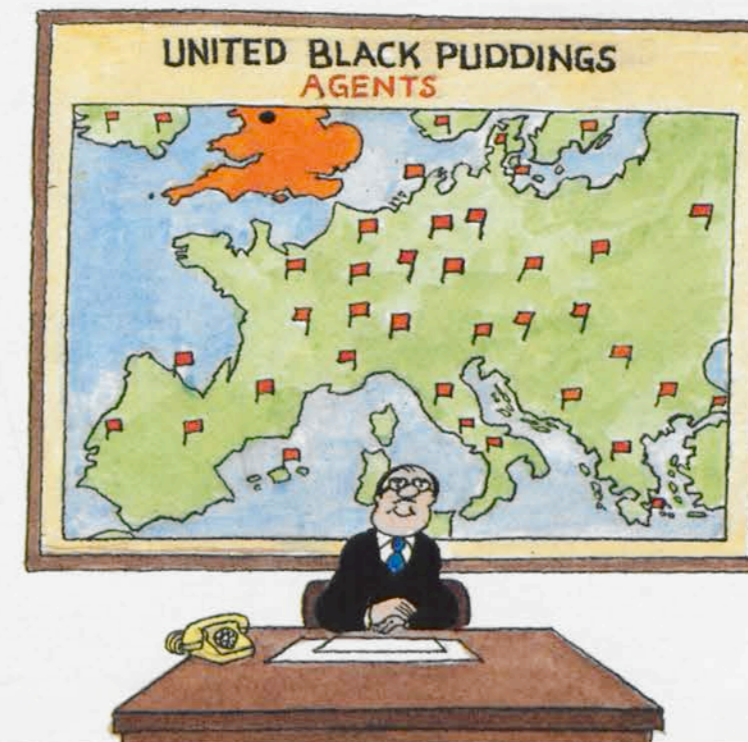
Belfast (0232) 233233
 Birmingham 021-632 4111
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 Cardiff (0222) 824171
 Glasgow 041-248 2855
 Leeds (0532) 443171 ext 271
 London 01-730 9678
 Manchester 061-236 2171 ext 602
 Newcastle upon Tyne (0632) 324722
 Nottingham (0602) 56181

Export credit guarantees

The Export Credits Guarantee Department can provide help in two main ways: it can insure you against the risks of not being paid for your exports; and it can give a guarantee to your bank under which you can obtain finance for your export business, often at a favourable rate of interest.

CONTACT

Your local Export Credits Guarantee Department office (see the phone book).



FURTHER INFORMATION

The Small Firms Service issues the following publications:

- The Small Firms Service
- Starting your Own Business
- Setting up a New Business
- Elements of Bookkeeping
- Employing People
- Management Accounting
- Marketing
- Tendering for Government Contracts
- How to Start Exporting
- The Small Workshops Scheme
- The Technical Enquiry Service

The Small Firms Service can also provide copies of these publications:

- The Loan Guarantee Scheme
- The Business Start-up Scheme
- Support for Innovation
- A Summary of Incentives for Industry (Regional assistance)
- Should I be Registered for VAT?
- Enterprise Zones
- Unfair Dismissal
- The British Overseas Trade Board's Export Services
- The Export Credits Guarantee Department
- Manpower Services Commission Training Courses

Please send me the following publications:
(Tick appropriate boxes)

- The Loan Guarantee Scheme
- The ... Buy-back Legislation
- The ... Business Expansion Scheme
- Support for Innovation
- Regional Assistance
- Loans from Europe
- Should I be Registered for VAT?
- The Ins and Outs of VAT
- The Small Firms Service
- The Council for Small Industries in Rural Areas (CoSIRA)
- The Scottish Development Agency
- The Highlands and Islands Development Board
- The Welsh Development Agency
- Mid Wales Development
- The Local Enterprise Development Unit
- Enterprise Agencies
- The Technical Enquiry Service
- The Manufacturing Advisory Service
- Enterprise Zones
- Unfair Dismissal
- The British Overseas Trade Board
- The Export Credits Guarantee Department
- MSC Training Courses
- Starting Your Own Business
- Full list of Government schemes for growing businesses

Please send me _____ further copies of "How to Make Your Business Grow".

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