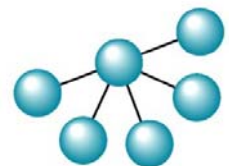




Regional Development
Agency

EVALUATION OF ENTERPRISE INSIGHT REGIONAL ACTIVITY PROGRAMME: NORTH EAST

FINAL REPORT
AUGUST 2005



SHARED INTELLIGENCE

Tower House
Fishergate
York
YO10 4UA

CONTENTS

1.	INTRODUCTION.....	3
2.	ENTERPRISE INSIGHT: NORTH EAST PROGRAMME.....	9
3.	FINDINGS: PROJECT OUTPUTS AND SPEND.....	18
4.	FINDINGS: BENEFICIARIES AND INTERMEDIARIES.....	30
5.	FINDINGS: IMPROVING DELIVERY.....	35
6.	CONCLUSIONS AND RECOMMENDATIONS.....	40

1. INTRODUCTION

Background to the Project

- 1.1 Shared Intelligence was commissioned by One NorthEast to undertake an evaluation of the North East Regional Enterprise Insight Campaign in March 2005. Much of the work undertaken has utilised monitoring and evaluation data supplied by the deliverers of the activities who were committed to provide this in their contract with One North East.
- 1.2 This information has gradually been made available, but due to the late start to some of the projects, some monitoring and evaluation activity is still ongoing. This report is based on the data received to the end of June 2005.

Enterprise Insight

- 1.3 Enterprise Insight is a government supported national campaign designed to make a major contribution to UK wealth generation through the development of an entrepreneurial culture. It was established by a coalition of 12 organisations. These include four of the UK's leading business organisations - the British Chambers of Commerce, the Confederation of British Industry, the Federation of Small Businesses and the Institute of Directors - and eight other members¹. Enterprise Insight is funded by the Small Business Service of the Department for Trade and Industry and is personally endorsed by the Chancellor of the Exchequer.
- 1.4 The campaign focuses on young people and provides inspirational role models and peer networks and support to encourage them to be more enterprising. National activity and branding is delivered by the Enterprise Insight team in London, with each region contributing resources to develop its own campaign.
- 1.5 The key aims of the national Enterprise Insight campaign were to:
- Inspire and mobilise young people to be enterprising;
 - Challenge those who influence young people, the media and policy makers to recognise the significance of enterprise; and
 - Promote, celebrate, improve and expand the range of support available to young people who want to develop ideas and make them happen.
- 1.6 In June 2004 Enterprise Insight launched the 'Make Your Mark - Start Talking Ideas' Campaign including a website aimed at young people. The campaign was launched to young people (teens and 20s) during Enterprise Week (15th - 21st November 2004).

¹ These are eight of the UK's national enterprise delivery organisations: the Academy of Enterprise, Business in the Community, business dynamics, the National Education Business Partnership Network, the National Federation of Enterprise Agencies, the Prince's Trust, Shell LiveWIRE and Young Enterprise.

1.7 Enterprise Week involved:

- Organisations timing major events such as conferences, awards etc for that week;
- Grassroots activities in schools, colleges and workplaces all over the country;
- National and regional bodies challenged to think of ways of supporting the week;
- High profile coverage in the news and lifestyle media; and
- Events on policy and practice involving policy-makers and professional groups.

Policy Context

The Economic Contribution of Entrepreneurship

1.8 There is a growing body of research which links economic growth - the creation of jobs and wealth - to entrepreneurial activity. Countries with high levels of entrepreneurial activity have above average economic growth and there are very few high growth countries with low levels of entrepreneurial activity.

1.9 The OECD suggests that entrepreneurship is central to the operation of global market economies and that entrepreneurs are:

“essential agents of change who accelerate the generation, application and spread of innovative ideas and in doing so ... not only ensure efficient use of resources but also expand the boundaries of economic activity.”

1.10 Since 1997 the Government has therefore introduced a series of measures to make it easier to start up, grow and run a business. Business taxes have been reduced, certain regulations have been abolished and policies to improve access to finance and legislation to promote competition have been introduced. These measures contribute to the government's aim of reducing barriers to enterprise and the development of an enterprise culture throughout the UK.

1.11 Research by the Small Business Service (SBS) states that every new business started creates 2.6 jobs in the economy². Those involved in small business ownership also have more spending power in the local economy, buying more goods and services than the average. Enterprise promotion is therefore vital for the wider economy and for local regeneration efforts.

1.12 The Government has highlighted the importance of entrepreneurship for economic growth and regeneration. In 2003 the Department of Trade and Industry (DTI) published *The Strategy for Prosperity for All*. This featured enterprise as one of five key productivity drivers (with investment; innovation; skills; and competition)³. This was followed in January 2004 by the publication of the Government Action Plan for Small Businesses⁴, of which 'Building an enterprise culture' was one of seven key themes.

² Small Business Service (2005). *Promoting Female Entrepreneurship*.

³ Department of Trade and Industry (2003), *The Strategy for Prosperity for All*.

⁴ Small Business Service (2004). *Government Action Plan for Small Business*.

The Government Action Plan for Small Business

- 1.13 The Small Business Service is committed to monitoring and reporting the extent to which government has been successful in building an enterprise culture. The Government Action Plan for Small Business contains key measures on building an enterprise culture:
- Increase the number of young people involved in enterprise awareness activity;
 - Increase the proportion of young people (aged 16 - 24) considering going into business; and
 - Increase the proportion of people aged over 25 considering going into business.
- 1.14 The SBS Evidence Base⁵ which complemented the Action Plan recommended specific research and evaluation studies to fill gaps in understanding of which policy actions work and why, to improve the knowledge available to improve enterprise development. This evaluation report can contribute to addressing some of the gaps, which include:
- How to influence development of an enterprise culture - what works best to change attitudes across society?
 - What factors lead to inaccurate perceptions of the risk-renew balance?
 - What is the impact of enterprise education and experience programmes over the longer term?
 - What are the current perceptions held by advisers and their customers, of the support that is available for those wanting to become self employed?
 - How the enterprise culture has developed and changed over time and the factors that have influenced these changes?

Building an Enterprise Culture

- 1.15 The key objective of building an enterprise culture is to provide people with sufficient understanding to enable them to make an informed choice between employment and enterprise. Enterprise therefore needs to be seen and understood as a positive and worthwhile activity. Currently 85% of young people have a positive impression of someone running their own business and most people think they have the personal attributes which would help them succeed in enterprise. However there has also been an increase in the numbers reporting 'fear of failure' as a barrier to engaging in enterprise.
- 1.16 Many of the factors that contribute to such perceptions of enterprise are beyond government's control; however, policy can enable informed decision making by helping spread information about enterprise and ensuring that choices are based on a rational appraisal of the opportunities, risks and rewards of enterprise. Government also has a role in providing opportunities for people to experience enterprise at key points in their lives.

⁵ Small Business Service (2004). *Government Action Plan for Small Business: the Evidence Base*.

- 1.17 To date the government has supported a number of projects designed to raise awareness of enterprise and encourage individuals to develop a business:
- work through the Phoenix Development Fund raises enterprise awareness amongst under-represented groups;
 - many public sector bodies have staff schemes to encourage enterprise;
 - work with small business representative organisations and enterprise training bodies helps to raise levels of small business involvement in enterprise awareness and education schemes; and
 - in response to the Davies review 'Enterprise and the Economy in Education' (which highlighted the relevance of enterprise skills for entrants to the labour market) the Enterprise Education Entitlement will provide all school pupils with at least 5 days of enterprise activity before they leave school.

Regional Policy

- 1.18 The development of an entrepreneurial culture is particularly important for the North East as the region has the lowest levels of entrepreneurship in the UK. In 2002, the North East had a business start up rate of just 21 per 10,000 adult population - the lowest of all the UK regions⁶. In 2003, the region's business density⁷ was just 216 per 10,000 resident adults compared with an England average of 379. The Regional Economic Strategy and the Northern Way both recognise the role of enterprise in narrowing the productivity gap.
- 1.19 The *Northern Way Growth Strategy* (launched by the Office of the Deputy Prime Minister, One North East, Yorkshire Forward and the North West Development Agency) aims to bridge the £29 billion output gap between the North of England and the rest of the UK. As part of the strategy, a Northern Enterprise Initiative is being established to narrow the gap in business birth rates between the North and the country as a whole. The target is to increase the business birth rate from 30 per 10,000 in 2002 to 33 per 10,000 in 2008. Further more detailed targets are currently being set.

Evaluation Methodology

Approach and Outcomes

- 1.20 The approach to the evaluation aimed to ensure that:
- the information collected by participating organisations was utilised, drawn together, and analysed;
 - an overview of the support and activity offered by the programme was provided;
 - an assessment of the robustness and value for money was provided;
 - alternative activities and actions to improve the process were suggested where appropriate; and
 - the effectiveness of the marketing of the activities and campaign regionally were assessed.

⁶ Small Business Service (2004) *VAT Registrations and Deregistrations, 1994-2002*.

⁷ VAT registered businesses per 10,000 resident adults.

- 1.21 The evaluation process utilised existing data collected by delivery organisations. No new quantitative data were collected for this evaluation, although the assignment did include chasing up of monitoring and evaluation data that deliverers had been asked to provide as part of their contract requirement. This included project output and outcome information.
- 1.22 Qualitative data, including evaluation reports, and any beneficiary feedback, were also requested. We have utilised the various evaluation reports supplied by deliverers. In addition, phone calls were made to deliverers for clarification as appropriate, and additional qualitative data were gathered in meetings with appropriate staff from each delivery organisation. The evaluation process consisted of seven stages.
- 1.23 Stage 1 included a review of the targets assigned to deliverers by ONE, using the offer letters as the basis for this.
- 1.24 Stage 2 consisted of phone calls with each provider to elicit output and outcome information and to discuss any evaluation work in progress or completed (some of the deliverers were still running activities during the evaluation period as these coincided with school terms).
- 1.25 Stage 3 considered the contribution made by the Enterprise Catalyst framework. One North East commissioned the creation of this tool as part of the development of research and evaluation work on the Enterprise Insight Campaign.
- 1.26 Stage 4 consisted of analysis of data from each deliverer. These were collected through monitoring and evaluation reports and meetings. A sample of monitoring forms, beneficiary grant lists, teacher certified and volunteer completion forms, and feedback forms, were also examined to ensure that deliverers had collected data at events. Promotional literature, a video and photographs of activities were also provided to validate activities.
- 1.27 Stage 5 consisted of clarifying any inconsistencies in the data and requesting further information where appropriate.
- 1.28 Stage 6 involved face to face meetings with each of the providers. These included the key staff responsible for managing and in some cases, running the activities. The meetings allowed for further clarification of data and also for evaluation of the process so that any barriers in the process could be identified and feedback provided as to how delivery might be made more effective in the next round of activity.
- 1.29 Stage 7 was the further analysis of data and the preparation of the draft report.

Timeframe

- 1.30 The evaluation was originally scheduled to take place in autumn 2004 with a view to informing the monitoring process as project activity was being delivered. However the evaluation did not commence until late spring 2005. The main issue relating to project timings was that some of the delivery activities took considerably longer to set up than had been anticipated, so a period of time was required before any outputs or outcomes could be realised and assessed.
- 1.31 Whilst originally the evaluation was envisaged as providing an additional input to help shape monitoring activities, it was agreed that, given timing constraints, the focus would shift to ex-post evaluation of activities once these had been delivered.

Assessing Additionality and Value for Money

- 1.32 Additionality refers to the extent to which a project or programme induces a change that would not have happened without it. The opposite of this is the concept of deadweight, which refers to the situation where a project or programme outcome would have happened anyway. Where possible the evaluation has assessed this.
- 1.33 In terms of Value for Money, a cost analysis was conducted based on the project costs and outputs identified in the offer letters to individual delivery organisations.

2. ENTERPRISE INSIGHT: NORTH EAST PROGRAMME

Regional Context

- 2.1 At the regional level, the Enterprise Insight campaign is co-ordinated by the Regional Development Agencies. They work with enterprise capacity-building organisations, education bodies and other organisations, the business community and non-profit organisations to deliver the campaign.
- 2.2 One NorthEast established a Regional Campaign Team to build on the national investment, by generating local activity to meet the region's own priorities and economic and social conditions. The One NorthEast Enterprise Team developed the regional element of the national campaign and delivered this through contracted regional organisations.
- 2.3 The approach taken differs from previous initiatives as, although activity started as top-down communications from organisations, many of the campaign's activities focused on direct engagement with young people within the region, encouraging them to own the agenda.

Delivery Organisations

- 2.4 Eight delivery organisations were funded to deliver the regional element of the Enterprise Insight Programme in the North East:
 - People into Enterprise;
 - Key Fund Federation;
 - The Bridge Club;
 - Young Co-operative;
 - Young Enterprise;
 - Education Business Link Organisations;
 - Princes Trust; and
 - Shell Livewire.

The role of the delivery organisations varied depending on the projects.

Projects Overview

- 2.5 Regional delivery activity focused on three specific areas:
 - young people aged 14 - 24 living in the North East with particular emphasis on those in areas of deprivation;
 - intermediaries who work with and / or influence these young people; and
 - individuals and other stakeholders with an interest in the activity of the campaign.

- 2.6 This allowed alignment with the areas of influence identified by Enterprise Insight at the national level. Project delivery targets were agreed and set out in offer letters to each delivery organisation. These formed the basis of target measurement. Project activity which was designed to deliver to the three key North East audiences essentially fell into seven measurable delivery areas with potential outcomes. The delivery targets and funding for each of the eight delivery organisations are set out in table 1 below and in tables 2-10. Table 1 shows the total number of projects and beneficiaries targeted.

Table 1: Overall delivery targets for the 2004-2005 North East Enterprise Insight Campaign

Project Delivery Area	Number of project elements	Number of beneficiaries or activities targeted
Young People		
Involvement of young people	20	6,000
Enterprise Activity Initiated	5	225
Grants to assist enterprise activity	1	450
Intermediaries		
Events to promote enterprise	5	6
Training/involvement of intermediaries	3	395
Stakeholders		
Educational establishments promoting enterprise	12	163
Business Plans to deliver future enterprise activity	1	1

- 2.7 Each of the 8 delivery organisations were tasked with activities that contributed in different ways to the overall total set out above. This enabled the deliverers to focus on the activities in which they provided a relative strength.

People into Enterprise

Background

- 2.8 People Into Enterprise (PIE) aims to encourage an enterprising culture in the region by nurturing enterprising behaviour in individuals to enable them to explore opportunities and to equip them with the capacities required to exploit these opportunities.

- 2.9 PIE has considerable experience of working with individual beneficiaries in the region. Much of this work has been targeted at young people and intermediaries. Specific programmes for these audiences which have been delivered by PIE include:
- Enterprise Animation Events (sectorally themed single day events);
 - The Enterprise Generation (locally based accredited enterprise learning programmes delivered primarily in partnership with F.E. Colleges and youth initiatives across the region); and
 - Enterprise Training for Trainers (programmes to embed enterprise animation capacity within intermediary organisations such as schools, community centres, economic regeneration departments etc.).

Approach to Delivery

- 2.10 PIE's focus was on activity for intermediaries and for young people outside of school. The broad aim was to promote enterprise as an option, to build capacity to engage in enterprising activity and to encourage a view of enterprise as a means to shape individual and communities' futures.
- 2.11 Two training programmes ('Make a difference: Switch People to Enterprise', and the 'Make it' programmes for young people) were developed. PIE's emphasis was on 'cascading' enterprise through intermediaries, so that work could be continued after the activity had finished.
- 2.12 The 'Make A Difference: Switch People on to Enterprise' was designed by PIE but based on Scottish Enterprise's 'Get Into Enterprise' pack, the license for which was acquired as part of the programme funding. Additionally PIE began piloting new materials designed to complement this resource. This programme was promoted across the region to a wide variety of intermediary organisations from a range of sectors including: schools, youth, community and probation services, business education partnerships and enterprise agencies.
- 2.13 The 'Make It...' programmes objective was to extend the horizons of young people by giving them the opportunity to discover how value can be created from practically nothing and to challenge them to participate in an enterprising process with clear outcomes. These programmes included 'Make It in Fashion' and 'Make It in Video' events. They were delivered by working with young designers and junk materials, and with film-makers and musicians.

Keyfund Federation

Background

- 2.14 The Keyfund Federation (Keyfund) is a youth education project for groups of people aged 11 to 25. The programme aims to help young people to learn through focusing on a subject which interests them, and it awards them money to put their ideas into action.

2.15 Keyfund is based on 12 key skills and young people awarded money are supported in the development of these skills. The skills are:

- assessing strengths and weaknesses;
- solving problems;
- planning time and energy;
- coping with stress and tension;
- negotiating;
- resolving conflicts;
- seeking out information and advice;
- dealing with people in power and authority;
- evaluating one's own performance;
- communicating;
- carrying through agreed responsibilities; and
- making decisions.

Approach to Delivery

2.16 Keyfund operates on a principal of incremental learning matched to awards made. Each new award involves new ideas and more time spent developing key skills. There are 4 basic levels of awards starting at £10 and rising to £1,000. Keyfund's approach provides grants to young people to facilitate the development of such skills to put enterprise ideas into action.

2.17 Keyfund aimed to engage young participants in enterprising activities and 'Enterprise Conversations' - sessions facilitated by intermediary host organisations as well as through existing Keyfund activity.

2.18 Awareness raising activities were also proposed amongst policy makers, academics, business people, community leaders, head teachers, teachers, and youth and communities workers. These were to focus on the benefits for the young people and organisations, of adopting entrepreneurial approaches.

2.19 Events celebrating enterprise also featured in Keyfund's programme. These were designed to stimulate new interest and maintain momentum in those already engaged in the process. Key fund's activities were designed and delivered in partnership with People into Enterprise to provide a co-ordinated approach and build upon the successful implementation of existing initiatives.

The Bridge Club

Background

2.20 The Bridge Club was set up in April 2000 to champion, foster and accelerate entrepreneurship. It is a private networking company specialising in informal business to business networking and introductions. One of its main services is its monthly 'In conversation' event at which a high profile guest provides their perspective on current business issues.

- 2.21 Giantminds is the Bridge Club's 'youth brand' which is used to promote cross-curriculum learning and to introduce fun challenges that expose young people to the world of work in an easily accessible way. By promoting the importance of thinking differently, the Bridge Club aims to develop confidence, encourage enterprise and entrepreneurship and raise awareness of skill and learning transfer from school to work.

Approach to Delivery

- 2.22 The Bridge Club's main focus of activity was in the development of Enterprise Clubs - organisations set up and run by young people in order to share ideas and promote enterprise.
- 2.23 Consultation with young people was undertaken to research the need and ideal format for Enterprise Clubs around the region, before proposals were developed to set these up. The aim was for participants to develop a brand and communications strategy and budget for Enterprise Clubs. In addition, young-person led market researched proposals for setting up enterprise clubs were also generated.
- 2.24 All of the learning and consultation feedback was presented in a comprehensive report. This was based on the idea of 'market-testing' the need for Enterprise Clubs in the region to assess how interested young people might be in setting them up.

Young Co-operatives

Background

- 2.25 Young Co-operatives is an ethical enterprise education project based in Hartlepool but working with schools across the UK. It helps school students to set up and run their own co-operative businesses selling only fairly traded products. 60 schools were registered to run a Young Co-operative in September 2004. Of these, 14 schools were from the North East: 7 were from the Tees Valley; 2 from Durham; 4 from Tyne and Wear; and 1 from Northumberland.

Approach to Delivery

- 2.26 The main activity to be undertaken by Young Co-operatives was the 'Fairtrade 50 Challenge'. This was based on young co-operatives convincing 50 local businesses to use Fairtrade supplies. In most cases the expectation would be that the young co-operative would supply the companies with these products.
- 2.27 In order to encourage competition amongst the young co-operatives, cash prizes of £500 and £200 (for 2nd and 3rd) were offered to the three young co-operatives who achieved the target first. Starting in Enterprise Week (November 15 - November 12 2004) and running until Fairtrade Fortnight 2005 (1 - 13 March 2005), registered Young Co-operatives in the region were encouraged to convert local businesses to the use of Fairtrade supplies.

Young Enterprise

Background

2.28 Young Enterprise is a national education charity that aims to develop links between schools and industry. It operates a number of programmes for young people on a learning-by-doing principle. These include running a real company in the Company Programme, Team Programme and Graduate Programme; and learning about aspects of business from the first hand experiences of volunteers in the Primary Programme, Project Business and the Entrepreneurship Masterclass.

Approach to Delivery

2.29 Young enterprise's focus for delivery was on the provision of 4 programmes:

- the 10 - step 'Franchise Company' programme;
- the Entrepreneurship Masterclass seminar;
- the Project Business programme; and
- the Enterprise in Action programme.

2.30 The Franchise Programme aims to give students the opportunity to earn some money and prepare for working life through the experience of running a company by granting a license from a franchiser - Young Enterprise. The franchisee trades under the trade mark/trade name of the franchiser and makes use of an entire package, comprising all the elements necessary to establish a previously untrained person in the business and runs it with continual assistance on a predetermined basis.

2.31 The Entrepreneurship Masterclass is a full or half-day seminar, mixing hands-on activities with presentations and discussion. It is designed to encourage students to think about starting their own business as a career option. It identifies the key entrepreneurial skills required in starting their own business and obstacles associated with entrepreneurship. It challenges students to consider business start-up through first hand accounts from entrepreneurs.

2.32 Project Business is designed to give students a practical, activity-based insight into economic and business life. The sessions aim to provide practical introductions to a wide range of subjects- from outlining how a market economy operates to discussing the role of advertising. The programme runs as a flexible model e.g. 2-day or 1-week seminars in 5-6 sessions which are presented in-curriculum by a volunteer Business Partner and supported by a Teacher Partner.

2.33 Enterprise in Action uses business volunteers to challenge students to identify and develop attitudes and capabilities for entrepreneurship through creating a prototype product. It is designed to help young people to develop an understanding of, and enthusiasm for, enterprise, innovation and business creation at an early age. The programme is split into seven sessions run as a 2-day intensive programme or over 7 weeks, and is presented in-curriculum by a Business Partner and Teacher Partner.

Education Business Link Organisations

Background

2.34 From April 2001, all local Learning and Skills Councils had a statutory duty to support the provision of Education Business Link Organisations (EBLOs) for all young people. The key aim of the EBLOs is to provide strong relationships between educators and employers in order to ensure that young people are ready for the world of work. The EBLOs act as the interface between schools, colleges and businesses. One of their main activities is promoting and helping to organise work experience placements. There are four EBLO Consortia in the North East region:

- County Durham Business and Learning Partnership;
- Learn2work, Northumberland;
- Learn2work, Tees Valley; and
- Tyne and Wear Education Business Link Organisation.

Approach to Delivery

2.35 The Northumberland EBLO acted as the lead contractor with One NorthEast for this project. The four Education and Business Link Organisations and their delivery partners provided a range of activities throughout the region. These differed in each sub-region.

2.36 Activity in Northumberland aimed to focus on a minimum of six secondary schools from the North and West of Northumberland. The main focus was on drama and role-play, highlighting the skills of positive thinking, problem solving and creativity.

2.37 Activity in Tees Valley focused on the development of 20 Enterprise Cluster Groups (groups of students involved in enterprise promotion activity). Schools needed to bid for a sum of money to be used for specific enterprise activities. Tees Valley activity also included a launch event held during Enterprise Week to bring together potential schools to share experiences. Training sessions were also offered to staff to raise awareness of what is available to them in the region to encourage the continuation of any activity which was developed.

2.38 Activity in County Durham aimed to target schools in deprived wards and encourage pupils to be more enterprising about their future, post 16. It was also planned to recruit 3 learning champions (one for schools, one for FE colleges and one for Work Based Learning). These would work with the Youth Service, Connexions and schools to recruit mentors to work individually with the young people. A number of conferences/gatherings were also planned for the pairs to share progress. County Durham also planned to pilot two schools to look at how Work Experience placement can contribute to the enterprise agenda.

2.39 Activity in Tyne and Wear was based on several specific streams of activity:

- the Patter Merchants project;
- the Cobblers project;
- the Enterprise in Construction project;
- the Mini Bizz project; and
- Enterprise Challenge events.

2.40 The Patter Merchants project: delivered by practicing sales people, the aim was for students to learn the theory in sales and marketing and prepare a sales presentation to close a deal by inviting schools to buy a real product or service.

2.41 The Cobblers project: aided and supported by Business Ambassadors, the aim was for teams to design, manufacture and market a sandal to appeal to the teenage market, in competition with others.

2.42 The Enterprise in Construction project: this aimed to link students with an employer and take part in a competition between schools to develop a piece of land. The process included setting up a company and tendering for a contract as well as research, planning, designing and costing the construction, as well as marketing the project.

2.43 The Mini Bizz project: beneficiaries attended BIC in Sunderland, with ideas generated being selected for further development. Support was provided to students to develop their idea or product through business mentors.

2.44 Enterprise Challenge events: involved students participating in events during Enterprise Week.

Prince's Trust

Background

2.45 The Prince's Trust is a charity that helps young people aged 14-30 overcome the various barriers they may face. Support provided includes training, mentoring and financial assistance. The Trust focuses on those who have struggled at school, been in care, been in trouble with the law, or are long-term unemployed.

2.46 The Prince's Trust supports young people in a number of ways. As well as personal development, work in prisons, and cash awards combined with advice and support, the Trust also offers:

- Business start-up support, including low interest loans and grants for 18-30 year olds, most of whom are unemployed and have been refused funding by other sources; and
- 'xl clubs', a programme in schools for 14-16 year olds at risk of truanting, exclusion and underachievement. The clubs use a teamwork approach towards personal development, to improve students' attendance, motivation and social skills.

Approach to Delivery

- 2.47 Through 'XL Enterprise', the Prince's Trust's delivers an alternative curriculum programme to young people aged 14-16 in the North East. These young people are part of the Trusts 'XL network' which is delivered in schools to young people that are in their last 2 years of compulsory education. Some of these young people may be at risk of exclusion or underachieving through poor attendance, poor behaviour or low self esteem. Enterprise Insight has allowed the Trust to develop the Enterprise module of this programme, helping and encouraging young people to become involved in enterprising activities.
- 2.48 In addition to delivering the XL Enterprise module, the Prince's Trust also aimed to secure significant media coverage to raise awareness of enterprise.
- 2.49 It also aimed to involve young people in its Enterprise grant programme to help them develop business ideas, and get young people engaged in entrepreneurial networks. Enterprise Grants which enable young entrepreneurs to carry out vital market research before they start their business. The Enterprise Grant gives young people the confidence to turn their ideas into a reality through:
- developing their ideas;
 - researching their prospective market;
 - producing marketing materials to generate interest; and
 - developing and amending their original ideas to reflect the findings of the research.

Shell Livewire

Background

- 2.50 Shell LiveWIRE encourages young people to start and develop their own business. It provides information, advice and practical support for 16-30 year olds starting up their own business. The aim of the Shell LiveWIRE campaign was to raise awareness amongst young people of the option of starting their own business. This was done through the 'Get Ahead' campaign which consisted of three elements:
- A seminar programme to be delivered to FE students throughout the North East;
 - The Get Ahead website, incorporating a competition where all the prizes were designed to help students 'Get Ahead' (e.g. driving lessons, mobile phone); and,
 - A marketing campaign to raise awareness and direct people to the Get Ahead website, thus directing them to the Drop the T website.

Approach to Delivery

- 2.51 Shell LiveWIRE aimed to engage some of the region's FE colleges and to deliver a seminar programme of four vocational courses within each college throughout the college year. The seminar would introduce the idea of enterprise, present the LiveWIRE offer, and introduce relevant role models. It also aimed to deliver other marketing activity to promote the option of starting a new business venture to young people.

3. FINDINGS: PROJECT OUTPUTS AND SPEND

Delivery against Targets

People into Enterprise

- 3.1 People into Enterprise (PIE) received £111,828 of funding based on the targets set out in table 2 below.

Table 2: People into Enterprise Targets and Outputs for the 2004-2005 North East Enterprise Insight Campaign

Delivery theme	Target	Actual Outputs
Enterprise Training Resource	Not applicable	piloted
Intermediaries participating in enterprise training	380	252
New entrepreneurial initiatives - <i>Switch</i>	100	200+
Young people on enterprise programme	150	126 on the <i>Make It</i> programme
Events Celebrating enterprise	Not applicable*	Not applicable
Raise Awareness	Not applicable*	Not quantified

*Targets were not set for these elements but they were included as part of the contract.

- 3.2 Outputs were validated by PIE through the submission of 'event forms', which were completed by individual participants involved in programme activity. The 'event forms' individually detailed the actions that intermediaries intended to take forward following their participation in the 2 day events.
- 3.3 252 intermediaries participated in enterprise training against an initial target of 380. However, a large majority opted for the 2-day programme rather than the single day events. PIE suggests that this resulted in higher levels of understanding amongst participants, although this has not been assessed formally.
- 3.4 PIE also suggests that, perhaps as a consequence of the preference for the 2-day Switch programmes, over 200 participants, against a target of 100, stated an intention to utilise the materials to develop existing enterprise activities and to support the development of new activity.
- 3.5 126 young people participated on the Make It programmes which were designed to support learning about how to develop their enterprising skills. This was slightly below the target of 150.
- 3.6 In its evaluation report PIE claimed that many in the intermediary groups have subsequently requested further support in the delivery of enterprise activities following involvement in Switch People onto Enterprise. These groups included: teachers, Connexions workers, community and economic development workers and human resources personnel within SME's.
- 3.7 The extent of this demand amongst intermediaries for further support needs to be clearly quantified in the near future so that the next round of delivery can be informed by the level of demand.

Key Fund Federation

3.8 The Key Fund Federation received £66,422 of funding based on the targets set out in table 3 below.

Table 3: Key Fund Federation Targets and Outputs for the 2004-2005 North East Enterprise Insight Campaign

Delivery theme	Target	Actual Outputs
Young people engaging in enterprise	4800	2411
Grants to young people / to develop youth enterprise	450 grants	98
Events Celebrating Enterprise	Not quantified*	Not applicable
Raise Awareness amongst young people and intermediaries	Not quantified*	Not applicable

*Targets were not set for these elements but they were included as part of the contract.

3.9 The Keyfund Federation had a target of engaging 4800 young participants in enterprise activity and enterprise conversations facilitated by intermediary host organisations and through existing Keyfund activity.

3.10 Output from Keyfund Enterprise Insight activity engaged 2411 young people and distributed 98 grants.

3.11 Organisations were engaged, through the activities detailed above, although this has not been validated. Those engaged included:

- Statutory bodies;
- Schools - learning mentors;
- Teachers;
- Extended schools;
- BIP programmes;
- Enterprise mentors;
- Inclusion programmes;
- Police -Task forces;
- Youth Offending Teams;
- Primary Care Trusts;
- Voluntary organisations;
- Detached youth projects;
- Learning disabilities;
- BME projects;
- Youth groups;
- Children's warehouse;
- Outreach projects;
- Church projects;
- Millennium volunteers; and
- Scouts/ Brownies.

- 3.12 Awareness raising activities were also proposed amongst policy makers, academics, business people, community leaders, head teachers, teachers, and youth and communities workers. These were to focus on the benefits for the young and organisations, of adopting entrepreneurial approaches. A target for these was not quantified, nor were the outputs.

The Bridge Club

- 3.13 The Bridge Club received £12,500 of funding based on the targets set out in table 4 below.

Table 4: The Bridge Club Targets and Outputs for the 2004-2005 North East Enterprise Insight Campaign

Delivery theme	Target	Actual Outputs
Focus Group for young people to develop Enterprise Clubs	240 young people	272 young people aged 13-16
Generate young person led market researched proposals	24 proposals	24
Provide comprehensive report on Enterprise Clubs	1 report	1

- 3.14 The Bridge Club's activities focused on the assessment of proposals for Enterprise Clubs and the development of proposals by young people to set these up.
- 3.15 Research was undertaken with 272 young people in two large focus groups (above the target of 240). The target for proposals, 24, was met, and a research report was commissioned from Giant Minds, as specified in the targets. The research report provided a detailed review of activities and their outcomes, including the views of beneficiaries. All the targets set out in the contract were met.

Young Co-operatives

- 3.16 Young Co-operatives received ££4,500 of funding based on the targets (table 5 below).

Table 5: Young Co-operative Targets and Outputs for the 2004-2005 North East Enterprise Insight Campaign

Delivery theme	Target	Actual Outputs
Local businesses converted to purchasing Fair Trade Supplies	50 businesses	6
Young people engaged in the programme	200 young people	Not quantified
Increase overall turnover of existing Young Co-operatives	Not quantified*	Not quantified
Increase in the use of Fair Trade products by North East firms	Not quantified*	Not quantified

*Targets were not set for these elements but they were included as part of the contract.

- 3.17 The main activity undertaken by Young Co-operatives was the 'Fairtrade 50 Challenge'. This is based on young co-operatives converting 50 local businesses to use Fairtrade supplies. Cash prizes of £500 and £200 (for 2nd and 3rd) were offered to the three young co-operatives who achieved the target first. Starting in Enterprise Week (November 15 - November 12 2004) and running until Fairtrade Fortnight 2005 (1 - 13 March 2005), registered Young Co-operatives in the region were encouraged to each convert 50 local businesses to Fairtrade supplies.
- 3.18 More than 200 young people from at least 14 different Young Co-operatives were intended to be involved, being required to put together and promote the business and ethical case for Fairtrade products. Participating Young Co-operatives were encouraged to develop links with local business associations and target relevant publications to help reach as much of the North East business community as possible.
- 3.19 The Fairtrade 50 Challenge was launched in Enterprise Week 2004. The launch event was attended by around 60 students from 9 schools. In addition, a further 12 people from education and business partnerships and other interested parties attended. Although 60 students attended the launch event for Young Co-operatives activities, it is not clear how many of these students were involved in the Fairtrade 50 campaign.
- 3.20 However the target of 50 businesses was not achieved. Only two schools decided it was worth pursuing and they only converted 6 businesses. In some cases the Challenge proved to be a distraction for young co-operatives who were focusing on establishing their businesses.
- 3.21 Young Co-operatives concluded that the Challenge is probably better suited to well-established young co-operatives who are actively looking for a new challenge, rather than new groups still seeking to establish themselves. Further, it was suggested that attaching a business mentor/buddy able to offer support, encouragement and guidance to each participating group could be useful.
- 3.22 While the target of 50 businesses proved to be unrealistic for individual young co-operatives (whose average membership is 5-12 members), it was thought this might be achievable if tackled by a larger group - with the support of a young co-operative. Future activities would open up the projects to involve whole year groups.

Young Enterprise

3.23 Young Enterprise received £70,000 of funding based on the targets set out in table 6 below.

Table 6: Young Enterprise Targets and Outputs for the 2004-2005 North East Enterprise Insight Campaign

Delivery theme	Target	Actual Outputs
The 10 - step 'Franchise Company' programme	300 students, 30 franchise companies	210 students 2 new schools
Entrepreneurship Masterclass seminar	1800 students from 30 schools	1410 students 5 new schools
Project Business programme	1400 students from 35 schools	1877 students 13 new schools
Enterprise in Action programme.	500 students from 20 schools	735 students 3 new schools

3.24 Young Enterprise North East (YENE) exceeded the target number of young people of 4000 and engaged 4232 students in enterprise, through 4 programmes:

- The 10 - step 'Franchise Company': 210 students involved in activity, across 8 schools of which 2 were new to Young Enterprise;
- Entrepreneurship Masterclass: 1410 students involved in activity, across 12 schools of which 5 were new to Young Enterprise;
- Project Business: 1877 students involved in activity, across 18 schools, of which 13 were new to Young Enterprise; and
- Enterprise in Action programme: 735 students involved in activity, across 5 schools, of which 3 were new to Young Enterprise.

3.25 Outputs were verified by a student filling in a completion form which is then signed off by a teacher. Currently Young Enterprise has received 2500-3000 completed forms, the remainder are expected by the end of July 2005 when the documentation will be in place to verify the outputs required by One North East. A sample of these forms were reviewed as part of the evaluation process.

3.26 Despite this, the total figures to date show that the overall target of participants was exceeded, although there was some variation on the different programmes, with some above and some below target. The main reasons for this relate to the practicalities of organising and undertaking different elements of the project activity.

3.27 The actual output figures also suggest that a considerable number of new schools have undertaken enterprise activity as a result of the Enterprise Insight funding.

Education Business Link Organisations

- 3.28 The Education and Business Link Organisations received £100,000 of funding based on the targets set out in table 7 below. The Education and Business Link Organisations and their delivery partners provided a range of activities throughout the region. These differed in each sub-region, and the breakdown in tables 7A-7D reflects this.

Table 7A: Northumberland Education Business Link Organisations Targets and Outputs for the 2004-2005 North East Enterprise Insight Campaign

Delivery theme	Target	Actual Outputs
Enterprise week activities	6 secondary schools, 1000 young people	Number of schools not specified but extended to SE of the County 1251 young people
Drama and role-play	150	Over 150
Enterprise chest	Not specified	Not delivered

- 3.29 In West Northumberland the campaign included Tynedale Council and Business Link. The campaign was extended to include schools in the South East of the county. 1251 young people attended half day enterprise activities, against a target of 1000.
- 3.30 The drama and role play element of the proposed activity aimed to target a minimum of three secondary schools will be involved and a minimum of 150 young people at key stages 3 and 4. The activity was planned to last four hours including preparation and feedback. This element of the activity occurred later than planned and has not yet been completed.
- 3.31 The Enterprise chest element of the proposal was designed to enable learning from activities to inform funding as activities progressed. The aim was for the EBLO to establish which activities were most effective and then ask its delivery partners to put forward proposals to meet the identified need. This element did not proceed due to the EBLO's inability to evaluate activity and gear up new delivery to match the evaluation in the time available.

Table 7B: Tees Valley Education Business Link Organisations Targets and Outputs for the 2004-2005 North East Enterprise Insight Campaign

Delivery theme	Target	Actual Outputs
Enterprise cluster groups and awareness raising	20 Enterprise Cluster Groups at 20 non - ENTA schools. 20 teachers 600 students	10 schools Not specified Not specified
	Awareness raising with 12 staff	Management training - 10 schools OCR qualification training 40 schools Training 40 staff in 20 schools in use of 'Future Focus' resource

- 3.32 In Tees Valley the EBLO delivered Enterprise Cluster groups to 10 schools (against a target of 20). Each school was allocated £1000 to develop a fast track action plan development process drawing on lessons learnt with ENTA schools (those schools with an Enterprise Adviser under the national programme). Activity is ongoing and will be completed by the end of the summer 2005 term.
- 3.33 Professional development of teaching and support staff was also undertaken. This included management development training for 10 schools and OCR qualification training for 40 schools in 'Preparation for working life' award. It also included a training session for 2 staff from each of 20 schools in the use of 'Future Focus' Enterprise delivery resource plus purchase of the resource to take back to school. A video was also produced showing Tees Valley schools sharing best practice in Enterprise delivery.

Table 7C: County Durham Education Business Link Organisations Targets and Outputs for the 2004-2005 North East Enterprise Insight Campaign

Delivery theme	Target	Actual Outputs
Conferences for learning mentors and young people	Schools in 17 deprived wards, 25- 30 year 11 students per school 3 Learning champions	Renegotiated. 3 schools peer mentoring project. 42 trained mentors
Work Experience enterprise placement	2 schools	1 school, 150 students

- 3.34 Activity in Durham was markedly different to that envisaged originally. Proposed activities centred on research on linking work experience placements with the enterprise entitlement, and improving enterprise in post-16 progression.
- 3.35 The EBLO in Durham set unrealistic targets and these had to be renegotiated with ONE. The linking of work experience placements with the enterprise entitlement is yet to be piloted. This will happen when the current year's cohort (150 students) go out on work experience.
- 3.36 Three schools became involved in the peer mentoring project, with 42 mentors trained who have been or will be matched to mentees. It was proposed that contact with young people be continued during the summer term to try to provide the additional support to young people that may make the difference to their success at post 16.
- 3.37 The outcomes of successful progression can not be assessed until Autumn 2005.

Table 7D: Tyne and Wear Education Business Link Organisations Targets and Outputs for the 2004-2005 North East Enterprise Insight Campaign

Delivery theme	Target	Actual Outputs
Patter Merchants project	4 schools 40 students	Number of schools not quantified Actual not provided, but 200 students anticipated by end of academic year)
Cobblers project	4 schools 120 students	Number of schools not quantified 40 students (a further 280 anticipated by end of academic year)
Enterprise in Construction project	4 schools 16 students	5 schools 42 students
Mini Bizz project	3 schools 30 students	5 schools 270 students
Enterprise Challenge events	10 schools 300 students	8 schools 98 students

- 3.38 In Tyne and Wear 5 projects were delivered. Two of the 5 projects (Enterprise in Construction and Mini Bizz projects) exceeded the original targets. Two others (Patter Merchants and Cobblers projects) are anticipated to exceed targets with sessions being booked before the end of the school year. The Enterprise Challenge project failed to meet the target number of young people, or schools engaged. In total 450 young people have participated against a target of 506, with a total of 730 envisaged by the end of the academic year.

Prince's Trust

- 3.39 The Princes Trust received £60,630 of funding based on the targets set out in table 8 below.

Table 8: Princes Trust Targets and Outputs for the 2004-2005 North East Enterprise Insight Campaign

Delivery theme	Target	Actual Outputs
XL programme Enterprise module	480 young people	509
Significant media coverage	Not quantified*	97 Press releases sent to media
Enterprise grant programme	60 young people	97
Entrepreneurial networks	100 young people	Held events
Total number of young people supported	640	527

*Targets were not set for these elements but they were included as part of the contract.

- 3.40 The Princes Trust's 'XL' coordinator works to generate ideas amongst young people and facilitate enterprising conversations and debates. The aim is to promote a 'can do' attitude amongst young people and works with them to cultivate ideas and develop skills such as budgeting, communication and presentation skills. These activities help to develop the confidence, teamwork and personal development of young people as well as working to improve their behaviour and attendance in school.

- 3.41 As part of Enterprise Insight the coordinator supported 509 young people in over 30 schools - exceeding the original target of working with 480. 97 young people received an Enterprise Grant to enable them to carry out market research before they start their business.
- 3.42 The Trust held an annual 'Celebrate Success' event which included an Enterprise Insight award for young entrepreneurs. In total 527 young people have been engaged in activity, this is below the overall target of 640. Quantification of outputs on entrepreneurial networks is not available.

Shell Livewire

- 3.43 Shell LiveWIRE received £35,000 of funding based on the targets set out in table 9 below.

Table 9: Shell Livewire Targets and Outputs for the 2004-2005 North East Enterprise Insight Campaign

Delivery theme	Target	Actual Outputs
Regional FE colleges involvement	10	4 colleges. 13 engaged in discussion
Livewire Seminar programme	40 vocational courses (4 in each college)	3 colleges 4 seminars
Seminars and marketing activity - starting a new business venture	1000 young people engaged	Competition website launched January 2005 700+ entrants On-campus marketing engaged 1225

- 3.44 The Shell LiveWIRE seminar programme 'The Enterprise Experience' was developed as a 'fun and informative event, using a mix of exercises, discussion and information'. Shell LiveWIRE's evaluation report indicates that the seminars were well received by students and teachers. A marketing company was employed to distribute materials, promote the Enterprise Experience seminars and direct young people to the Get Ahead competition website.
- 3.45 Firm commitment was gained from 4 colleges but only 3 participated due to problems with timings. Of the 40 seminars envisaged, only 4 were delivered. A total of 1225 young people were engaged and 700+ entered the 'Get Ahead' competition.

Regional Delivery against Targets

3.46 Table 10 below shows aggregated regional totals for delivery against targets.

Table 10: Beneficiary Targets for the 2004-2005 North East Enterprise Insight Campaign

General delivery theme	Target	Actual Outputs
Total grants	510 grants	195
Total Businesses involved	50	6
Total Young people	6,000	10,854
Total Intermediaries	392	306

- 3.47 An assessment of the overall outputs against targets for the 2004-2005 North East Enterprise Insight Campaign reveals a mixed picture, although beneficiary targets for young people were almost double what was originally anticipated.
- 3.48 The original target for the number of beneficiaries to be targeted was 6,000, although the targets as specified in offer letters amounted to just over 11,500. Against the original 6,000 target, actual beneficiary numbers based on information available to date were 10,854 representing 181% of the original target.
- 3.49 In addition several deliverers reported further anticipated outputs that have not been included in the total to date. These will mainly be the result of activities that were programmed to occur before the end of the academic year, and would add around 1080 additional young people to the overall beneficiary count.
- 3.50 Whilst total young people benefitting overall was 181% the figures for grants awarded were lower than this, at only 38% of target (actuals of 195 against a target of 510).
- 3.51 The results for delivery to intermediaries were more impressive, with 78% of target being achieved (actuals of 306 against a target of 392).
- 3.52 On the numbers of schools and colleges involved, it was not possible to assess outputs against targets due to a lack of clarity in data provided by some deliverers.
- 3.53 Overall performance against each target category varied considerably. The overall beneficiary numbers were clearly exceeded by a wide margin, whilst some of the other outputs fell short of what was anticipated. This may suggest that some of the targets were over ambitious. It could also reflect the relative difficulty of establishing realistic targets for a campaign which had not been previously been undertaken.

Value for Money

- 3.54 The programme was funded with £400,000 of single programme funding from One NorthEast, and £286,000 of funding from the Northern Rock Foundation. Not all of the activities funded have been included in this evaluation (as a number of smaller projects were also commissioned, as well as marketing and promotional activities). The contribution from Northern Rock was perceived to add flexibility.
- 3.55 An initial cost analysis to examine value for money comparisons was conducted based on the project costs and outputs identified in the offer letters to individual delivery organisations.
- 3.56 This approach is fairly crude but is the only appropriate measure on which all project delivery can be assessed. The figures are indicative only as not all of the spend allocated to each project was assigned directly to delivery for beneficiaries. The average cost per output was £42.46, but this does not reflect different types of interventions and the variation in the extent of their contact and depth with beneficiaries or intermediaries. These may have ranged from hearing a radio commercial or attending an event, to participating in a two day workshop.
- 3.57 Some of the projects focused to a greater extent on working with intermediaries than did some others. It could therefore be argued that a crude 'cost per output' measure applied to beneficiaries only does not take account of outputs or outcomes that are yet to be recorded as a result of work undertaken with intermediaries.
- 3.58 Delivery organisations felt that further use was required of the tool from Enterprise Catalyst to compare the effectiveness of attitude change with the cost of activities delivered.
- 3.59 The key issue in the value for money comparison was the absence of a requirement placed on the delivery organisations by ONE to record expenditure, beyond total projects costs. At this stage the work that would have been required from the delivery organisations to provide this additional information, did not justify the additional time and expense, as financial expenditure would have only been applied to numbers involved rather than the longer term change in attitude of younger people to enterprise.
- 3.60 Rather than complicate future recording requirements, the most appropriate way to obtain value for money comparisons would be to conduct sample analysis, both of cost and the effectiveness of activity by linking it to the outcome measures under development by Enterprise Catalyst. If this approach is to be adopted in future, measurement techniques would remain relatively broad, being primarily concerned with measuring numbers of beneficiaries and intermediaries involved and the spread of activity throughout the region.

Additionality

- 3.61 Given the limited resources available for this evaluation, it is difficult to establish in a robust way the degree of additionality delivered on this campaign. The evidence that is available however does suggest that virtually all activity was additional in some way to what organisations were doing anyway.

- 3.62 In some cases this may have meant that activities which may have been planned but were unfunded were able to progress more quickly than may otherwise have been the case.
- 3.63 In other cases this meant that new geographies that were previously not covered by activity could be, and in others that new types of activities could be designed and delivered. In some of the other cases the additionality was provided by the provision of activities to more beneficiaries or intermediaries using methods that had already been used previously.
- 3.64 For example, Young Enterprise receives funding through Northern Rock. In addition to the 4232 young people funded by Enterprise Insight via One North East a further 18,000 were supported through activities.
- 3.65 The evaluation suggests therefore that more areas had been reached, some new activities designed, and more beneficiaries have benefited than might otherwise had been the case had the campaign not run.
- 3.66 Enterprise Insight has allowed some deliverers, for example PIE, to develop new activity to work with intermediaries. The activity was totally new to the Region, but derived from the Scottish Enterprise 'Get Into Enterprise' pack which is now licensed for use in the North East through People into Enterprise. New material has also been developed and piloted in the areas of motivation, idea generation, ability and experience and resources.

Clawback of Funding

- 3.67 In several cases targets were either renegotiated with One North East or simply not met at all. Discussions are ongoing regarding clawback of funding in cases where renegotiation of targets, or of non-delivery, have taken place.

4. FINDINGS: BENEFICIARIES AND INTERMEDIARIES

Introduction

4.1 This section contains data sourced from three sources:

- Deliverer' s own evaluation and monitoring work;
- The findings from the Enterprise Catalyst tool; and
- Our own in-depth discussions with deliverers.

4.2 Apart from our own in-depth discussions with deliverers, the findings in this section are based upon secondary data from the other two sources. This is a mix of quantitative and qualitative data.

4.3 The data measure only short-term attitudes, with measurement usually taking place immediately following the intervention. This may have some impact on the results, as beneficiaries may have felt under pressure to answer positively.

4.4 At this stage no information is available about medium or longer-term impacts as not enough time has elapsed between the production of this evaluation and the interventions to allow for this.

Enterprise Catalyst Findings

4.5 As part of the development of research and evaluation work on the Enterprise Insight Campaign, One North East commissioned the creation of a profiling tool, Enterprise Catalyst. It aims to:

- act as a tool to promote personal enterprise development as part of a broader range of development activities; and
- provide an initial benchmark of the enterprise attitudes and activities of younger people across the North East.

4.2 The Enterprise Catalyst tool measures the following:

- the attitudes of young people towards themselves as 'enterprising individuals';
- the attitudes of those around them towards enterprise and achievement;
- enterprising activities young people are currently engaged in;
- factors that young people believe help them, such as family, friends, school; and
- barriers perceived by young people.

4.3 The Enterprise Catalyst tool provides each individual who completes the detailed survey with comprehensive personalised feedback.

4.4 Between October 2004 and March 2005, during the 'Drop the T' campaign, 406 individuals completed the Enterprise Catalyst tool. The results based on this research have been presented to One North East. An initial conclusion suggests that there is a significant group of young people across the North East of England with an enterprising mind and behaviour set engaged in enterprising activities.

- 4.5 On attitudes and behavioural preferences, Enterprise Catalyst found that amongst young people completing its survey:
- Average scores for 'motivation', 'exploration' and 'making it happen' were in the high band;
 - Average scores for 'self-management' and 'relationships' were in the medium band; and
 - Average scores on 'vision' were in the low band.
- 4.6 When asked what was most supportive in terms of helping them to achieve, young people gave the following responses:
- Family;
 - Friends;
 - Self-belief; and
 - Role models.
- 4.7 When asked what was the biggest barrier to involvement in enterprise, young people responded with the following:
- Family;
 - Lack of money;
 - I don't know what to do; and
 - Scared I might fail.
- 4.8 The main factors seem to relate to:
- the environment;
 - access to resources and support; and
 - personal factors.
- 4.9 The initial results are very limited in scope and do not allow for a breakdown by various groups or geographies as the sample size is too small. The findings are therefore not generalisable at this stage.
- 4.10 The profiling tool is a relatively recent innovation and the 2004-2005 results are the first time it has been used as part of a formal benchmarking exercise. Assuming a reasonable sample size could be achieved in future, the Enterprise Catalyst tool might used further to understand the extent of entrepreneurial attitudes and motivations amongst young people in the North East in future.

Attitudes to Enterprise

- 4.11 Research using focus groups with 340 participants, undertaken for the Bridge Club, aimed to establish why more young people are not interested in business. The following responses were received:
- its too complicated/its hard to understand;
 - fear of failure;
 - need to make enterprise fun, cool and fashionable; and
 - business is for grown-ups.

4.12 Feedback about beneficiaries' attitudes to enterprise was collected by Shell Livewire during their 'Enterprise Experience' seminars. When asked if they felt that starting a business was something they would like to do in the future, responses were as follows:

- 50 of 87 attendees felt that starting a business was something they would like to do in the future;
- 10 attendees felt that starting a business was something they would probably like to do in the future; and
- 23 attendees felt that starting a business was something they would maybe like to do in the future.

4.13 Other comments from beneficiaries included:

- It gave me a general understanding for how to get into business, making me realise its not as hard as I thought;
- It has made me think about my future plans;
- It's a daunting prospect - health and Safety, NI and tax contributions;
- A lack of funding available is the reason for not starting a business;
- It is 'out of reach';
- I am unaware of the help and funding available;
- You offered me a unique opportunity;
- Enterprise - what's enterprise? It should be on the curriculum at school; and
- I have learned about the responsibilities for helping each other, built my confidence and mixed with other young people.

4.14 Feedback from other deliverers also suggests that engaging with adults from outside the school environment has a favourable impact on learning (although this was only based on responses to questioning rather than any hard data). For example, Young Enterprise's own evaluation of their campaign delivery suggests an overwhelming number of young people enjoyed the practical activities within each programme and benefited from the input of their business volunteer.

Changing Attitudes to Enterprise over time

4.15 No specific regional monitoring or evaluation data relating to Enterprise Insight are available that allow for longitudinal tracking of attitudes to enterprise (although some national surveys such as the SBS Household Survey can assess this where the sample size is big enough).

4.16 However some of the delivery agencies assessed the extent to which participation in Enterprise Insight had impacted upon beneficiaries attitudes to enterprise following attendance at activities.

4.17 Shell Livewire ran 4 'Enterprise Experience' seminars. Those attending were asked about their attitudes to enterprise. Comments included:

- 'gave me a general understanding for how to get into business, making me realise its not as hard as I thought' and
- 'it has made me think about my future plans'.

- 4.18 When asked how the seminar had broadened understanding of enterprise, Shell Livewire reports that the majority of attendees felt it had. They also felt confident that they would know where to find enterprise support.
- 4.19 Shell Livewire engaged a marketing company to distribute materials, promote the Enterprise Experience seminars and direct young people to the Get Ahead competition website. Feedback from beneficiaries via the marketing company included:
- It's a daunting prospect - health and safety, NI and tax contributions;
 - A lack of funding is the reason for not starting a business;
 - Being in business is 'out of reach'; and
 - Unaware of help and funding available.
- 4.20 Feedback from the activities delivered by People into Enterprise suggested that some changes in attitude may have occurred beyond just the beneficiaries' views on enterprise. Comments from beneficiaries on the way in which their participation affected them included:
- 'You offered me a unique opportunity';
 - 'Enterprise - what's enterprise? It should be on the curriculum at school'; and
 - 'I have learned about the responsibilities for helping each other, built my confidence and mixed with other young people'.

Enterprise Clubs

- 4.21 The concept of Enterprise Clubs - organisations set up and run by young people in order to shared ideas and promote enterprise - was tested. These clubs would be designed, run and led by young people themselves, have a youth brand and draw on real life experiences from 'local heroes' from the enterprise and entrepreneur communities.
- 4.22 The Bridge Club undertook research with 340⁸ young people aged 13-16 to explore awareness and perceptions of business and enterprise and to seek their views on the design and roll out of Enterprise Clubs. The research suggested that young people would welcome access to enterprise clubs, assuming that they:
- are young person led;
 - offer good and appropriate support when asked for and link with other support networks and advisors;
 - are free and easily accessible to a range of young people;
 - provide a creative and relaxed atmosphere; and
 - are young person focused i.e. were fashionable and fun with links to youth brands.

⁸ The research was commissioned by the Bridge Club and undertaken by Giant Minds. The number of young people engaged in the focus groups exceeded the target of 240 by 100, a total of 340 attending.

4.23 Feedback from young people suggested that the following could be useful:

- preparation of a 'how to guide' for facilitators;
- a second wave of focus groups; and
- further research focusing on practical aspects of setting up clubs, such as branding/identity.

Alternative Approaches to Delivery

- 4.24 Various different approaches were used in the design and delivery of activities throughout the region. In North Northumberland a drama company was contracted to deliver an event in schools. This reached an audience of over 150 young people (above the initial target of 150).
- 4.25 In Northumberland the EBLO reported that co-ordinators of the drama events found it difficult to obtain full cooperation from some of the schools targeted due to time restraints faced by teachers and limited resources. The organisation of the drama activity was changed, with the drama company taking over the project management role. In addition a marketing company was employed to advertise evening events which were open to community and partner organisations. The marketing was disappointing and resulted in poor attendance.
- 4.26 126 young people participated in People into Enterprise's 'Make It' programme. These events allowed young people to explore enterprise by working with young designers and junk materials. Further events included the creation of short films. Evaluation findings suggest positive outcomes from the events. PIE's own evaluation of activity notes that, in particular, Youth workers felt the format of the sessions was ideal for kick starting enterprising ideas and raising aspirations. Some youth workers and young people commented that they provide an opportunity to undertake activity which was unattained by any previous negative experience or perceptions. The programmes were over subscribed and some have contacted PIE to encourage further programmes.
- 4.27 A key impact of the programmes is the consequent initiation of activities among young people. For example, a group of 5 young people from Ashington have set up a film club within their school, engaging a teacher, a technician and other young people. A group of young people in Sunderland are planning on taking the ideas they developed within the programme to the Youth Parliament. Some participants were also encouraged to contact the Keyfund to bid for resources to develop 'Big Ideas'.
- 4.28 More generally, findings from deliverers suggest that the process of simply engaging in an alternative form of learning - which could be as simple as being outside the school environment and engaging with different adults - is viewed positively by beneficiaries.

5. FINDINGS: IMPROVING DELIVERY

Co-ordination amongst Deliverers

- 5.1 Some deliverers saw the establishment of the North East Enterprise Insight Campaign and Steering Group led by One NorthEast as creating a focus for the delivery areas of the programme.
- 5.2 However some deliverers felt that there appeared to be a lack of understanding as to what each organisation within the Steering Group had the remit to deliver. Although co-operation was discussed within the Steering Group, findings from consultations suggest that during delivery co-operation was at a minimal level, with existing network activity continuing to dominate development and delivery. Whilst there were some exceptions to this, such as the work of PIE and Keyfund, it seems that overall the amount of sharing and learning amongst providers at the regional level was limited. In some cases, co-operative activity was occurring at a sub-regional level or where deliverers were perhaps more familiar with each other and each other's activities.
- 5.3 Whilst some deliverers focused on more formal routes, others worked more with young people in groups outside formal networks. It seems that this issue was not considered in great depth in terms of co-ordination when the projects were being established.

Resources

- 5.4 Virtually all of the deliverers referred to the issue of resources being a key barrier to delivery, mainly in terms of the time available to intermediaries and beneficiaries to engage. From an intermediary viewpoint the main difficulty involved them taking time out of their 'day job' or finding time to fit in preparation work, for example in an already packed curriculum. From the point of view of enabling beneficiaries to participate, the demands of the curriculum were also a barrier in terms of time out, as were the logistics of transporting students to events (with Health and Safety, Insurance requirements, and other administrative burdens also needing to be dealt with).
- 5.5 For example, Shell Livewire engaged 13 colleges within the region in discussions about being involved in the campaign. Of these, only 4 committed to participate and only 3 did so. Reasons for non-participation included college involvement in preparation for, or in undertaking Ofsted inspections and inadequate lead in time. This suggests that internal resources within the Colleges were stretched by existing demands as well as additional work for inspections, and could not accommodate the work required to be involved in Enterprise Insight.

Timing and Planning

- 5.6 Timing and planning was also perceived by providers as a main barrier to success in delivery. Some of the colleges involved wanted to deliver activities in April/May 2005. College staff did however feel the seminars may have worked better, and had more of an impact had they been nearer the end of the college term and coincided with students' exit strategies - what they were planning to move on to next.

- 5.7 Timing is also an issue in terms of the lead time required for schools. For example, although Young Enterprise introduced 21 new schools to Enterprise Insight, in total they only worked with 43 schools within the Enterprise Insight Programme, rather than the target 85. The start of the programme was delayed and this limited the numbers of schools that were able to become involved.
- 5.8 Some providers felt that to engage schools more effectively, activity needs to be more pre-planned and built into the curriculum. Ideally plans need to be discussed in schools in July (in the academic year preceding the start of the campaign), as funding approvals are agreed to accommodate the planning and resource allocation in August to allow activity to begin at the beginning of the school year.
- 5.9 One North East were seen by most of the deliverers as the key to driving the planning process and ensuring that plans and resources are in place to ensure timely and effective delivery of Enterprise Insight activity.

Start-up of Project Delivery

- 5.10 Most of the 8 deliverers experienced particular difficulties in delivering elements of the campaign. Issues highlighted in consultations with the deliverers emphasised that since this was the first time that the campaign had been undertaken, some of the difficulties might be expected.
- 5.11 These included problems establishing a realistic assessment on deliverable targets. This was particularly an issue for the Durham EBLO, which renegotiated its initial set of targets with ONE later in the delivery process. Balanced against this, it could be argued that most of the delivery organisations have some experience in delivering many of the activities already, and so this experience might have been used better to anticipate potential difficulties.

Funding and Contract Cycles

- 5.12 One of the main problems with the start-up process for the projects was that delays in funding approval had a knock-on effect, and delayed receipt of offer letters until September. The biggest barrier within the process was seen as the level of resource and the timing and phasing of activity. Deliverers reported a generally positive response from intermediaries and beneficiaries to the opportunities presented by the programme, amongst those who participated. However the activities have developed a demand with several deliverers indicating continued interest from intermediaries and beneficiaries.

Geographical Coverage

- 5.13 Deliverers attempted to take account of other enterprise related activity when planning their activities. For example, the Prince's Trust only supported 1 beneficiary in the Tees Valley as part of this campaign. This was because the Prince's Trust has an existing contract which supports young people in the area. The EBLOs focused activity on those schools that did not already have an enterprise adviser as part of the national programme.
- 5.14 In terms of overall regional coverage and sub-regional coverage, the focus tended to start from where deliverers could deliver most easily or effectively, or where they could secure interest from intermediaries. The approach taken was therefore fairly ad hoc rather than systematic.

Suggestions for Additional Activities

- 5.15 Several of the delivery organisations made positive suggestions for additional activities that might be considered for the next round of delivery in 2005-2006. These included:
- Improved co-ordination of formal planning amongst deliverers;
 - Development of programmes in association with fair trade organisations;
 - Programmes for young people to facilitate peer learning;
 - Programmes specifically for teachers;
 - Animation work for community economic regeneration;
 - Supporting the development of networking resources;
 - Longer training for trainer programmes; and
 - On-going training for trainer programmes.

Link with the National Campaign

- 5.16 Several deliverers explained that they felt that Enterprise Insight at a national level lacked direction. In contrast, in the region One NorthEast was seen as the dominant organisation, with the responsibility to see that co-operation occurred in future. The programme was seen as a way of focusing regional resource to extend existing activity or to introduce developed programmes into the region. However there seemed to be considerable confusion about whether Enterprise Insight would be becoming involved in direct delivery in future, in competition with existing organisations.

Number of Deliverers

- 5.17 The North East Enterprise Insight Campaign and Steering Group led by One NorthEast was seen as creating a focus for the delivery areas of the programme. It established the key delivery areas, but has not taken the decision to focus specific delivery through specific organisations. This may have been the result of the timing constraints faced by One NorthEast in terms of ensuring that solid deliverables were achieved. It may also have been the result of One NorthEast's need to assess the extent to which deliverers proved able to provide effective delivery as contracted.

- 5.18 Given that this is the first round of Enterprise Insight activity, limited information was available to One NorthEast on which to base decisions about how many deliverers should be contracted and which organisations these should be. The monitoring and evaluation reports provided by deliverers, along with this evaluation report, should allow a clearer understanding of the particular areas of strength provided by the main deliverers.

Targeting of Specific Groups and Age Ranges

- 5.19 Enterprise Insight focuses delivering enterprise activity on 14 to 24 year olds. Some deliverers questioned whether activity needs to be started earlier in order to increase the pool of enterprising people within the North East.
- 5.20 Some deliverers felt that to be effective enterprise needs to be introduced at the primary stage key stage 3 or 4 of education or at least at the beginning of secondary school. Deliverer's experience suggests that for many students, views and culture have been embedded prior to their 14/16 years.
- 5.21 It was suggested by deliverers that practical consideration of how enterprise is promoted to young people in a variety of circumstances is essential to improving delivery. For example, Shell Livewire initially targeted vocational courses, but as NVQ candidates tend to be sponsored by employers, marketers decided it would be more relevant to target fee paying courses such as Foundation Degree courses as they are more likely to start up their own business. This raises a question about how those on the NVQ courses are then reached, and at what stage.
- 5.22 Whilst some deliverers focused on more formal routes, others worked more with young people in groups outside formal networks. It seems that this issue was not considered in great depth in terms of co-ordination when the projects were being established.

Communications between Deliverers, Beneficiaries and Intermediaries

- 5.23 Some deliverers also experienced difficulties with regard to ensuring ongoing contact between beneficiaries and/or intermediaries, although these problems were not very widespread.
- 5.24 This problem tended to arise with particular groups, such as those in rural areas and in cases where beneficiaries may already have left the school, for example to go on to college. In cases where this occurred deliverers tried to work with the Colleges and with the previous year school list and the Connexions database. A further effect of this practical difficulty is that there may be further impacts attributable to the activities which might not be possible to identify until autumn 2005.

General Awareness Raising

- 5.25 Several of the delivery organisations contracted with One NorthEast to undertake awareness raising activities. For example, the Prince's Trust Enterprise Marketing Manager ensured activities featured in the local media. This included a 4 week radio campaign promoting the Trust's business programme. The campaign resulted in 34 referrals to the Prince's Trust Business programme.

- 5.26 PIE used e-flyers and paper based flyers. It also marketed through Women into the Network and Service Network. PIE delivered a workshop to Service Network during Enterprise Week and received editorial coverage in Enterprise magazine.
- 5.27 In addition to the activities of the deliverers themselves, a number of smaller scale projects were also commissioned, but these have not been included within the remit of this evaluation report. Broader promotional and marketing activity included:
- four "Drop the T" Roadshows;
 - Global Enterprise Challenge;
 - Open Industry; and
 - Events organised by the regional Patents Advice Centre.
- 5.28 Robson Brown were also commissioned by One NorthEast to provide media support for the overall campaign. As part of this they organised and promoted a number of events which deliverers attended. Deliverers reported mixed perceptions on the approach and the results obtained by the marketing effort. Some suggested that Robson Brown was generally helpful in terms of organising events and activities, as well as promoting the regional campaign more generally. However others asked questions about some of the choices of venue with regard to whether they were the best places to reach the target groups.
- 5.29 Generally, most deliverers agreed that given that this was the first time the Enterprise Insight campaign had run in the region, the marketing activities needed to be wide ranging so as to identify which might be the most effective way to reach beneficiaries and intermediaries.

6. CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Outputs against Targets

- 6.1 An assessment of the overall outputs against targets for the 2004-2005 North East Enterprise Insight Campaign reveals a positive picture. The original internal target set within One NorthEast was delivery to 6,000 beneficiaries. Against the original 6,000 target, actual beneficiary numbers based on information available to date were 10,854 representing 181% of the original target.
- 6.2 In addition several deliverers reported that some further anticipated outputs have not been included in the total to date. These will mainly be the result of activities that were programmed to occur before the end of the academic year, and would add around 1080 additional young people to the overall beneficiary count.
- 6.3 For grants awarded, 38% of the target was achieved (actuals of 195 against a target of 510). However some of the preparatory work undertaken with young people may result in the awarding of grants in the near future.
- 6.4 The results for delivery to intermediaries were more impressive, with 78% of target being achieved (actuals of 306 against a target of 392).
- 6.5 On the numbers of schools and colleges involved, it was not possible to assess outputs against targets due to a lack of clarity in output data provided by some deliverers.
- 6.6 Overall performance against each target category varied considerably. The overall beneficiary numbers were clearly exceeded by a wide margin, whilst some of the other outputs fell short of what was anticipated. This may suggest that some of the targets were over ambitious. It could also reflect the relative difficulty of establishing realistic targets for a campaign which had not been previously been undertaken.

Deliverer Collaboration

- 6.7 There is a need for much greater clarity, both from Enterprise Insight nationally, and from One NorthEast, about the way in which the campaign will work and who will take responsibility for the various aspects of it. For example, there was confusion as to whether Enterprise Insight would be undertaking delivery directly or whether all delivery would be through existing providers. There was also a clear view amongst deliverers that the overall strategic and co-ordination role lay with One NorthEast.
- 6.8 The establishment of the North East Enterprise Insight Campaign and Steering Group led by One NorthEast created a focus for the delivery areas of the programme. The work of the Steering Group needs to ensure that each organisation understands fully its role in the delivery of enterprise activity. In future campaigns the steering group approach will need to be used to set out clearly the aims and objectives of the campaign, and what each deliverer is expected to achieve, and how. Membership of this group should include those with an expertise in enterprise but with no interest in delivery so as to avoid potential conflicts of interest.

- 6.9 Future campaigns should be based on more effective co-operation amongst deliverers. This may require co-operation to be more formal, based on meeting a set of specific needs identified by One NorthEast and/or the Campaign Steering Group. These needs would be based on an analysis of what activities are most effective and the extent of activities required in each sub-region and the region overall, rather than on what deliverers are in a position to provide. This can ensure a more comprehensive geographical coverage and more even coverage of specific groups, such as different age groups.
- 6.10 Future participation for both beneficiaries and intermediaries might be improved through better allocation or co-ordination of resources. For example, several deliverers might be able to pool some resources to provide administrative support.

Long-term Planning and Funding

- 6.11 The activities have developed a demand with several deliverers indicating continued interest from intermediaries and beneficiaries. This suggests that if the region aims to meet its targets for improved business start up rates in the long-term, a method of formalising support on a more permanent basis may need to be found.
- 6.12 Increased commitment particularly by the lead organisations to longer planning cycles, for example 3 years, could allow a more progressive approach to the introduction and development of the enterprise culture within young people. Delivery organisations and schools could then build the knowledge base of their staff, business volunteers and intermediaries to deliver a more effective programme. This would recognise that changing culture is a long-term process.
- 6.13 As well as longer planning cycles and a longer-term commitment to resource Enterprise Insight activity, consideration also needs to be given to how mainstream spend within education addresses enterprise. At this point there is limited evidence on this and greater attention should be paid to assessing this in future campaigns.

Widening or Deepening Activities

- 6.14 Deliverers generally agree that the long term approach to changing attitudes about enterprise needs to begin earlier than 14. Some deliverers already target younger children, some as young as 4. The remit of Enterprise Insight activities could be broadened to younger children, or at least to consider how activities to promote enterprise to younger children fit with the activities of Enterprise Insight.
- 6.15 The findings from both the deliverer organisations and the Enterprise Catalyst research suggest that there is also a need for a specific target on key constituencies in the environment i.e. families, friends, schools, community groups etc.

- 6.16 Whilst some deliverers focused on more formal routes, others worked more with young people in groups outside formal networks. It seems that this issue was not considered in great depth in terms of co-ordination when the projects were being established. A more strategic approach could be beneficial in terms of assessing how different groups can be reached. This will be important from both an equalities perspective and also in order to ensure that all the enterprise potential of the region is maximised.
- 6.17 To define the impact of specific organisations on the quantitative and then qualitative measures it was felt that there needed to be an understanding of who was involved at all levels, young people, intermediaries and stakeholders.

Revising the Monitoring and Evaluation Framework

- 6.18 The monitoring and evaluation reports provided by deliverers, along with this evaluation report, should allow a clearer understanding of the particular areas of strength provided by the main deliverers. This might be used to inform contracting arrangements in the next round of activity, and in subsequent rounds if a longer-term approach to funding and planning is to be taken.
- 6.19 Evaluation needs to complement output measures and start to focus on outcome measurement to ensure that each type of intervention contributes, and where it can be used most effectively. As this was the first year of activity, longer-term monitoring and evaluation will need to be built in to the process in subsequent rounds of activity.
- 6.20 The original project delivery areas were set to reflect the three main groups being targeted by the Enterprise Insight campaign:
- Young People;
 - Intermediaries; and
 - Stakeholders.
- 6.21 Overall targets were set for young people based on: involvement of young people; enterprise activity initiated; and grants awarded to assist enterprise activity. For intermediaries, targets included events to promote enterprise and the training and involvement of intermediaries overall. For stakeholders, the targets focused on the numbers of educational establishments promoting enterprise and the number of business plans to deliver future enterprise activity.
- 6.22 Delivery was undertaken against these targets and reported back as part of the contract process. Work was undertaken (both by deliverers themselves and by Enterprise Catalyst) on measuring the perceived impact of the activities.
- 6.23 An important distinction needs to be made between two elements of monitoring and evaluation:
- the monitoring and evaluation of delivery; and
 - the identification and attribution of impact overall.

- 6.24 The first of these relates to assessing what has been delivered and if targets have been met. The second relates to what the overall effect of activity has been.
- 6.25 In order for project activity to be undertaken, deliverers require clear targets as part of their contract, as well as very clear guidance on what they need to report against. Reporting against the targets set out in those contracts is required in order to ensure value for money and adequate delivery activity is actually taking place. In addition, evaluation of activities needs to take place to assess which activities are perceived as being the most valued or useful.
- 6.26 The current indicators used for monitoring delivery are adequate for the purpose, but deliverers need to ensure that they provide quantifiable outputs and/or outcomes that are clearer, and in a more timely way. For example it is not enough simply to state how many schools participated - student and staff figures are also required. This will enable much more effective quantification of activity rather than the use of general descriptors - such as those in some of the deliverer's self-evaluation report - that cannot at present be underpinned by robust evidence.
- 6.27 As it will take a period of time for initial activity to exhibit measurable outcomes, the monitoring structure needs to be kept as simple as possible. However it also needs to be able to identify areas of strength or weakness within the delivery process. This could be achieved with a mixture of quantitative and qualitative analysis.
- 6.28 As well as monitoring and evaluating delivery activity, there is an additional strand of evaluation that needs to be undertaken, which focuses much more on the impact that activities have had.
- 6.29 It is clear that in terms of any overall effect or impact from the campaign being identifiable, a considerable period of time will need to elapse. In some cases the impact may not occur for several years or even longer. At that point it would be difficult to attribute impact to the current year's campaign.
- 6.30 The use of the Enterprise Catalyst tool could be helpful in this process. It could be used with all project beneficiaries to assess the extent to which an intervention has impacted upon them, and how. It could attribute this to a particular deliverer, or even to a particular event. If deployed annually the tool could also be used to track individual beneficiaries.

Recommendations for One NorthEast

- 6.31 Recommendation 1: The Regional Enterprise Insight Project Steering Group, responsible for deciding what should be delivered and by whom, should be separate from the deliverers group.
- 6.32 Recommendation 2: A deliverer's group, attended by One NorthEast, should be set up to ensure strong co-ordination of delivery and make sure that geographical and demographic coverage are maximised using the deliverers' strengths to best effect and avoiding duplication.
- 6.33 Recommendation 3: One NorthEast should consider formalising support on a more permanent basis, for example on a rolling 3 year cycle, in order to enable long-term targets on business start-ups to be met. This consideration should include examining the role of existing mainstream spend.
- 6.34 Recommendation 4: There is a need for greater clarity from One NorthEast, about the way in which the campaign will work and who will take responsibility for the various aspects of it. This needs to be communicated early on to potential delivery organisations.
- 6.35 Recommendation 5: In 2005-2006, evaluation needs to complement output measures and start to focus on outcome measurement to ensure the maximum contribution of each type of intervention, including where it can be used most effectively. This will require a stronger approach to monitoring and evaluation to ensure that deliverers supply information required in a timely way.
- 6.36 Recommendation 6: There is a need to make clear to deliverers next time around that formal monitoring will be expected in terms of quantifiable outputs and/or outcomes. It should be made clear that this will enable much clearer quantification of activity rather than the use of general descriptors that cannot at present be underpinned by robust evidence.
- 6.37 Recommendation 7: Enterprise Catalyst should be utilised more widely in monitoring and evaluating the next round of activity. The tool could assess the effectiveness of attitude change against the cost of activities delivered. It could also be a compulsory element in deliverer contracts.

6.38 Recommendation 8: The design of the next campaign should adopt a more systematic approach which starts off with a strategy and action plan for the region that takes account of:

- the aims and objectives of the campaign overall, linked to the needs set out in national policy, the Regional Economic Strategy, and other key policy documents, such as the Northern Way;
- the overall number of potential beneficiaries within the region (including breakdowns by gender, ethnicity and other categories);
- the number of schools, colleges and other groups to be targeted;
- the extent of existing provision, for example the presence or absence of an enterprise advisor in the school;
- the role of key influencers: families, friends, schools, community groups;
- evidence from this year's campaign on what works most effectively in different circumstances and why (leading to realistic delivery targets, resourcing and budgeting); and
- a clear rationale setting out the focus of the campaign in terms of regional and sub-regional coverage.