

# O'r Fro i'r Byd

From Grassroots to Global

**Strategic Plan**  
2024-2030

**MENTERA**  
mentera.cymru

# A fo ben, bid bont.

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If you want to be a  
leader, be a bridge.

MENTERA

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Ensuring a  
prosperous future  
for Wales, today  
and tomorrow.



## Introduction.

Mentera has been inspiring and supporting people and businesses across Wales since 1989. During this time, we've become a household name and are recognised as the go-to company for any business or entrepreneur looking for support, advice or expertise.

We're second-to-none in our ability to offer a wide range of services bilingually. Our knowledgeable and enthusiastic staff are based in communities across Wales, which allows us to connect with and support future entrepreneurs and business owners on their own patch.

We're proud of our long history of working in partnership with developers and service providers too, which includes our thorough work in managing large interventions on behalf of funders.

Following the appointment of new Board members, a new chief executive and substantial changes to the funding landscape, we saw an opportunity to set ourselves a clear course of work for this new chapter. The first step was to review the length and breadth of our work to ensure that we're providing high-quality services for our clients, whilst also nurturing and supporting resilient and sustainable businesses across Wales.

In light of the review, this strategic plan outlines our purpose, our vision and the core principles that will guide our work for the next six years.

# Purpose.

We inspire and nurture enterprising thinking across businesses and communities, building their ability to generate prosperity, from grassroots up.

We help small and large businesses to grow and prosper whilst supporting and encouraging people to set up new, innovative businesses. We achieve this across Wales by providing high-quality tailored services, and by utilising our staff's expertise, our physical presence across the country as well as our partnerships and contacts in industry and government.

We inspire and nurture enterprising thinking across businesses and communities, from grassroots up.



A prosperous Welsh economy driven by a movement of thriving businesses that stand confidently alongside the world's best.



## Vision.

A prosperous Welsh economy driven by a movement of thriving businesses that stand confidently alongside the world's best.

By providing first-class business support, we will inspire and support people to set up and run successful, innovative, and ambitious businesses. These successful businesses will lead to sustainable economic growth in Wales, raising standards of living, creating cohesive communities, and protecting the environment.

# Our core principles.

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Mentera's work and services are all based on three core principles.

## Nurturing Innovation

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We're ambitious, passionate and we inspire others by offering creative, practical and sustainable high-quality solutions.

## Working Dynamically

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We're daring and progressive; we're enthusiastic and we adapt positively to ever-changing markets and opportunities.

## Making a Difference

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We put people at the heart of our work and ensure long term change by working in a purposeful and inclusive way.

# How we work

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The way we work is shaped by the sustainable development principle of the *Well-being of Future Generational (Wales) Act 2015*.

## Client-focused

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We work to establish constructive relationships with businesses, taking time to understand their needs and ambitions, and using our knowledge and contacts to help them find solutions. We always want the best for our clients and go the extra mile to help them innovate, develop and grow.

## Collaborative

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We always work with others when it brings added value for our clients and open doors to new markets or expertise.

## Sustainable

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We look beyond direct outputs and focus on the long-term solutions and effects of our work. We use our resources effectively and proportionally to plan and deliver.

## Welsh

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We're rooted in Wales and we're passionate about the Welsh language and our country's culture. We use and promote the use of the Welsh language every day, and we also promote the brand and businesses of Wales.

# Committing to excellence and continuous learning

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We're committed to taking any steps that will lead to positive change within our company; to make our workplace more effective and efficient.

## Governance

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We act on principle and aim to always uphold the highest professional and moral standards. We regularly evaluate and update our structures and ways of working and have developed rigorous and transparent governing systems which means that we have strong guidelines in place for conduct and decision-making. Looking to the future we will develop a method of working that strives towards sustainability, inclusivity and economic growth.

## People

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We know that our success relies on our most valuable asset: our people, our staff. It's our people that come up with ideas, solve problems, make decisions and recognise opportunities to improve the company. We're committed to giving development opportunities for staff to ensure that our workforce not only has strong skills, but also practical experience in their field of work. A diverse, pan-Wales workforce will also be key as we support the growth of businesses and clients.

## Technology

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Our aim is to embed digital technology throughout our company, and in doing so changing fundamentally how we work and provide services to our clients. We will do this by continually challenging the norm and experimenting with new and different techniques to become a more effective and efficient company. We're eager to develop the skills, systems and people needed to adapt to future trends and technological developments.

## Image

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As we set strong foundations for Wales's future economy, it's important that we also strengthen our company's image. Ensuring a positive external image and perception amongst the public, our clients, visitors and stakeholders is essential to growth. We will strengthen our company's image, raise brand awareness, and confidently represent the business community to influence future support.



# Strategic Context

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Over the next six years many global factors will affect Wales' society and economy. Some developments will offer exciting opportunities for people and businesses across Wales while others will present challenges.

Below are some developments that could affect businesses, and therefore our work.

## Socio-economic

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An ageing population, which has repercussions in terms of the potential workforce's size and skillset.

Uncertain economic conditions as we experience the fallout of Brexit, the Covid pandemic, global political tensions, inflation and high interest rates.

## Technological

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Technology is a tool that can transform the way businesses operate, reducing costs, improving productivity, offering access to new markets, and improving the customer experience.

We don't yet know the full implications of the development of Artificial Intelligence, but it's likely to present opportunities and challenges for businesses.

The need and competition for technologically skilled staff is likely to increase.

## Environmental

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Environmental factors are increasingly coming to the fore and influencing the decisions and actions of people and businesses.

The agriculture, food and drink production, and green energy are all key sectors in Wales' economy and are recognised as sectors that can play a crucial part in tackling climate change.

## Language

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It's possible that public bodies will need to ensure that all their staff can work through the medium of Welsh.

## Political

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Welsh Government under increasing financial pressure and therefore must prioritise, potentially in fields that are not relevant to our work.

A reduction in public money available for business and community support.

A substantial reduction in the financial support available for rural communities and businesses.



# Strategic Context

## Vision

A prosperous Welsh economy driven by a movement of thriving businesses that stand confidently alongside the world's best.

## Strategic Pillars

**Inspiring**  
Releasing Wales' enterprising spirit

**Providing**  
Supporting people and businesses to thrive

**Advocating**  
Influencing policy and practice

**Innovating**  
Leading the way for a better future

## Enablers

Committing to excellence and continuous learning

Governance

People

Technology

Image

## Ways of Working

Client-focused

Collaborative

Sustainable

Welsh

## Core Principles

Nurturing Innovation

Working Dynamically

Making a Difference

## Purpose

We inspire and nurture enterprising thinking across businesses and communities, building their ability to generate prosperity, from grassroots up.

# The Strategic Pillars

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## Inspiring: releasing Wales' enterprising spirit

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*We enthusiastically inspire people and businesses by sharing real and compelling stories.*

### We will achieve this by:

Nurturing enterprising attitudes amongst young people by working with the education sector to offer workshops for young people, connecting them to businesses and supporting them to develop their own business ideas.

Creating a community of entrepreneurs who are eager to learn from and with each other, to spark new and innovative ideas.

Collaborating with partners to set up enterprise hubs with an exciting and co-operative atmosphere, where people can access high-quality and timely services and business advice.

Planning and implement a communications strategy that will inspire people and businesses, creating a buzz about enterprising, and proving ourselves as the body that represents enterprise in communities across Wales.

Utilising our strategic partnerships to boost outcomes and offer efficiency savings and pioneering opportunities.

Sharing best practice and drawing attention to key themes through a series of relevant and exciting events for the business community, our partners and stakeholders.

## Providing: supporting people and businesses to thrive

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*We are passionate about supporting Welsh businesses to innovate, grow and thrive by sharing our expertise, helping people make connections and providing tailored assistance.*

### We will achieve this by:

Helping to launch and energize the next generation of entrepreneurs by giving expert advice, workshops, networking opportunities and support to accessing loans and grant funding.

Helping established businesses to expand and grow by providing tailored assistance, suitable mentoring opportunities, and access to experts in their field.

Ensuring that sector-specific digital resources are available and encouraging their use to support business growth and development, utilising our expertise, experience, and connections.

Collaborating with our partners to run challenge fund programmes and grant schemes that engage individuals, businesses and communities, whilst inspiring innovation and enterprise.

Delivering high-quality, proportionate and consistent advice to people and businesses in communities across Wales.

# The Strategic Pillars

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## Innovating: leading the way for a better future

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*We innovate by building on our current expertise and strengthening our understanding, our provision and our methods.*

### We will achieve this by:

Building on our strengths and personal connections to set up new services in fields or sectors that add to our expertise.

Exploring new markets and opportunities to innovate, working in partnership across the UK and internationally when this provides added value.

Exploring how we can use technology to connect with our customers, provide them with the best possible services, and make better use of our resources.

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Designing and trialling an attractive support package tackling specific business challenges, delivered in regular, high-quality virtual and physical events in various locations across Wales.

Developing and improving our commercially available specialized business consultancy services, expanding our expertise in key business sectors.

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## Advocating: influencing policy and practice

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*We are key players in the business support sector in Wales and we're keen to collaborate with our partners to share, learn and improve the way businesses are supported.*

### We will achieve this by:

Representing businesses by sharing feedback and information about matters that affect them with policy makers.

Collaborating with key stakeholders to help design policies and programmes that address the needs of businesses.

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Collaborating with our partners in the UK and internationally to recognise and share good practice in terms of consulting, supporting business to improve, and provide the services that they need.

Publishing an assessment of the socio-economic impact of our company.

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# Measuring Success

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We are committing to annually reviewing and reporting on our performance. We will also measure the impact of our activities on the people and businesses that we support.

The following are the main measurements we will use to assess our performance between now and 2030, with a fuller performance framework in place to track the efficiency and effects of individual programmes and activities.

## Services

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Provide a high-quality service to our clients and customers.

## Performance

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Strengthen our commercial performance as a company.

## Sustainability

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Ensuring a prosperous future for the company – and a surplus that could be reinvested for the benefit of the company

## Image

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Raise our status as Wales' leading provider of business services. A company that can be trusted.

## Influence

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Increase our economic and social impact.

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