

SES

Prospecting for Social Enterprise

Forward Plan to Back on the Map

Enterprise Community Zone

December 2008



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SES (Sustainable • Enterprise • Strategies)

Forward Plan to Back on the Map

Project: Enterprise Community Zone

Summary of Investment Intention

The 'Enterprising Communities' Zone is defined as an 'area-based' initiative aimed at creating an enterprising community in the widest sense of the word, involving all sectors, residents and stakeholders. It will promote business start-up, develop indigenous businesses, encourage business relocation and attract inward investment. The proposal also includes additional measures for the promotion, development and support for social enterprises. Although SES is the lead agent, essential to the innovative project is the Business Experts Panel, incorporating all the key enterprise players from all sectors to ensure the development of a holistic and innovative approach to partnership working involving the private sector, and will ensure current mainstream activity is fully integrated into the programme of activity.

Purpose of Report

The purpose of this Forward Plan for the Back on the Map Initiative Enterprise Community Zone is to:

- Identify the intended outcomes of ECZ
- Identify the approach and/or method of work of ECZ
- Report on progress to date
- Outline of proposed activity that delivers drivers for enterprise action within ECZ
- Methods and implementation of techniques to measure impact and added value of proposed activities

1. Background to the Report: Assessment of Progress and Impact at End of Year One

The ECZ project's primary aim is to put in place the infrastructure (primarily through the Experts Panel and Private Sector Focus Group) to allow innovation, draw money from other programmes, and to instigate new ways of working, either through new initiatives or bending the mainstream. Because of being unable to set detailed outputs for this work at the application stage, the programme includes two elements to address this:

- 1) A substantial review of the progress of the programme in year two to ensure the detailed milestones have been achieved, the infrastructure is in place, and that more detailed targets are being established by the experts panel, and
- 2) The client advocate will collect the required level of information to allow a realistic assessment of the impact of the programme on an annual basis.

At the core of this proposal, and essential to achieving the above, is to establish a 'real' and effective partnership.....

1.1 The Business 'Experts Panel'

This is the main element of the bid. It acts as an advisory panel to the ECZ delivery team. It is similar to the Economic Prosperity Group (Local Strategic Partnership) approach but with staffing and resources to implement the policies and recommendations proposed.

The Experts panel is seen as essential to implement the ECZ concept. This is because it provides:

- Innovation – generating thinking and ideas through all the key players and deliverers collectively working on policy, strategy and implementation,
- Holistic approach – breaking down organisational/silo thinking to encourage a real partnership/holistic method of delivery
- Evaluate and to challenge – by partners questioning the work of others and themselves
- Impacting the mainstream – by partners adapting or changing their approach or service as a result of the above, and affecting others e.g. DWP / benefits
- Advocacy – to use their collective strength to advocate the idea of the ECZ and to assist with securing money from other sources (particularly with regard to attracting monies to address the big cost ideas – infrastructure, grants, better use of benefits etc)
- Research – commission research to build upon best practice
- Dissemination – to share information on a regional and national level

The design of the project is to make innovation an integral part of the proposal through the creation of a Business Experts Panel, whose role is to 'think out of the box', to assess what is working and what isn't, and to propose new ways of doing things - which will not only result in new projects, but will also impact on the mainstream delivery of services. If the Business Experts Panel is successful, innovation will arise from by the establishment of 'real' partnership; this central to the ECZ concept.

This delivery plan now uses the work in and around the Experts Panel and Private Sector Focus Group to produce the forward plan for the project.

1.2 Develop the 'Experts Panel' (to guide the above work)

The Experts Panel was formed in order to develop co-ordinated and innovative approaches to the key issues affecting the Enterprising Community Zone, bringing together key individuals and organisations to provide insights, suggestions and priorities, and to share best practice and relevant information.

Since October 2007 there have been four meetings of the Experts Panel, with several key aspects discussed to date:

- Changes in local services affecting the ECZ, such as business support, have been discussed, allowing panel members to stay informed and consider new approaches based on the changes observed. This includes the growing prominence of impact measures, such as *Social Return on Investment*. Appropriate actions have been considered, such as training so that relevant organisations can better understand the concept.
- Effective networking amongst local businesses, entrepreneurs and individuals has been identified as a priority by the Experts Panel. Panel members have provided support to the Hendon and East End Networking group, by lending their expertise and by putting forward ideas for the development of the group. An effective local business directory is also a need identified by the panel.
- Mentoring is another issue considered an area for action for the Experts Panel, with panel members discussing the benefits of mentoring for local entrepreneurs and businesses. The process of identifying mentors is ongoing, with the intention of formalising a mentors register.
- Issues relating to local infrastructure, affecting key organisations in the ECZ, have been regularly addressed by the Experts Panel, keeping key organisations updated, with responses developed where appropriate.

- The issues of collaboration and procurement have been regularly explored by the panel members, who see these issues as vital part of local economic success. It is agreed that small local enterprises can be hampered by a lack of resources or expertise when competing for public sector contracts. The Experts Panel has also discussed the idea of a local procurement trade forum which would provide information, guidance and link up relevant organisations to collaborate for public tenders or other work. Options for the procurement forum and procurement assistance are currently being developed by the panel.
- The Experts Panel has also been a useful forum in which to present the findings from the enterprise landscapes produced by SES. The issues arising from these landscapes have been able to inform discussions at the Experts Panel with first-hand evidence. It is anticipated that additional landscapes will be produced, and reports based on the collected landscapes will provide the panel with further priorities and a focussed plan of action.

It has been noted that the Experts Panel is not yet achieving its full potential in influencing all of the key decision makers within the ECZ, and this is largely due to an inability to attract representatives to the panel from some influential organisations acting locally. In December 2008, Phil Shakeshaft (of Futurist Ltd) undertook a series of meetings to put forward the objectives and benefits of the Experts Panel to representatives from several key organisations. These included Sunderland City Council, Business Link and Job Centre plus, along with others, in order to secure regular attendance and involvement from these organisations.

1.3 Intended Outcomes of Back on the Map Three Year Investment:

- Development of ‘thought leadership’ via an evidence-based approach to enhance and continue SES leadership in the policy arena.
- Impact: building upon SES track record of proving, improving and disseminating via Social Accounting methodologies.
- Attract additional resources into the area by tapping other regeneration and development monies via the Experts Panel.
- Delivering enhanced business start-up activity and reporting upon the progress and findings evidence by social accounting and audit - one per year three in total.
- Delivery of 105 new business starts from Hendon and the East End between 2008 – 2011.
- Assist 450 SME’s between 2008 – 2011.

- Assist 60 local people in achieving accreditation and qualification.
- The identification and case study of existing enterprise in deprived communities.
- Compiling research reports for dissemination of the findings of the Experts Panel - three, one per year.
- Undertaking research: into the reasons why businesses succeed and/or fail in hard-pressed communities; what helps; what hinders such activity and understanding place-specific factors.
- Hold regional events to disseminate: lessons learned - what works and what does not work so well and mainstreaming and replication opportunities.
- Identification of potential market drivers.
- Mainstreaming potential BSSP.
- Replication/franchise of market models.

1.4 Outcome Table

We are proposing that the following outputs during 2008-2011

ECZ Project Outcome Table (2008 – 2011)

Outputs	Year 1	Year 2	Year 3
Total Conferences	1	1	2
Number of participants at conferences	100	100	200
Total Number of Enterprise Workshops	6	12	24
Total number of participants within workshops	48	96	192
Total number of participants completing training	20	20	20
Total Number of Enterprise Enquiries	105	150	200
Total Number of SME interventions	150	150	150
Total New Business start-ups	35	35	35
Total number of local role models	10	20	30
Total number of private sector events	4	4	4
Total number of Enterprise Ambassadors	4	8	12
Total number of SROI reports produced		2	4

2. ECZ Action So Far.....

The ECZ project has presented the opportunity to work across the Enterprise Framework and shape an enterprise offer that is fit for purpose. Progress to date has included

- An outreach and animation programme.
- Community engagement and consultation.
- Seamless journey for business enquiries.
- Joined up approach with Job Linkage.
- Championing the Health and Well-being agenda through Department of Health Social Enterprise Investment Fund.
- Publicity campaign that celebrates the success and achievements of Hendon and the East End business community through press releases, local targeted publicity and case study material.
- High Profile events with regional stakeholders to promote the area and change peoples perceptions who live outside the area.
- Influencing policy through the production of focused reports
- Detailed survey to the established business community.
- Business Link surgeries within community settings.
- Building Private Sector Networks in Sunnyside and Hendon and the East End.
- Proofing the mainstream through capturing the process and cascading the innovation of the ECZ Project to inform wider tendering opportunities.
- Recruit two local Enterprise Apprentices.

2.1 Business Starts

Business start-up is obviously a key part of the programme and at application stage was an area where clear outputs could be set.

The profile of ECZ new business starts between 2006-08 illustrates that 76% of the business starts were male, whilst the age profile is dissimilar to that of SES mainstream 2007-08 business start, for instance the majority of business starts fall in the 26-50 age profile.

Table 1 Profile of ECZ business starts compared with SES business starts 2007-08

Gender Profile Of Business Starts	NDC/ECZ 2006-2008	SES 2007-08
Female	14 (24%)	76 (33%)
Male	45 (76%)	153 (67%)
Age Profile		
16-25	7 (12%)	34 (15%)
26-50	46 (78%)	163 (71%)
50+	6 (10%)	32 (14%)

The table below compares the IMD ranking of ECZ 2006-08 business starts to that of SES mainstream citywide business starts, 89% of ECZ business starts come from the worst 30% SOA area of the city compared to SES citywide business start rate of 67%. Such evidence indicates that the business start services are targeted to those most disadvantaged.

The six business starts that fall within the 31-100% band are owners from outside of the Back of Map Area, but are new business starts that are located within the NDC boundaries.

Table 2 SOA Band Rate for business starts ECZ 2006-08

IMD Rating	NDC/ECZ 2006-2008	SES 2007-08
1-10%	42 (72%)	78 (34%)
1-20%	52 (89%)	137 (60%)
1-30%	52 (89%)	153 (67%)
31-100%	6 (11%)	76 (33%)

Table 3 below highlights the housing profile of ECZ business starts and SES citywide business starts for 2007-09 is similar in relation to owner occupier and 'other' categories. There is a higher rate for private rented sector this may relate to the predominance of the private rented sector within Back on the Map. However what is more concerning is that 22% of the business starts could not describe adequately their housing status

Table 3 Housing Tenure & ECZ Business Starts 2006-08

Housing Tenure	NDC/ECZ 2006-2008	SES 2007-08
Registered Social Landlord	9 (15%)	62 (27%)
Owner Occupier	22 (37%)	82 (36%)
Private Rented	15 (26%)	40 (18%)
Other	13 (22%)	43 (19%)

Table 4 below highlights that the educational profile of ECZ business starts is very similar to that of SES citywide business starts 2007-08

Table 4 Education Profile & ECZ business starts 2006-08

Level Of Education	NDC/ECZ 2006-2008	SES 2007-08
None	12 (20%)	55 (24%)
NVQ II	19 (32%)	73 (32%)
NVQ III	13 (22%)	64 (28%)
NVQ IV & V	14 (24%)	37 (26%)

Table below illustrates that that over 65% of the business starts were unemployed/jobless prior to training - this compares to a SES city rate of 68% for the year 2007-08. In relation to national programmes this is a very effective, however given the fact SES has achieved a rate of 68% for citywide business start programmes, we are planning over the next 12 months to roll intensive targeting measures to attract more jobless/unemployed people into self-employment from the ECZ area – we are suggesting a rate of 75%.

Table 5 Benefit Profile of ECZ business starts 2006-08

Benefit/Jobless Types	NDC/ECZ 2006-2008	SES 2007-08
Receipt Of IS/JSA	24 (41%)	76 (33%)
Receipt Of IB/Non JSA	14 (24%)	80 (35%)
Working	19 (32%)	73 (32%)
Length Of Unemployment	NDC/ECZ 2006-2008	SES 2007-08
0-6 Months	15 (26%)	60 (26%)
7-36 Months	19 (32%)	63 (27%)
36 Months+	3 (5%)	33 (14%)

Table 6 provides an indication of projected turnover of ECZ business starts compared to the SES 2007-08 programme. The data highlights that there is no significant variation between an SES citywide and an ECZ business starts with regards to projected turnover levels.

Table 6 Projected Turnover of ECZ Business Starts 2006-09

Band	Number		%		Mean Finance		Total T'over	
	NDC/ECZ ₁	SES ₂	NDC/ECZ	SES	NDC/ECZ	SES	NDC/ECZ	SES
£1-10000	5	35	8%	16%	£7,477	£7,869	£37,384	£27,5407
£10001-20,000	17	73	29%	34%	£17034	£16,260	£289,570	£1,105,689
£20,001-30,000	19	50	32%	23%	£25,374	£26,012	£482,112	£1,222,546
£31,000-40,000	8	31	14%	14%	£35,268	£36,912	£282,140	£1,107,370
£40,001-58,000	6	18	10%	8%	£49,887	£52,915	£299,320	£899,558
£58,000+	4	12	7%	5%	£97,563	£351,854 ₃	£390,250	£4,222,250
						Totals	£1,780,776	£8,832,820

- All NDC/ECZ figures reference period 2006-2008.
- All SES figures reference period 2007-08.
- This figure was distorted by one business with an exceptional projected turnover. The average figure for 2006-07 was £93,295.

Table 7 below illustrates that the average ECZ business starts employ one person, although 16 business starts employ more than one person and one business start employs between 4-10 people.

Table 7 Staff Employed within ECZ Business Starts

Number Employed	NDC/ECZ 2006-2008	SES 2007-08
One	43	193
Two	12	54
Three	3	24
4-10	1	12
Totals	81	283

In conclusion, over the last four years SES has implemented independently verified Social Accounting and Social Return on Investment Methodologies, as part of this process SES and has developed impact techniques/indices that measure and track financial gains by business start beneficiaries and HM Treasury. There are three financial proxy indices namely: Treasury Net Gain, Welfare Saving Indices and Disposable Saving Indices – the methodology is fully explained in SES Social Audit Reports.

Working with our partner FISCUS the Table 8 below indicates the impact of these financial profiles upon the ECZ 38 business starts who were either jobless and/or workless. It is important to note that the average Treasury net gain of £150 provides a combined net Treasury gain of £5,700 (58 business starts @ 65% unemployed/not working = 38 x £150. enterprises) during 2007-08.

Moreover, the average Welfare Benefit Saving Indices was £7,558 thus providing a combined welfare saving of £287,204 per annum (58 business starts @ 65% unemployed = 38 enterprises x £7,558) during 2007-08. Additionally, based on the average rate of Disposable Income Indices £1,874 there is an extra £71,212 income being generated within the ECZ area via these new enterprises (58 business starts @ 65% unemployed / not working = 38 enterprise x £1,874). This is summarised below.

Table 8 2006-08 ECZ Business starts Average (- +) Financial Profile Impact

Indices	Average 3 case studies Methodology	Ave 38 Bus Starts @ 65% of 58
Treasury Net Gain	£150.00	£5,700
Welfare Benefit Saving Indices	£7,558.00	£287,204
Increased Disposable Income indices	£1,874.00	£71,212

2.2 SME Support & Growth Project

The joint venture with Business Link North East has been activated and it is envisaged by 2011 that 450 businesses will be engaged in the service and that the SME financial incentive scheme will have acted as leverage for additional investment to the business community.

The Business Link worker will continue to identify appropriate outreach locations to act as gateways to the established business community and build a sense of ownership through establishing Business Networks within Sunnyside, Hendon and the East End and promote the concept of Enterprise Clusters.

2.3 Social Enterprise

SES will provide business support to develop social enterprises and build their capacity to deliver services across focusing on the ethos of the business as much as the product or service they will provide. SES will also bring a strategic and co-ordinated approach to the delivery of social enterprise. Our methodology is to enable individuals and groups to work alongside an experienced social enterprise practitioner who will have empathy, understanding, credibility and knowledge. The methodology and development process has a proven track record of developing social entrepreneurs and social enterprises.

It is an opportune time for the sector with the Government's modernisation agenda, Local Area Agreements and the opportunities arising from the procurement process. These opportunities need to be aligned with the learning and best practice from within the sector and the tools that are being developed to support organisations. SES have been working in all aspects of the sector for many years and are up to date with developments such as commissioning framework, replication (business in a box), social clauses, social auditing, social economy legal structures, mixed income models and specialist business support and endeavour to transfer this knowledge through appropriate intervention tailored to the needs of the client group.

2.4 Business Support Simplification Process (BSSP)

Over the next two years the ECZ initiative will ensure the effective integration of BSSP into the SME Support & Growth Project. The following products, as developed by the BSSP, relate to this project:

- Local community business coaching.
- Business creation.
- Shared business support environments.
- Business premises.

In line with the BSSP, the project aims to help ensure that anybody with the potential to succeed in business should have the opportunity to do so. It has been designed to help break down barriers to business start-up and survival, including social enterprises, for under-represented groups in disadvantaged areas.

As prescribed by the BSSP, our Local Community Business Coaches will:

- work in partnership with relevant partners involved in business and employment services.
- Work within disadvantaged areas to demonstrate the advantages and opportunities of enterprise and the availability of support from this and other projects/provision.
- Assist and encourage prospective entrepreneurs to navigate their way through multiple business, employment and skills services provided by different public and other bodies, particularly BENE.
- Provide ongoing reassurance and advice throughout the customer journey, tailing off once the client is sufficiently confident in accessing mainstream and private sector services without assistance.
- Target support at residents of disadvantaged areas, females, people with disabilities and members of BME groups, all groups amongst which levels of self-employment and entrepreneurial activity are significantly lower than the national average.

From their involvement in our previous community-based provision, our Local Community Business Coaches have developed strong relationships with the individuals, support providers and businesses target communities and have developed valuable local knowledge. They will provide specialist information, guidance and advice, making links with key mainstream social and business support providers to enable beneficiaries to move from claiming benefits to starting a sustainable community or social enterprise.

By overcoming beneficiaries' barriers to mainstream support, the project creates demand for the provision available from BENE and other agencies and as such, complements existing provision. Close alignment with the BSSP will ensure that the project does not duplicate existing provision.

The product will operate where "The locality and the types of business that it would provide services to would be particularly unattractive to the private sector" (The Economic Drivers of Government Funded Business Support, Department for Business, Enterprise and Regulatory Reform, page 40). This project targets social and community businesses, a sector of the SME accommodation market that has not been provided for by the private sector. It will develop premises in Hendon, a particularly deprived area of the City Region where private sector confidence and investment is low.

Community and social enterprises generally meet all of the following criteria for shared business support environments, as set out by the Business Premises Product (although the product requires that only some criteria must be met):

- A willingness and ability to collaborate with related businesses.
- Demonstration of the need for access to such facilities in order to start or grow.
- Significant employment creation potential.
- Targeting a priority sector or area.
- Potential to benefit from collaboration in a shared business support environment.

3. Method of work Adopted: Targeting People

3.1 The Enterprise Journey

The main aim is to encourage a more dynamic business start-up market within deprived communities in order to boost productivity and growth by strengthening business support networks and creating an environment that encourages and supports entrepreneurial activity for all. The main objectives of our activity are:

- Target, capture the imagination and work with local people who reside within deprived neighbourhoods within Hendon and the East End who wish to explore enterprise activities.
- Provide a customer-led, friendly, accessible and high quality business support services within deprived communities.
- Promote enterprise in all its forms within deprived communities.
- To deliver 105 new business starts whose owners reside within Hendon and the East End.
- To build a vibrant social economy.
- To attract new investment to the area.

3.2 Method of work: A Holistic and Integrated approach.

SES has successfully facilitated a model of enterprise development that targets, captures the imagination of, and meets the needs of those most disadvantaged. A pro-active, holistic and integrated approach, it successfully engages people missed by mainstream agencies; such agencies are often geographically remote and may appear psychologically daunting to newcomers to enterprise. SES and its partners will provide specialist advice and they will support the business planning process, seek funding and assist with promotion; they are 'more hands on' however, when compared to a 'traditional' business counsellor, by:

- Animating groups/individuals.
- Influencing the pace of business plan development.
- Setting well-meaning obstacles - testing commitment of individuals.
- Writing aspects of the business plan.

- Pace of work is dependent on needs of individual.
- Forming close relationships, if appropriate, with groups to break down advisor client relationship barriers.
- Raises individuals' confidence levels and addressing individual fears.
- Provides individuals with the skills and knowledge to develop and grow.
- Building a personal relationship which brings about a cultural change in attitude; from a 'can't do' to 'can do'.
- Ensure that transition from 'welfare payments' to self-employment is secure.

In addition to these qualities and approaches, each business start will have an understanding of business idea generation, market research, business planning, financial control and bookkeeping, marketing and promotion, staffing and resources. The approach is focused on ensuring that new business starts are encouraged to access mainstream business support services within the first year of trading. In addition, SES will ensure that adequate support is given to beneficiaries such as language and disability provision, child care and/or adult carers support, meetings to fit within school times if appropriate, ensure that venues are safe and open environment. Welfare Benefit, Debt and Tax credit advice and guidance is provided.

Innovative features of the service that will be delivered during 2009-2011 will include:

3.3 Business Idea Generation: "Bottom-Up"

We believe that it is essential that all aspects of our work are designed and delivered in such a way as to include, rather than exclude, those people we are intending to reach. There is ample evidence to suggest that 'quick hits' don't work. Indeed, in order for programmes such as this to succeed, those who are being targeted need to be involved from the out-set, need to take ownership and need to be equipped with the skills to continue.

A series of Enterprise Workshops will be delivered within community settings a total of 12 workshops per year. The workshops will promote the concept of enterprise and entrepreneurs and provide a point of entry to accredited training programmes such as:

- An introduction to Enterprise.
- NVQ in business planning and Customer Care.
- Starting a Social Enterprise.

3.4 Inclusive

In designing and delivering the above activities, SES will address barriers that some women and target groups face when accessing business support services. This will be achieved by ensuring the following practical and logistical measures are put into place:-

- Crèche facilities are provided at workshops and events.
- Financial support is provided for the cost of childcare or carers.
- Events are timed to fit the lives of families.
- Interpreters are available.
- Venues are welcoming, accessible & safe.
- Language is straightforward, jargon is avoided.
- Confidence building is central to every programme.
- Recruitment takes place in the communities in which family members live (outreach)
- Strong partnerships ensure seamless referrals.
- Role models are realistic.
- Programmes are tailored to meet the needs of each target group of women
- All outcomes - economic and social - are measured and valued.

SES will also work in partnership to deliver a series of innovative Health & Wealth Workshop Events.

3.5 Health & Wealth Workshops

Linking People to Health, Wealth, Advice, Housing, Jobs, Enterprise & Credit Union Services: A series of one day workshop events delivered at accessible local venues and leisure centres. Events comprise Health & Wealth taster sessions bringing together a range of local Health & Wealth services and organisations. Events will comprise taster sessions covering all of the following: Debt & money management, Credit Union savings & low cost loans (WFCU), Benefit Entitlement Checks (DWP), Body MOT's and healthy eating on a budget (PCT's), Jobs & Training Advice (Job Linkage) and Enterprise Support (SES). We aim to maximise income, improve health and wellbeing and tackle money management issues, the main focus being enterprise.

To firmly embed enterprise within the Health and Wealth agenda, SES are a partner within the HELP@SR1 project and through an effective referral system aim gain access to individuals deemed to be furthest away from the enterprise radar and make enterprise support as accessible to all.

3.6 Business Idea Generation: Focus on local “heroes”

Community Anchors

Through ECZ, SES’s aim to capitalise on the existing footprint that is already working with a number of local community anchors that have significant potential to act as gateways to local enterprise and jobs.

SES recognises that the vehicle for enterprise engagement often already exists in the heart of communities and that, by a process of dedicated development and support delivered through these organisations, alienated individuals and groups can become economically active and socially included. Community Based Organisations have the contacts, capacity and commitment to access local people that other external, more conventional and reactive approaches have always failed to reach. These organisations clearly represent a major opportunity to deliver new kinds of enterprise development to a significant number of people via a wide range of provision for example;

- They are often enterprising organisations in their own right struggling to survive and creating success in areas abandoned by the market and / or the public sector.
- They may trade/undertake real economic activity in their own right, running training, cafes, crèches, credit unions etc.
- They often provide services that can help remove barriers to enterprise e.g. childcare, workshops, common services, marketing and design, access to ICT etc.
- They can be a location for vocational training/placements/Intermediate Labour Market schemes, etc.
- They can be a location where welfare/benefits and other advice which is delivered in a sympathetic way that is seen to be not part of the “system”.
- They are local, accessible and trusted with formal and informal mentoring and other forms of support being delivered.
- They can be a local hub and or be networked into a wide range of local organisations that work with diverse groups and individuals.
- They can be places where ethnic minorities, other under-represented groups and particularly women feel more at ease and involved.
- They may already be integral to other regeneration programmes.

Community Organisations are more often than not rooted and proactive in areas where market failure is worst and with those groups not highly represented in the SME community or indeed the wider labour market. In this sense they represent a context in which enterprise *“support (can be) responsive and tailored to individual needs rather than simply the provision of reactive responses to queries”*. The benefit of this approach is that it builds the entrepreneurial culture within the community.

4. Local Role Model Approach

4.1 Role Models

SES aim to build a 'bank' of local "heroes" from across Hendon and the East End and activate local role models, mentors and ambassadors to encourage and support others on their enterprise journey:

Local role models will be used in all promotional literature telling their story of their enterprise journey and capturing case study material tracking enterprise within family networks. As well as acting as role models during workshops and animation activity giving practical examples of how they overcome barriers.

4.2 Mentors

A register of mentors will be established working towards a brokerage model to offer support to emerging local enterprises and entrepreneurs and mentor individuals through the process and share their 'hands on' experience and good practice. It also offers the opportunity for collective working and sharing of resources.

Contact with credible entrepreneurs is seen as particularly beneficial to those lacking experience or confidence. Successful local business people, with whom individuals can identify, can act as effective role models who can inspire others. Practical and straightforward advice from those who have 'been there' is invaluable to those embarking on an enterprise journey. Their questions can be answered, advice can be dispensed and useful contacts can be made. Through these methods the group aims provide impetus and poise to those most in need of it.

There is also a need to provide individuals particularly pre-starts and earlier, with unambiguous information about the various business support initiatives and how they can help.

4.3 Enterprise Ambassadors

The role of ambassadors will be to showcase and disseminate the learning and success giving the programme both regional and national significance. The ambassadors will champion the impact and seek to proof the mainstream and further inform the wider social, economic and well-being agendas. The ambassadors will act as the legacy within localities and continue to promote the possibilities of enterprises to those furthest away from the enterprise agenda and provide a continued source of inspiration. The ambassadors will act as the enterprise anchors to the proposed events and aspire to bring regional and national significance to the project.

4.4 Enterprise Apprentices

The ECZ team have now appointed a local Enterprise Apprentice – the main function of the post is to build local capacity in terms of business support and utilise their local knowledge within the team. The Enterprise Apprentice will promote local Enterprise Champions and over the next two years will participate in a business development programme to build their skills, knowledge and experience to enable them to cascade the enterprise message and engage local people in the enterprise journey.

5. Identifying Enterprise Drivers & Clusters

The aim of an Enterprise Drivers & Clusters is to provide flexible personal support to businesses and individuals contemplating self-employment, on an ongoing basis. By bringing together a diverse section of the community, it is intended that the group will improve communication and collaboration between local businesses, as well as providing motivation and support for those at the early stages of enterprise.

The group will attract and assist a significant proportion of businesses, covering the age and size demographics from the local community. This will include local individuals or groups from all stages of the enterprise journey – ranging from people who might have thought about starting a business or becoming self-employed, and want to know more, to those actively engaged in the entrepreneurial process.

The problem observed with many formal networking groups is that they are daunting to many people, particularly those inexperienced in business. There is a need to engage with people like this, who may have good ideas but lack confidence, or may work within the informal or 'grey' economy and wish to move towards more legitimate enterprise.

All local businesses could experience benefits by attending the meetings. This includes long-established businesses as well as those in need of assistance to help them grow. The group will bring together businesses that may lack awareness of other businesses in their local area, offering opportunities through collaboration. Supply chains can be made more cost effective by developing relationships with nearby partners; economies of scale can be exploited by local companies working together in different ways; information and experiences can be shared, and new customers can be generated – indeed the prospect of new customers and referrals is a motivation for anyone attending the support group. 'Organic' word-of-mouth exposure and mutual assistance will be a key offering of the support group.

The above outlined approach will bring:-

- More focus on achieving success with **identified local "heroes"**.
- A more holistic method to **generate "bottom-up" enterprises** with local people.
- New approaches to the **replication of successes** from elsewhere.
- **Community-leadership** through the gateways through established Community anchors.
- More effective and intensive use of **dedicated role models**.
- More concentration on **networking and mentoring**.

- Building capacity and cascading successful models through **Ambassadors**.
- Improved sustainability and an ability to be mainstreamed within the identified localities.
- **Intensive support** focusing on the “family unit”.

5.1 Prospecting for Enterprise Drivers: Engaging in a Wider Context

Registered Social Landlords & Enterprise

In recent years, the Government has been trying to encourage registered social landlords to consider a more holistic approach to the needs of their tenants and the neighbourhoods holding their housing stock. Research has clearly demonstrated that tenants within social housing are less likely to be economically active than other forms of housing tenure. There has been a wide variety of national and local initiatives to address this situation, including many aimed at encouraging higher levels of skills, enterprise and self-employment. A proposed report will focus on a review of policy and practice of Registered Social Landlords particularly that of Gentoo and SES, who have been involved in a number of initiatives such as researching, design, implementing and evaluating enterprise and economic activity, most recently, the Enterprising Futures initiative. The intention is to identify the best way forward and the kinds of initiative that could be undertaken to achieve the desired results.

Research was carried out between February to August 2008: a draft report is being compiled in consultation with Gentoo which will be made public through associated dissemination events.

To localise this within Hendon and the East End, the team will target social housing blocks such as the Three L’s through local publicity campaigns and by holding enterprise surgeries within the onsite community facilities available to residents.

5.2 The Role of Women's Business in Communities and Local Economies

Research has been undertaken to assess the role of women in the local economic resilience of working class areas. The research focuses upon the North East of the England, but grounded in a national policy context, looking specifically at Women's business. The research assesses the barriers facing women in setting up business in working class areas and directs key strategic stakeholders to more effective ways of setting up support mechanisms to develop Women's business. It assesses the role of the public sector supply chains in assisting local business.

It also draws upon the value to the local community in social and economic terms of businesses set up already in the North East by these groups in order to shape recommendations for change in business support. The work considers all types of Women's business, whether that is shops, manufacturers, micro-enterprises, or social enterprises. The research surveys 395 women (based on SES data set for 2006-2008) who have either expressed an interest in setting up a business and/or who business women.

Centre for Local Economic Strategies were appointed to oversee and implement the research programme. Research started in June 2008 and was reported, consulted and refined by a SES organised regional Women & Enterprise Conference - 120 women participants shaped the on-going research. Moreover, the research is now being added by SES who are designing and implementing five sub-regional women structured Focus Groups, each group will have 10 women participants – research observation will inform the CLES research. Final report planned for early 2009 culminating in a public launch of the report via a seminar format.

Local women from Hendon and the East End have contributed fully to the consultation process and the findings will be presented to the members of the experts Panel. Recommendation and action points will be identified within the report and implemented within the ECZ area between 2009-11.

5.3 The Role of BME Business in Communities and Local Economies

During April 2008 SES, in partnership with BECON, kick-started a regional seminar amongst the BME community. The purpose of the seminar was to capture BME views of enterprise formation within the North East. The event was held in Newcastle and over 48 people participated within the seminar. One of the outcomes was the need to develop a position paper.

The purpose of the paper will seek to build upon the barriers identified to BME business formulation, the current strategic context in the North East, and the triple-bottom line impacts of BME business in resilient local economies to suggest a number of recommendations as to what needs to change in the North East to better support BME business. Utilising the barriers identified in a desk review we will undertake strategic interviews with BME representative bodies and strategic stakeholders in the North East to discuss the extent to which these national level barriers play out within the region and the support currently being offered to support BME business. Interviews will be undertaken with amongst others: local authorities; ONE North East; Business Link; BECON. Interviews will be used to shape a list of barriers preventing BME enterprise formulation in the North East.

The list of barriers will be used to shape a discussion group with the stakeholders above to discuss overcoming these barriers in policy terms and proffering better support to BME business. The research will also seek to showcase to strategic stakeholders the business support activities of SES. In order to do this and to understand the role of SES in local business support we will undertake interviews with Managers at SES. To supplement this, we will undertake a focus group with a group of BME residents in a local area with a BME business presence to discuss its value and the barriers preventing them from formulating businesses themselves.

Report recommendations could include: the promotion of a strong champion of BME business or support infrastructure; changes to support policies such as public sector procurement; and recognition of the value of a variety of types of business to a local economy, not just high value business as laid out in most economic growth strategies. The recommendations will be framed within an assessment of the potential scope for BME business formulation in the North East. To do this, we will undertake a demographic review of the size of the BME population and their employment rates etc. The focus groups with residents will also seek to determine attitudes towards setting up business.

Centre for Local Economic Strategies have been appointed to oversee and implement the research programme. Research started in July 2008 and will be completed by a survey and a series of structured focus groups. The Report will be made public in a launch 2009 via a seminar format.

5.4 Hendon & East End Employer Survey & Report

The objective of the report is to map out existing employers within the Hendon & East End area of the City, compile research findings based on a survey/questionnaire relates such findings to the emerging Citywide Employer Demand survey. The programme will also create a business database where by BLNE and SES products and services can be targeted more effectively.

5.5 Identifying Emerging Market Drivers

The ECZ projects aims to act as a key driver to new markets and the undertake feasibility and development in the following areas:

5.6 The Green New Deal

The global economy is facing a 'triple crunch'. It is a combination of a credit-fuelled financial crisis, accelerating climate change and soaring energy prices - underpinned by an encroaching peak in oil production.

Strangely these factors also present us with a huge opportunity to create employment and a more equal and harmonious society. We call it the Green New Deal. For tackling the triple crunch will involve being less wasteful and more efficient. It requires communities to reduce the waste they produce and the goods and services they import so they are more self-contained and more efficient.

The environmental cost of our current system of mass production and effectively dumping waste in holes in the ground is vast and is massive. Indeed if we do not reduce carbon consumption to levels below those of 1990 the effect on the Earth will be catastrophic for human kind. In addition, as fossil fuel becomes scarcer it will make it more economic to produce goods and deal with waste, which should really be seen as a resource, near to where it is needed or produced.

This must all be done at a local level. We are proposing to develop a model in the Back on the Map area for how it can be achieved using existing technology, shifting from an energy to labour intensive economy creating hundreds of jobs. Our Green New Deal will integrate energy production, 'waste' management, local production, the creation of employment and housing, so that local communities take control and manage their economies and lives far more efficiently and effectively and reduce their carbon emissions. We will create jobs in recycling local waste, reducing energy waste (e.g. proper home energy advice) and energy production (e.g. anaerobic digestion, wind and solar thermal) and in other industries that benefit from low-cost energy and waste management.

Other European countries like Sweden, Denmark and Germany have shown this can work. For example, Denmark produces a far higher proportion of its energy needs from wind turbines than anywhere in the world (20%) - 80% of this capacity is community owned. This strategy has not only meant Denmark emits far less carbon, it has also had profound economic impacts and made Denmark one of the biggest wind turbine producers in the world. What is good for the environment will increasingly be good for the economy.

Our proposal is bold, radical and essential. One that will build on the strengths of the area, the availability of land and resources, both human and physical to make the Back on the Map area a strong and healthy place to live and an example for the rest of the UK to follow.

5.7 Social Franchising and Replication

We all want social enterprise to grow more quickly and become a powerful economic player. We have developed a new method to grow social enterprise or to start up a new one that will make the whole process much quicker. It is called social franchising.

Basically, a social franchise is like a commercial franchise, but with a social purpose and usually being owned by the franchisees it sets up. Hendon's own Sunderland Home Care Associates is an example of one of the most successful social franchises in the UK, using Care and Share Associates to replicate their business model into Newcastle, North Tyneside and Manchester.

This approach brings a huge number of benefits for starting a new social enterprise - they include:

- A recognised brand with a proven track record – like Sunderland Home Care Associates or Community Renewable Energy.
- Business-specific knowledge.
- The support of people who have run and managed your type of business.
- The credibility of a proven organisation.
- On-going support to develop your business through working with other social franchise members.
- Access to shared resources or staff that on your own you couldn't afford, like marketing or legal support.

We are proposing to work in the Back on the Map area to help create more social enterprises and jobs by supporting local entrepreneurs or entrepreneurial organisations to take on a social franchise or for social enterprise to franchise their business model. We are involved in the Social Franchising Network UK which provides access to expertise and Business-in-a-Box workshops on social franchising and assistance to nearly 20 social franchises from across Europe. As well as SHCA model, they include a hotel chain, drug and alcohol services, renewable energy, carpet recycling and a car club.

5.8 Procurement

A priority of the project is to improve the chances of small scale enterprise and Third Sector Enterprise winning a larger share of contracts to deliver public services. We aim to develop a coordinated approach that will deliver three strands of programme activity.

Strand 1 – Ensure that Commissioners and Procurers understand the value of engaging with Third Sector Enterprises in the design and delivery of public services. Activities to include:

- Supporting the development and effectiveness of the local procurement steering group.
- Increasing the use of suitable PQQ, Social Clauses and Social Return on Investment (SROI) tools.
- Lobbying for smaller contracts.
- Increasing dialogue between commissioners and suppliers (meet the buyer events)
- Influencing the developing of the harmonised Local Authority Contract Documents that are being adopted across the North East to ensure that they are fair to suppliers.

Strand 2 – Ensure Third Sector Enterprises are Contract Ready

- Signpost tender opportunities and other non grant funding sources.
- Broker in generic support – for example Business Link North East and NECE.
- Health checks and organisational development support to support them on their journey towards successful contracting.
- Providing master classes and high level/professional mentoring support in areas where technical expertise is lacking e.g. PQQs, sourcing opportunities, collaborations, TUPE, contracting and supply chain models.
- Provide additional activities to meet identified gaps in support as they arise during the lifetime of the project.

Strand 3 – Encouraging and Supporting Collaboration

- Develop collaborative models for contract delivery.
- Developing mechanisms for collaborative working. This will include developing a support hub for Third Sector Enterprise wishing to bid for large Department of Work and Pensions (DWP) and Learning and Skills Council (LSC) contracts.
- Providing networking opportunities and encouraging partnership and collaboration between Third Sector enterprises in the region and wider partners from other sectors or from outside the region where appropriate.

The project activities will ensure that the Third Sector Enterprises are able to engage effectively with the commissioning/procurement agenda.

5.9 Asset Development

It has been agreed that the cash generated by the sale of Hendon Co-op Centre can be allocated to the SES business case for a new 950sqm social enterprise business centre and headquarters for the organisation. A £1.3m investment package and business case has been completed involving a number of funding partners such as SES, ERDF, DOH and possibly Northern Rock Foundation. The business case is built around a Container City concept. Napper are lead architects for the business centre which will create 750 sqm of rental space generating an income stream of 65k per annum. Application for planning approval has been applied and expected decision to be made in December 2008.

Owing to the Container City concept the building could be completed by late spring 2009.

5.10 Enterprise Academy

The ECZ project aims to progress a professional and accredited local enterprise programme that creates an innovative package of learning opportunities.

5.11 Virtual Learning and Trading

The ECZ team aim to develop an online Learning and Trading environment which enables access to learning and development opportunities, accreditation, joint commissioning, e-mentoring and online peer support networks. The system will take account of the changing environments and partners will work together to identify and meet any gaps in training, development and accreditation provision. Additionally, in partnership with the Social Enterprise Academy the system will host a range of learning materials to meet the needs of the growing social economy.

5.12 Local Training Delivery

The Team will build capacity in developing a training programme of accredited courses and non-accredited sessions together with advice sessions over the two-and-a-half-year period.

The Prospectus will include:

- An Introduction to Enterprise.
- NVQ II in Business Planning.
- NVQ II in Customer Care.
- An Understanding of Social Enterprise.
- Social Impact.

5.13 A Day in the Life of an Enterprise

As part of the enterprise academy concept, through strengthening its links with the business community, the ECZ project aims to engage 100 enterprises in offering 100 days of 'Enterprise Experience' which can then be made available to 100 local people. This will run as a continuous programme.

The aim is to broker the individual with an enterprise that can add value to their enterprise journey and give them an insight to business practices. The Private Sector Network will act as the anchor for this activity.

5.14 Facilitate Regional Events: to disseminate: lessons learned, what works and what do not work, and mainstreaming and replication opportunities.

- BME & Enterprise conference at Dance City Newcastle April. Over 49 participants attended the event, with a Hendon business opening the programme.
- Women & Enterprise Sept 16th Quayside Exchange Buildings, Over 120 local women participants attended the event.
- Delivered Women & Enterprise Workshop during October in ETEC 26 women participated.

As a direct result of the research and consultation the ECZ team will focus on specific *communities of interest* and with whom we are now beginning to work in partnership with, namely:

- The Black and Minority Ethnic (BME) community.
- Refugees and Asylum seekers.
- Women.
- Lone parents.

These varied *communities of interest* are more likely to experience complex and multi-layered forms of social exclusion that create difficulties for enterprise development.

5.15 Case study of good practice

Case studies of enterprise start and development in deprived communities - production of four case studies in addition to a further two case studies of good practice from outside North East.

§ **SES Business offer**

The purpose of the 'SES Business Offer' was to clarify and itemise the essential elements of SES model of enterprise development with the objective of exploring the potential of SES model for replication. The report has been produced to provide an understanding of the mission, values and activities of SES detailing the precise nature of SES enterprise development model of intervention including guidance on the collection, recording and interpretation of monitoring and management information by SES. SES is committed to measure the impact of its activities, to maximise the value obtained for the money invested in it, and to continuously improve its services. The offer was completed in August 2008 and will be circulated to members of the ECZ Experts Panel.

§ **CIC – A key to Regeneration and Empowerment? Seaham Harbour Investment Project (SHIP) – a Community Interest Company**

The regeneration of North Dock over the coming years will provide a valuable and attractive asset that will be managed for the benefit of the people of Seaham. The Seaham Harbour Investment Project Community Interest Company (SHIP-CIC) will enable the partners to pursue business objectives whilst keeping their eyes firmly on the ultimate social and community benefits. The report explores how a CIC legal structure allows multiple consortia to tackle market failure in this particular case a tri-partite partnership that includes Victoria Group (Shipping/Port Operator with UK & EU), Easington District Council and the local community of Seaham to build a 70 berth pontoon and 12 workshops £2.4m investment. The case study will be made available to members of the ECZ Experts Panel as a learning tool in relation to regeneration activity and stakeholder legal structures.

Health & Care Changing Frameworks

The case study / policy statement sets out the policy rich environment which is being created and driven by government for developing Social Enterprise to assist with reform in the Health & Social Care (H&SC) sector. The most recent publication 'No excuses. Embrace partnership now. Step towards change' talks about how SE needs to be hard wired into Health & Social Care reforms at a local level i.e. with PCT's.

Ministers and senior H&SC officials are now saying the vision, and the 'route map' for achieving reform, is now clear and a lack of action to address the barriers to third sector participation can no longer be justified. Diversity in the provision of public services is seen as a key component of reform and the introduction of 'contestability' to widen the market to create more suppliers, as central in achieving this.

We explore those elements which make up the Social Enterprise 'offer' e.g. community engagement, sustainability and maintaining a values based ethos whilst functioning within a contract culture. We also take a look at the latest SE exemplars trading in health & social care terms and explores the current H&SC climate in Wearside and explores those drivers which SE has at its disposal to further grow independent H&SC provision. Such a policy review sets a firm foundation for opportunities that will arise from Social Enterprise Investment Fund.

- **Futurist Scenario Case Study: SES**

A futures tested strategy is one that has been examined under different assumptions about how the future might work out under some reasonable assumptions about the forces that are driving change in the organisations' environment. It is a means to test the robustness of the strategy. The evidence base is quite extensive. Essentially it has been used by globally competitive blue chip companies to pose what if questions about the suitability of their strategy to changing economic, technological, social and environmental changes. The organisational competency model graphically describes how the organisation combines competences to make a unique offering of value to their client group. This will include things like their insights into their client group's needs, their professional competence and the specific competence in how they combine these two to deliver sustainable interventions or services.

It is an action plan that is based on SES experience of change over the last 12 months that relates strategic objectives to key driving forces and addresses weaknesses, invests in strengths, helps to avoid threats and fettles an organisation to improve its response to opportunities' Review process and full report completed

All of the above mentioned case study material and reports will be made available as learning tools to members of the Experts Panel.

6. Evaluation of Project: Improving and Proving our work: Social Return on Investment & Independent Evaluation.

We intend to implement a Social Return on Investment methodology that SES will design and implement, owing to SES being approved social auditors within this emerging approach to measure impact and identify added value.

Social Return on Investment: Background & Summary

An emerging market exists for social enterprises that improves environmental and societal well-being, measuring the 'returns' of social and environmental investment is at times challenging but practicable via a Social Return On Investment (SROI) methodology. SROI builds upon the logic of cost-benefit analysis, although different in that it explicitly designed to inform the practical decision-making of enterprise managers and investors focussed on optimising their social, economic and environmental impacts. SROI is an emerging discipline: a skillset that's for the measurement and communication of non-financial value, a tool that facilitates decision making within a resource-constrained and ever changing world, reducing risks, and exploiting opportunities to achieve objectives. SROI is advocated by central Government especially with regards to Office of the Third Sector and Business Enterprise & Regulatory Reform - SROI can be used by organisations that are:

- Creating social, economic or environmental value, as a management tool to track projections, improve performance, inform expenditure and highlight added value in competitive tendering.
- Procuring social, economic or environmental value, as a way to objectively assess contract criteria relating to this value.
- Investing in the creation of social, economic and environmental value, as a way to assess performance and to provide due diligence.
- Seeking to influence policy, for whom recognition of social, economic and environmental value is important.

In essence, SROI analysis is a process of understanding, measuring and reporting on the social, environmental and economic value created by an organisation. It can be forward looking (a social value 'budget' or projection), or backward looking (a review of what happened), or both. Unlike conventional financial return on investment (ROI), however, the end result of SROI analysis is not a single ratio but a composite summary of the subject's set values relative to investment. Within in this text, the actual ratios of social, economic and/or environmental return relative to investment are the ratios of the monetised value of the impact compared to the investment required to achieve that impact.

SORI analysis uses a set of six interlocking foundations or building blocks, for instance Stakeholders, Theory of Change or Impact Strategy, Scope, Materiality, Attribution and Base Case such as deadweight and/or displacement. The core objective of SROI analysis is to more accurately capture the value generated or destroyed by organisations. As such, the concept at the heart of SROI analysis is valuation. Monetisation is a means to the end of valuation. Among other financial models SROI employs a Return on Investment model, expressed as a ratio of return of investment on activity.

There is an agreed Global Framework for applying the SROI model which hinges on stakeholders accounts of what are important objectives for the activity from their perspective. SROI attempts to monetise any impacts that are distilled from stakeholder objectives but the final reporting of SROI will not just be a set of numbers. A key part of SROI analysis is to set the number results in context by telling the 'story' of the activity or organisation – again from a stakeholder perspective:

'The basic approaches are to identify sources of value, find indicators of this value and develop qualitative and quantitative expressions for these indicators. In addition to providing a framework for the identifying and understanding value, SROI analysis also monetises these indicators and shows the discounted future projections of benefits and costs'.

Our Approach

SES will develop tools and a process appropriate for measuring distance travelled along the enterprise journey. However, although we are flexible as to the exact approach taken, our experience of undertaking this type of work allows us to present the approach which we feel will be the most appropriate:

- **Measuring distance travelled on the enterprise journey: Assessing participants understanding of enterprise skills/routes**

SES proposes using a longitudinal survey to capture the distance travelled of those individuals being supported to progress in their enterprise journey.

The survey will be completed by individuals themselves on the occasion of their first engagement with the project or workshop and then be repeated several times throughout the process. This will continue up to the point that they are referred to a business link, community coach or enterprise agency. The purpose of this will be to assess how far the activity, and in particular the workshops, result in changes in peoples' behaviour, perceptions of their skills and attributes, and of enterprise and the role it can play in their life.

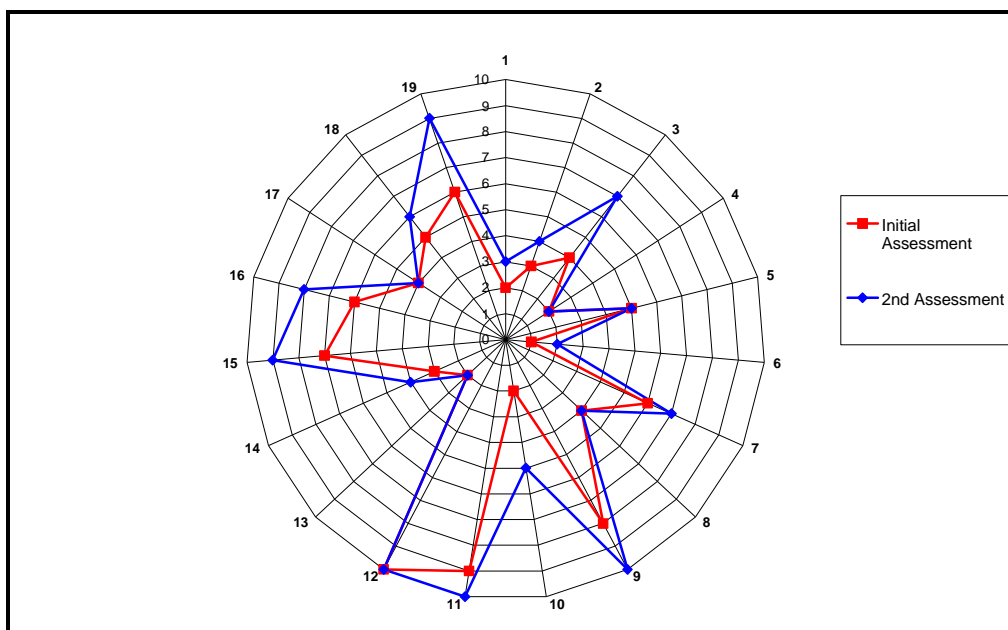
SES will assess changes, growth and progress, as observed by the individuals themselves, against a series of criteria. These will include:

- Greater awareness of own skill set and attributes.
- A better understanding of enterprise.
- Understanding of appropriate skills, attributes and abilities necessary to succeed in enterprise.
- Evidence of changed behaviours as regard enterprise development.
- An individual's ability to identify routes forward on the enterprise journey.

Once the surveys have been completed, SES will analyse the results, and monitor and assess progress. It is vital that surveys are completed at the start of an individual's engagement; this provides a bespoke baseline from which to track progress along the enterprise journey.

We anticipate surveying participants up to four times, depending on their length of engagement with the process. This would provide the Experts Panel with a quantitative illustration of distance travelled. It is also possible that the survey results could be used to plot a person's responses, to a number of questions, on a radar diagram as illustrated overleaf (as represented by a point on the radar diagram). This is repeated, as they progress and as such facilitates easy understanding of distance travelled along the enterprise journey.

An example of a diagram showing distance travelled along the enterprise journey.



- **Stakeholder interviews: providing qualitative evidence and developing and testing a tracking tool**

Interviews with stakeholders will be used to identify any qualitative evidence of impact which may not be demonstrated in the data gained from the survey. The interviews will focus on the processes for supporting people along the enterprise journey, looking for particularly strong elements of the process and also those that have less impact. Where weaknesses are identified, we will use the interviews to identify any changes that need to be made to tackle any remaining barriers to enterprise. We will then feed this back to the providers, enabling them to change their delivery processes where appropriate. This will be a continuous process of assessment and feedback, ongoing throughout the delivery period. As such we would also use this as an opportunity to feed into the development of a measurement tool. We would anticipate undertaking up to 10 strategic interviews.

- **Understanding progress and informing delivery: Focus groups with participants.**

SES will also propose to identify and monitor progress along the enterprise journey, up to the point of referral to business link/community coach/enterprise agencies in relation to this project, by facilitating focus groups with beneficiaries to explore the extent to which the workshops have resulted in behaviour change and contributed to them being more able to make progress on the enterprise journey. We will also highlight this progress through case studies.

In particular we will assess:

The barriers to enterprise that have been difficult to overcome – how and why particular barriers have been overcome and how easy or hard the journey has been so far. This will then feed into future delivery and policy making.

Tipping points - the points in project/programme delivery where major obstacles or barriers to enterprise have been overcome, which then means significant progress can be made towards achieving targets – in this case referral to business link/community coach/enterprise agencies.

What works and why – the types of interventions, workshops or approaches to learning that are most useful or successful and why. This will also help inform delivery.

Which target groups are showing the most progress and why – the groups that have shown the most progress and why. This will help inform delivery and targeting as regards marketing and promotion as well as informing what types of workshop delivery works best for particular groups.

Sharing the enterprise story: Case studies

We will also highlight the progress made by individuals along the enterprise journey through case studies. The case studies will be targeted at particular groups – for example, young/lone parents; the workless; women; BME groups; and social housing tenants. They will explore the particular barriers to enterprise they faced and how they have overcome them with support. The case studies will also explore the support that was particularly useful and that which was less so. In this way, they will celebrate success and also act as learning tool for enterprise development/ support agencies. We anticipate carrying out up to 10 case studies, including a broad spread across the different groups that attend the workshops.

- **Report writing and dissemination: Informing future delivery and policy making**

SES will then analyse and write up our findings into a report detailing our assessment of the distance travelled by those who have participated in the workshops. We would look to explore any emerging themes or patterns, such as some groups progressing more than others and also what works and what does not. We would also look at the structures that are in place to support people making this journey. This will largely focus on animation and pre-start activity, and detail the success of these structures, provide recommendations for any changes in approach or structures to improve progression along the enterprise journey. The report will also include the case studies.

7. Conclusion

The ECZ Forward Plan 2008 – 2011, outlines a series of projects designed to deliver the strategic vision of the Experts Panel.

It is intended that the projects identified will fulfil the needs of individuals, businesses and Third Sector Enterprise within Hendon and the East End. Additionally, they will support and strengthen infrastructure support providers in their service delivery. The plan will be used as the basis for attracting additional funds to support infrastructure and, being annually reviewed, will focus the direction and purpose of the Experts Panel.