

Evaluating the Delivery of Business Gateway by the Forth Valley Consortium

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A Final Report by



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1 INTRODUCTION

BACKGROUND

- 1.1 DTZ Pieda Consulting was commissioned by Scottish Enterprise Forth Valley (SEFV) in March 2004 to undertake an evaluation of the delivery of the Business Gateway (BG) by the Forth Valley Consortium (FVC).
- 1.2 The BG services were historically delivered under three contracts with each of the three Enterprise Trusts in the Forth Valley area. In 2002, a competitive tendering exercise was undertaken on the basis of one contract for the delivery of BG services across Forth Valley over a three-year period.
- 1.3 SEFV awarded the BG contract to the FVC, a consortium involving the three Enterprise Trusts. The current contract has been running for two years and will end in March 2005. A new contract will be competitively tendered in September 2004 and the results of this evaluation will inform the nature of the new contract.

STUDY OBJECTIVES

- 1.4 The overall goal of the evaluation is to *"establish the benefits of a relatively recent integration of business support services in the Forth Valley areas."* The specific objectives can be grouped into three main areas as follows:
 - (i) To review the performance and impact of the FVC over 2002/03 and 2003/04, in terms of:
 - Progress against targets
 - Cost savings
 - Range of services
 - Quality of services
 - Process and system improvements
 - Overall cost effectiveness and VFM
 - (ii) To appraise the structure and management of the new service delivery model in terms of:
 - Project management
 - Control of service provision
 - Communication flows both within the FVC and between the FVC and SEFV
 - Appropriateness of the current structure:
 - Legal aspects
 - Staffing
 - Geographical coverage
 - (iii) To identify the most appropriate method of service delivery for the future.

METHODOLOGY

1.5 The study involved the following 4 stages:

- **Stage 1 – Evaluation of the BG services in Forth Valley** to review the activities and outputs, management issues and the strategic fit of the BG;
 - **Stage 2 – Benchmarking exercise** to compare performance and service delivery models across different LEC areas (this information was not readily available from SE so this element of the study was limited);
 - **Stage 3 – Review of service delivery model** drawing upon the information gathered in Stages 1 and 2; and
 - **Stage 4 – Analysis and recommendations** to inform the future deliver of the BG contract.
- **Section 4 considers the systems and management** of the current delivery model and presents alternative models of delivery; and
 - **Section 5 assesses the implications for the future** of the contract to deliver the BG in the SEFV area.

REPORT STRUCTURE

1.6 The remainder of the report is structured as follows:

- **Section 2 sets the context** to the evaluation and describes the contract to provide BG services;
- **Section 3 maps the performance and impact** over the first 2 years of the FVC contract;

2 CONTRACT BACKGROUND

STRATEGIC CONTEXT

2.1 The economic vision for Forth Valley set out in the 2004-2007 Business Plan for SEFV¹ is to be *"a thriving and diverse economy well connected nationally and internationally where prosperity is growing throughout the population."* This vision is to be achieved by increasing prosperity and economic growth that is distributed throughout the region wherever possible. This will be measured by the following strategic indicators:

- Productivity growth
- Higher participation
- Increased prosperity
- Increased business density
- Increased number of knowledge based businesses

2.2 The Forth Valley Regional Economic Development Strategy² recognises the central role of the Business Gateway in strengthening and diversifying the economy in Forth Valley. The Strategy also identifies as early priorities, the agreement of the criteria for identifying those businesses with greatest potential for impact on the regional economy and of the roles of different Partners.

2.3 In the recent paper to the SEFV Board concerning the Growing Business Strategy and Operating Plan 2004/05,³ it is made clear that SEFV needs to *"invest in activities that have the clearest correlation between market adjustment and impact, in order to maximise our return on investment."* This has implications for the future contracting of the Business Gateway in Forth Valley.

¹ Draft Outline 3 Year Business Plan 2004/2007 (Subject to SEFV Board approval) SEFV November 2003

² Forth Valley Regional Economic Development Strategy (Consultative Draft)

³ Growing Business Strategy and Operating Plan 2004/05 SEFV Board Paper 2004 (Ref. No. 04/016)

- 2.4 Policy trends in SE⁴ are pointing to a move towards increasing the “reach” of services to start-ups with the aim of encouraging increasing numbers into the start-up process with less focus on those who are already committed to completing the process. This reflects the view that the market failure is greatest in converting entrepreneurs from the thinking stage into the activity stage.
- 2.5 This will involve a rethinking of current targets that focus on “assists” and push the Network to emphasise the completion of the start-up process. There is likely to be a move towards a greater emphasis on improving “outputs”, that is the actual levels of growth achieved.
- 2.6 In terms of Business Growth, there will be consideration of how best to effectively focus assistance on the small minority of companies that have realistic growth potential. Support will become more targeted through Account and Client Managers. The offer to the “volume” market will be improved by more effective delivery methods such as online tools.

⁴ *SE's Approach to "Growing Business" Briefing Note* Brian McVey, December 2003

OVERVIEW OF TENDER SPECIFICATION

- 2.7 In September 2001⁵, the SEFV Board approved the competitive tender process for the delivery of Small Business Gateway (SBG) services. This was to be through a single contact across the Forth Valley area for a three-year period from 1 April 2002. The contract was to be subject to an annual review.
- 2.8 The Tender Specification⁶ sets out the requirements for the delivery of Business Start Up and Business Growth services. The submissions were to reflect the following criteria:
- Innovative approaches to the development of client businesses;
 - Effective use of IT;
 - Increase in the number of new start businesses;
 - Improved business survival rate;
 - Identification of new starts with higher growth potential;
 - More effective development of existing small businesses with the potential and willingness to grow;

⁵ *Small Business Gateway* SEFV Board Paper 2001 (Ref. No. 01/136)

⁶ *Tender Specification for the supply of Small Business Gateway Services to Small Businesses* SEFV November 2001

- Plans for marketing the SBG initiatives locally;
- Clear response to a market assessment analysis.

2.9 The activities to be delivered under the contract are set out in detail. These activities are described in detail below. The document also makes clear the reporting requirements in terms of the provision of monthly management reports and a rolling record of client information.

VALUE OF CONTRACT

2.10 The original paper to the SEFV Board⁷ identified the contribution of the then Small Business Gateway (SBG) to Operating Plan targets over a three year period:

- 1,820 start-ups of which 746 are women owners, 127 are of ethnic origin and 1,383 will survive 3 years
- assess and assist 600 existing small businesses as potential growing businesses of which 350 to adopt e-business into their business processes and 57 to achieve IIP

⁷ *Small Business Gateway (SBG) – Three Year Contract Arrangements*
SEFV Board Paper 2002 (Ref. No. 02/020)

2.11 The expenditure for the three-year contract as set out in the Board Paper is shown in Table 2.1. The total cost of delivering the SBG from 2002/03 to 2004/05 is £2,492k.

Table 2.1
SBG Expenditure 2002/03-2004/05

	Year 1	Year 2	Year 3	Total
SBG Process – delivered by provider				
Business Start-up	£382k	£399k	£408k	£1,189k
Business Growth	£195k	£214k	£234k	£643k
SUB-TOTAL	£577k	£613k	£642k	£1,832k
Grants accessed by SBG clients				
Business Start-up e-award grants	£120k	£120k	£120k	£360k
Business Growth match funded grants	£100k	£100k	£100k	£300k
SUB-TOTAL	£220k	£220k	£220k	£660k
TOTAL	£797k	£833k	£862k	£2,492k

Source: SEFV Board Paper Ref. No. 02/020

2.12 The cost of delivering the Business Start Up and Business Growth activities in the year prior to the 3-year contract was £40k more than Year 1 of the new contract at £617k indicating the cost saving anticipated under the FVC contract.⁸

⁸ *Small Business Gateway (SBG) – Three Year Contract Arrangements*
SEFV Board Paper 2002 (Ref. No. 02/020)

2.13 The subsequent Operating Contracts for 2003/04 and 2004/05⁹ amend the expenditure figures as follows.

	2003/04	2004/05
▪ Business Start Up	£375k	£375k
▪ Business Growth	£175k	£175k
▪ Grants	£60k	£70k
▪ Total	£610k	£620k

2.14 The Targets and Outputs are amended in the Operating Contracts and the performance of the FVC against these measures is assessed in Section 3.

ACTIVITIES DELIVERED UNDER CONTRACT

2.15 The activities delivered under the contract are split into two areas, Business Start Up and Business Growth.

2.16 The **Business Start Up** activities as identified in the *Operating Contract 2003/04*¹⁰ are described below:

- *Think/Idea Generation Course and BG Promotional Event* - Proactive interest generating events
- *Filter Group Sessions* – General introduction to business session to filter out inappropriate companies
- *Initial Counselling Sessions* – Pre-start one-to-one support
- *Start up Course* – 5 day business start up
- *Mandatory Aftercare Contact* – As prescribed by the BG Operating Manual, contact is mandatory at 3, 9, 12, 24 and 36 months
- *Discretionary Aftercare* – Discretionary meetings targeted towards businesses needing assistance
- *Business Skills Seminars* – Series of seminars on more specialist areas for start ups and existing businesses

2.17 Clients under the **Business Growth** services are businesses in existence for 18 months or more that want to grow. Across the FVC the Business Growth activity subsidises the Business Start Up activity. The activities delivered under the heading of Business Growth are as follows:

- *Think Events* – Proactive interest generating events

⁹ *Business Gateway Operating Contracts 2003/04 and 2004/05*
Scottish Enterprise Forth Valley, 2003 and 2004

¹⁰ *Business Gateway Operating Contract 2003/04* Scottish Enterprise Forth Valley, 2003

- *Business Health Check (Sirius)* – This is the first point of contact with existing businesses and comprises a series of questions and takes around 1 hour for an advisor to complete with a business. It is now a requirement of SE that all existing businesses supported by the BG undergo a Business Health Check.
- *Business Development Review (Sirius)* – If the Business Health Check (BHC) indicates that the business wants to grow, the next stage is the Business Development Review (BDR) which comprises a series of around 60 questions and takes 1 day for an advisor to complete with a business.
- *Action Plan Progression* – The BDR results in an Action Plan, which is then discussed with an advisor to talk through the next steps for the business.
- *Aftercare* – The aftercare support merges into the Action Plan Progression in taking the businesses forward. Monitoring information is gathered at this stage.
- *Ad Hoc Advisory Support* – The ad hoc support is a catch all for those clients who are not going through the whole Business Growth programme but need specific assistance.
- *Sirius Financial Assessment* – This is a detailed financial assessment of a business that is used when the FVC has a concern about the finances of a company or if the company itself has concerns.

THE FORTH VALLEY CONSORTIUM

2.18 The Forth Valley Consortium is an umbrella organisation for the three Enterprise Trusts in the Forth Valley area – Stirling Enterprise, Falkirk Enterprise Action trust and Ceteris Scotland.

- **Stirling Enterprise (STEP)** is primarily a property based organisation with a history of working in business development. Stirling Council is a major stakeholder in STEP which is a non profit distributing company. STEP operated from Stirling Enterprise Park and has full ownership of the park.
- **Falkirk Enterprise Action Trust (FEAT)** is based in Newhouse Business Park and offers a range of business development and training services. FEAT does not have a property portfolio.
- **Ceteris Scotland** covers the Clackmannanshire area and has a business property portfolio, which accounts for the majority of its turnover. In addition to operating the Business Gateway services, Ceteris provides conference facilities. Ceteris operates from Inglewood House Business and Conference Centre and Gean House Conference Centre.

External Services

2.19 In addition to the services provided under the BG contract, the members of the FVC offer a range of other services to businesses including:

- Property services – Ceteris and STEP
- Conference facilities – Ceteris, FEAT
- Incubators – STEP and FEAT both manage business incubator units
- IT - STEP operates a Learndirect IT centre and FEAT housed the Broadband Demonstration Centre for Forth Valley
- Administration of loans/grants – FEAT administers BP Grangemouth Loan Fund and the Business Start Up and Business Growth Grants on behalf of Falkirk Council.

3 PERFORMANCE AND IMPACT

ACTUAL V TARGET

- 3.1 Table 3.1 shows the total spend broken down by the activity category (the full Invoice Support Schedules can be found in Appendix C). The total spend is split broadly between the four categories of activity with a total spend of £620k in Year 1 and £595k in Year 2. This suggests that the new contract was in practice more expensive to run in Year 1 than the old contract, which cost £617k in 2001/02. There does seem to have been a cost saving in Year 2 of the contract.

Table 3.1 Total Spend by BG Activity 2002/03 and 2003/04		
	2002/03	2003/04
Business Start Up	£160,500	£160,825
Mandatory & Discretionary Aftercare	£155,970	£155,060
Business Skills Seminars	£132,275	£107,375
Business Growth	£171,040	£171,940
Total	£619,785	£595,200
Source: FVC Invoice Support Schedules		

- 3.2 Table 3.2 presents an analysis of the actual numbers of events and interventions delivered compared to the targets set for 2002/03 and 2003/04. Where the target has not been met, the figures are highlighted in red.

Table 3.2
Actual Performance versus Targets 2002/03 and 2003/04

	2002/03		2003/04	
	Target	Actual	Target	Actual
Business Start Up				
Think/Idea Generation Course	36	27	6	10
Promotional Event	20	32	6	15
Filter Group Sessions	150	115	120	110
Initial Counselling Sessions	1000	1616	1100	1581
Initial Counselling online/phone	500	539	500	615
Start Up Course	40	43	40	45
Mandatory and Discretionary Aftercare				
Within 3 months online/phone	550	448	560	518
Mandatory contact online/phone	500	534	600	862
Group Aftercare Seminars	20	11	12	6
Discretionary Visit/Meeting	745	1051	800	938
Discretionary online/phone	600	622	385	612
Business Skills Seminars				
E-Business/ICT Subjects	180	181	180	155
Specialist Business Subjects	70	136	90	107.5
Business Growth				
Think Events			9	8
Business Health Check	349	348	350	278
Business Development Review	210	192	150	168
Action Plan Progression	180	134	120	119
DTI Bench Review	45	6	0	1
Rural Activity Supplement	70	49	40	63
Aftercare Visit/Meeting	500	484	390	391
Aftercare online/phone	500	486	400	217
Ad Hoc Advisory Support	349	522	350	457
Financials			85	43
Source: FVC Invoice Support Schedules				

3.3 Figures 3.1 to 3.8 summarise the performance of the FVC in terms of both the numbers of events and in financial terms. In each instance, the actual performance is compared to the target and the events are expressed as a % of the target while the financial analyses are presented as an under or overspend.

3.4 The key findings can be summarised as follows:

- **Business Start up** – Figures 3.1 and 3.2 show that in 2002/03 the number of Think/Idea Generation Courses and Filter Group Sessions provided were both below target and Filter Groups Sessions remained below target in 2003/04. When the over-performance is considered in financial terms it is clear that the cost of running extra counselling sessions is far greater than holding additional promotional events in proportionate terms due to the intensive nature of the one-to-one counselling sessions. Start Up Courses are expensive at £2,000 per event so although the over-performance does not appear large in terms of the number of additional event, it has an impact on the value of over-spend.
- **Aftercare** – Figures 3.3 and 3.4 show that Group Aftercare Seminars appear to be less popular than other forms of aftercare for start ups. There has been a significant overspend in discretionary aftercare visits perhaps indicating a greater need in this area amongst start up clients than is reflected in the target. The visits and meetings are obviously less cost efficient than the online or phone support.
- **Business Skills Seminars** – Nearly double the target number of specialist business subject seminars were

delivered in 2002/03 leading to an over-spend of c£23.5k. While the target was also exceeded in 2003/04 it was to a lesser extent. Only 155 out of a target 180 e-business/ICT seminars were delivered in 2003/04.

- **Business Growth** – With the exception of BDRs, rural activity and ad hoc advisory support, the remainder of the Focus on Growth targets were not met in 2003/04. Ad hoc advisory support appears to be more in demand than aftercare meetings or calls.

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Figure 3.1 Business Start Up - event performance against target

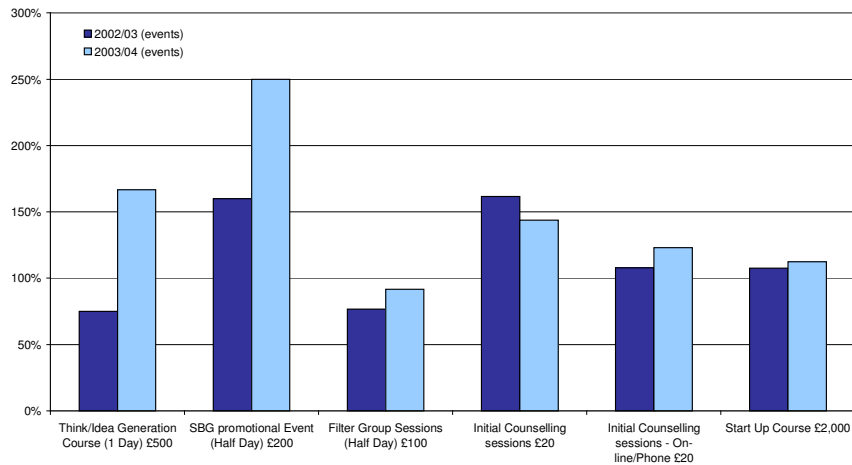


Figure 3.2 Business Start Up - financial performance against target

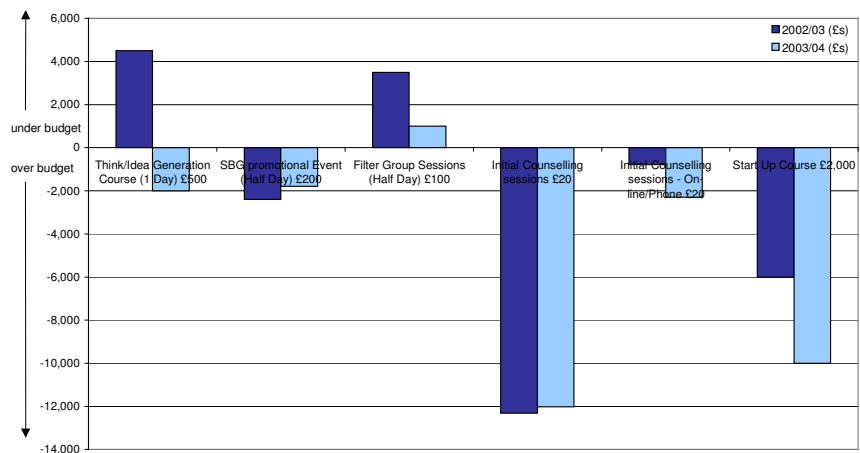


Figure 3.3 Mandatory and Discretionary Aftercare for SBG Programme - event performance against target

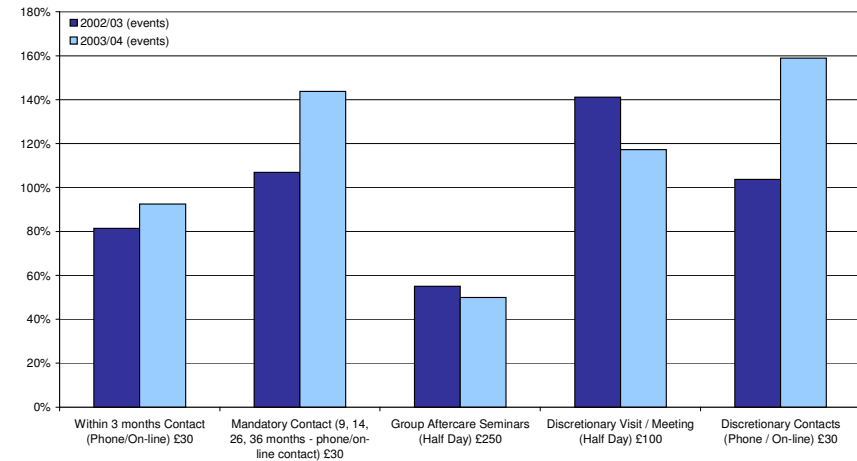
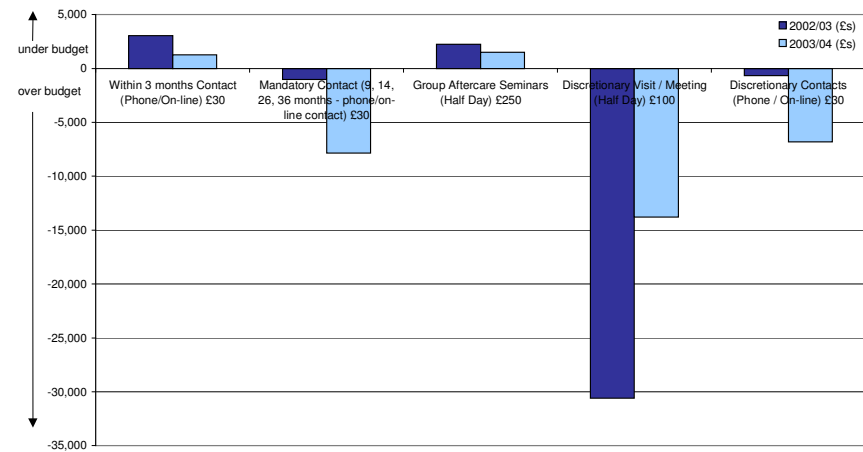


Figure 3.4 Mandatory and Discretionary Aftercare - financial performance against target



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Figure 3.5 Business Skills Seminars - event performance against target

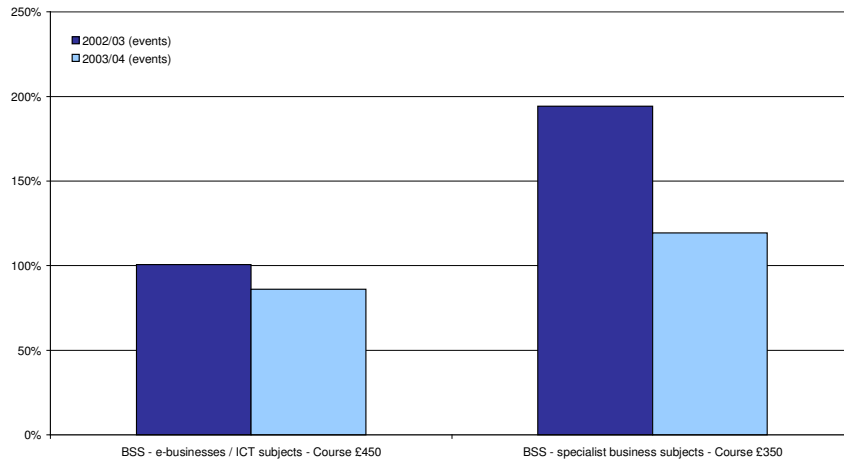


Figure 3.6 Business Skills Seminars - financial performance against target

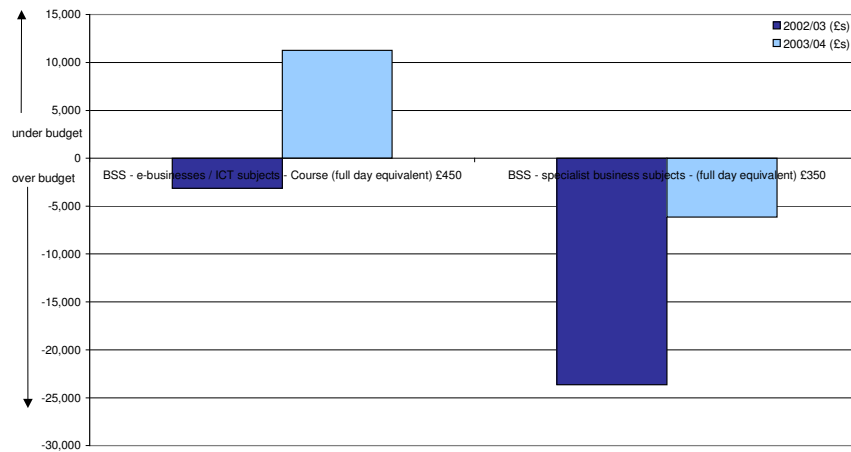


Figure 3.7 Focus on Growth - event performance against target

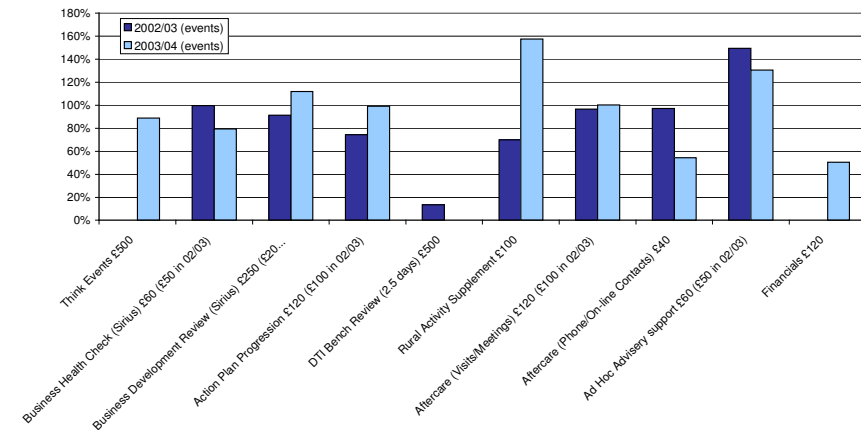
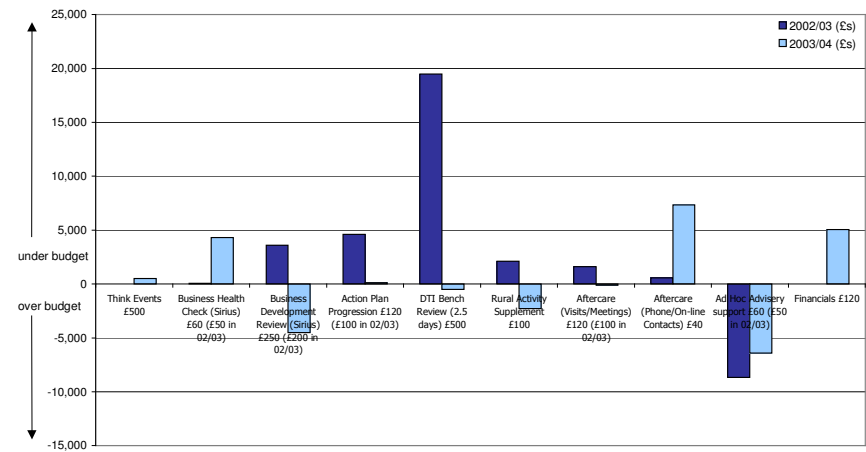


Figure 3.8 Focus on Growth - financial performance against target



QUALITY ASSESSMENT

- 3.5 The BG has been subject to a quarterly Quality Service Initiative process to assess customer service. In Figures 3.9 to 3.12, the BG in Forth Valley is compared to the SE average to assess quality of service over the contract period. An annual average for 2001/02 is also included as a useful indication of quality performance prior to the commencement of the FVC contract.
- 3.6 The main points to emerge from the analysis of quality scores include:
- **Business Start Up** – performance has improved over the contract period and moved to above the SE average by the end of Year 1/start of Year 2;
 - **Business Growth** – inconsistent performance, fluctuating above and below the SE average with a significant dip in the first quarter of the contract;
 - **Customer Feedback** – above average performance and improved from start of period after an initial dip although inconsistent;
 - **Seminars/Workshops** – consistently high performance score and above SE average.
- 3.7 The CCA Quality Service Initiative reports have been replaced by a new customer satisfaction report entitled *Striving for Excellence*. In the third quarter of 2003/04, the BG in Forth Valley received an overall performance rating of 89.9%, placing it in the band above the National average.

Figure 3.9 Business Start Up

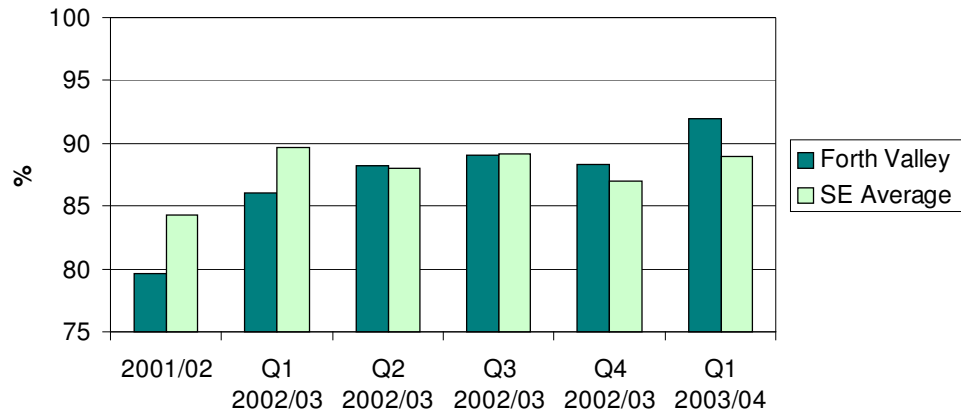


Figure 3.11 Customer Feedback

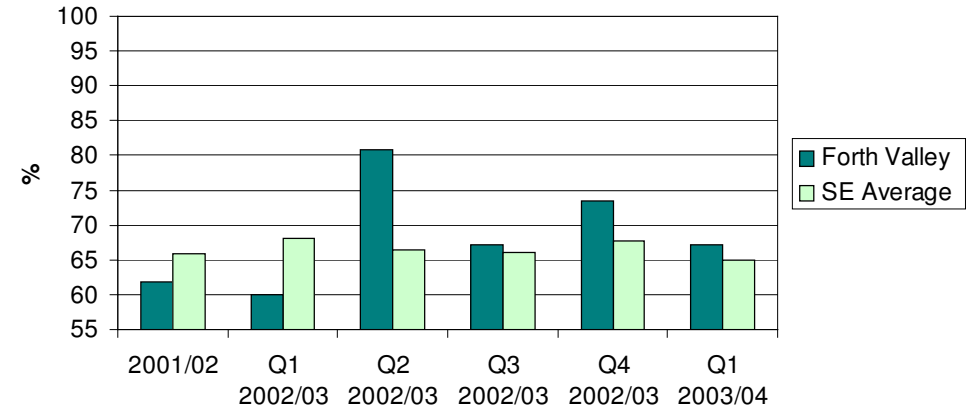


Figure 3.10 Business Growth

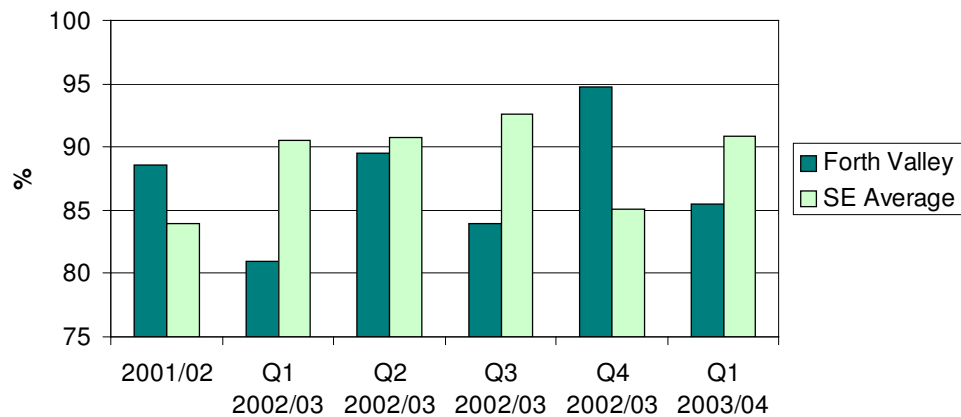
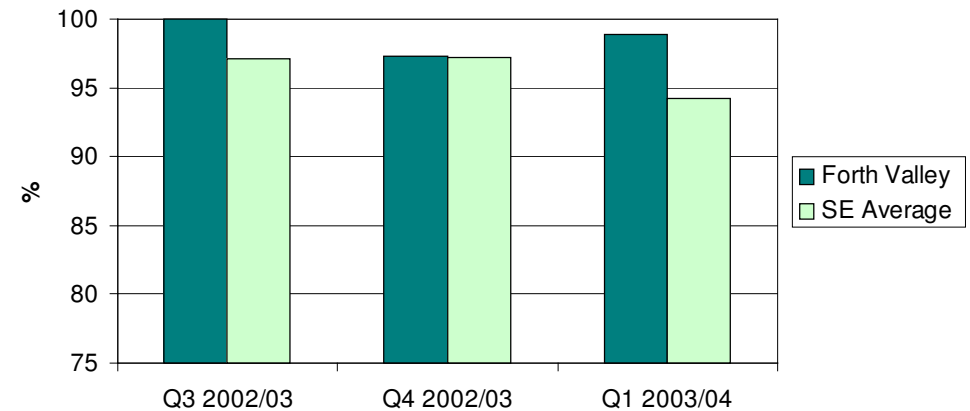


Figure 3.12 Seminars/Workshops



PERFORMANCE MEASURES

- 3.8 The number of business start ups achieved in the first two years of the contract is shown below. The FVC has been over performing on the start up targets in both years.

Table 3.3 Business Start Ups 2002/03 and 2003/04		
	2002/03	2003/04
Target	550	540
Actual	577	573
Source: FVC Invoice Support Schedules		

- 3.9 There has been an issue regarding the recording of survival rates in the Forth Valley area due to a discrepancy in figures from double counting. For businesses starting in 2000/01, the agreed survival rate is 62%. This compares to a national target of 70%. The Network wide survival rates figure is not yet available but there has been an indication that SEFV is above average.
- 3.10 The Operating Contracts for each year of the BG contract stipulate a series of output measures for the Focus on Growth activity including:

- Total increase in sales
- Businesses achieving IIP
- Businesses adopting E-business
- Jobs created
- Jobs safeguarded

- 3.11 During the course of this evaluation it has emerged that while these measures have been collated they were not reported against consistently by the FVC. These measures will now be monitored consistently during Year 3 of the current BG contract.

- 3.12 The FVC has been able to provide estimates for 2003/04 as follows:

- Estimated increase in turnover - £12,831,750
- Estimated increase in jobs - 216
- IIP referrals/achievers - 15

- 3.13 This gives a cost per job of £2,750 in 2003/04, which is a reasonable level for support of this nature.

4 SYSTEMS AND MANAGEMENT

INTRODUCTION

- 4.1 Section 4 considers the systems that are in place to manage the BG contract in both the FVC and SEFV. The systems for the delivery of support from marketing through to aftercare are considered. Communication between the various parties involved in the BG in the Forth Valley area is then assessed. The section concludes with a brief look at the delivery of GB services and contract payment models in other LEC areas.

MARKETING

- 4.2 There is no marketing or promotional budget within the BG contract. The members of the FVC all have an interest in raising their profile not only to secure BG clients but also to support their additional activities.
- 4.3 The Trusts promote their activities in their areas through established local links, for example with community councils and local newspapers. Many of the Business Advisors have worked in their area for some time and personal referrals are common.

- 4.4 The 3 Trusts each have a recognised brand in their respective local areas and this is maintained in parallel to the BG branding. Each Trust knows their area well and has close contact with both the public and private sectors.

CLIENT SCREENING AND RECRUITMENT

- 4.5 If companies call the BG number, they are put through to the Business Information Officers (BIOs) based in SEFV. The BIOs either deal with the enquiry directly or refer the company to the appropriate start up or business growth support through the FVC. This process appears to work well.
- 4.6 There is a process of client screening for the Start Up activity in place through the Filter Group sessions. This is a more cost-effective way for FVC and the companies themselves to establish if the Start Up programme is appropriate. Business Growth companies are screened through the Business Health Check process.
- 4.7 There is no deliberate targeting of companies for support. The start up activity is generally reactive rather than proactive. This does not appear to be a problem in terms of generating the volume of interventions required by the contract targets but it could be argued that the quality of companies being offered support through the BG is not monitored.

- 4.8 However, the decision whether to concentrate on delivering volume support through the BG or to move towards a smaller number of higher value clients is one to be made by SEFV in determining the direction of the BG under the new contract period.

DELIVERY

- 4.9 The contract across the Forth Valley area has resulted in a greater degree of homogeneity of the service than in the past where three contracts were negotiated separately. While there was flexibility under the old arrangement to tailor the services to local needs, there was no standardisation of services from the clients' perspective.
- 4.10 The FVC sat down and looked at the various start up courses being delivered in each area and came to an agreement on what the standard content should be with an option to bolt on specific areas as required to meet localised needs.
- 4.11 There has been evidence of a degree of sharing of resources between the members of the FVC, for example IT staff employed by STEP deliver courses for Ceteris. There is also the option for the Trusts to transfer people between areas to cover sickness.

- 4.12 In theory there should have been an improved offering of service to clients as now businesses can have the option to attend events in any of the three areas. Furthermore, the hand over of businesses between the areas, due to businesses moving or expanding, is more easily facilitated and there is consistency from a client perspective. It is not clear whether this has happened in practice.

- 4.13 The courses offered by the BG are run in parallel in each of the three areas. However, anecdotal evidence suggests that the majority of clients attend events in their own area. It is not clear the extent to which economies of scale could be introduced by greater cross-area promotion of events.

- 4.14 Attendance figures for events held in each of the 3 Trust areas in 3 random months in 2003/04 were analysed. Table 4.1 shows the results of this analysis. Appendix D contains a more detailed analysis on a course by course basis.

- 4.15 The overall average attendance at Start-up events is reasonable with 9, 13 and 11 attendees on average in each of the three Trust areas. However, when the range of attendee numbers is considered it is clear that in a number of cases the attendance is lower with evidence of events being held with only 3 attendees.

- 4.16 Currently there is no minimum number of attendees required to hold an event and this could be specified in the new contract to encourage greater cross-area working to hold fewer start-up events for attendees in all 3 areas.

Table 4.1
Average Event Attendance (Number of attendees)

	<i>May03</i>	<i>Oct03</i>	<i>Feb04</i>	<i>Ave</i>
Start-up				
Ceteris	9	8	9	9
FEAT	11	12	17	13
STEP	12	10	11	11
Business Growth				
Ceteris	7	5	6	6
FEAT	9	7	6	7
STEP	6	7	7	6
Range of attendees				
Start-up	3-21	1-20	6-38	-
Business Growth	3-18	3-12	3-10	-

Source: FVC

- 4.17 The average number of attendees at the Business Skills Seminars is lower than the Start-up courses at 6 and 7 attendees. Once again, there is evidence of a significant number of seminars being held with only 3 or 4 attendees which once again suggests a need for greater co-operation across the three areas to achieve greater economies of scale.

- 4.18 The most striking finding with regard to the Business Skills Seminars is the sheer volume and range of courses on offer. In the three random months selected for analysis there were 40 different courses on offer across the three Trust areas.

- 4.19 There is currently no capped limit in the contract for the number of seminars to be held. In the future contract consideration should be given to a rationalisation of the courses on offer to clients to give greater consistency of service in the Forth Valley area and to provide better value for money.

AFTERCARE

- 4.20 There are a series of mandatory aftercare targets built into the contract. In the Start Up programme, contact from 9 months onwards exceeded the target set for 2003/04 by 44%. Furthermore, discretionary aftercare in the form of visits or meetings was 41% over target in Year 1 and 17% in Year 2 and for phone or online contact 4% and 59% in Years 1 and 2 respectively (see Figure 3.3).
- 4.21 This would suggest that there is a significant demand for aftercare support from the BG. It is not clear whether this aftercare is offering VFM or whether time is being spent with companies that are unlikely to grow. Consideration should be given to this in developing the new contract.

REFERRAL

- 4.22 There appears to be a lack of clarity in the referrals process with SEFV not absolutely clear on the type of companies they want to be referred from the BG and the FVC referring companies that SEFV feels are unsuitable. This is being addressed and criteria are being set out by SEFV for referrals. SEFV has appointed a Client Manager to work with client managed companies to take them through the transition to account management.
- 4.23 There is no incentive for the FVC to hand over companies to SEFV when they make money through the delivery of Business Growth services. As the contract to deliver the BG is based on activities not performance there is no benefit to the FVC in referring a company to SEFV. This should be looked at in the development of the new contract and the possibility of introducing incentive measures should be considered.

MANAGEMENT

Monitoring systems

- 4.24 The FVC submits monthly invoices to SEFV detailing the activities provided in each area for example the number of BDRs completed. SEFV also monitors the performance of the FVC on a regular basis such as the number of start ups.
- 4.25 There is an issue regarding the consistency of reporting from the three Trusts with instances of incomplete information and incompatible formats. This is particularly the case with the Rolling Record of client support.
- 4.26 The monitoring arrangements for the BG in SEFV were assessed in an internal audit in September 2003.¹¹ The audit concluded that the monitoring systems and procedures in place were adequate. The audit identified two issues to be addressed: that contract monitoring reports should state clearly the percentage coverage to demonstrate adherence to the Business Gateway Manual's 10% minimum requirement and follow-up action in relation to monitoring reports is evidenced.

¹¹ *Review of Business Gateway Monitoring – Internal Audit* Scottish Enterprise Network Audit Services, September 2003

Management systems

- 4.27 Overall, the structure of the FVC seems to be effective with specific tasks delegated to the Trusts – Ceteris as the lead body and STEP as the invoice co-ordinating body.
- 4.28 There is no budget included in the contract for the management of the contract by Ceteris. As the lead body, Ceteris has had to devote a significant amount of time to this task. This should have been included in the bid for the contract.
- 4.29 The time is very tight under the competitively tendered contract and there is not sufficient time to properly compare service offerings and best practice across the three areas. This is done as best as it can be within the constraints of the contract and is not priced as an item in the contract.
- 4.30 As there is insufficient time for the FVC to sit back and learn from best practice across the three areas and to improve economies of scale, efficiency and quality, it may be desirable to allow for specific management time to be built into the future contract.
- 4.31 From the perspective of the FVC, the method of competitive tendering does not sit well with the reality of delivering the BG contract. The tender bid sets out at the start of the contract the measures that the provider will be assessed against but it does not allow for the additional demands upon the provider during the contract period.
- 4.32 SEFV has placed demands upon the FVC in terms of the monitoring and reporting of information that were not fully anticipated in the pricing of the contract:
- New products are launched on a regular basis and the FVC has to learn about these products so the relevant information can be passed to the BG clients. This has implications in terms of staff training as collectively a huge amount of time is devoted to keeping up to date with business support products.
 - The original tender allocated 25 days of advisor time for non-specific tasks but this was soon eaten up by training. The tender specification had not identified training as an element of the contract but the FVC brought it into their proposal.
 - Many people within SEFV have expectations and make demands upon the time of the FVC to come and talk to Business Advisors. The Consortium is trying to manage this centrally to avoid SEFV staff directly approaching BG Advisors. This extra time is not covered in the contract.
 - Teams in SEFV out with the BG Team (e.g. E-Business Team, Export Team) want to meet their targets through the BG

contract but with no extra input of resources through to the FVC.

- 4.33 This is a difficulty as the organisation bidding for the contract can only price the elements that are included in the contract specification and then debate any additional costs. This should be considered in the new contract and a degree of flexibility should be built in to respond to additional requests.

COMMUNICATION AND LINKAGES

Within Consortium

- 4.34 The FVC has regular monthly meetings to discuss contractual matters. Day-to-day communication is by email and telephone with ad hoc meetings on particular issues. As mentioned above, the main issue regarding communication internally is the insufficient time available to look at the “bigger picture”.

Between Consortium and SEFV

- 4.35 Ceteris, as the lead contact for the FVC, acts as the main point of contact for SEFV. However, in practice it is not always practical to have one point of contact relaying messages to the other members of the FVC and so often there is three-way communication from SEFV.
- 4.36 Neither party appears to find this problematic but there must be a balance struck between having the simplification of one point of contact and the necessity to refer to local knowledge on specific issues. As long as this is clear with both parties this arrangement can work effectively.
- 4.37 A minor issue to emerge on communication between the FVC and SEFV centres on the inclusion of the FVC in wider SEFV matters and the extent to which they are viewed as partners as opposed to contractors. The future contract should consider the emphasis placed on the provider as a partner versus a contractor.

Between Consortium and Local Authorities

4.38 All three local authorities have a keen interest in the provision of business support services in their respective areas and as key players in the economic development arena, the local authorities should be involved in the BG. There are two key elements of the relationship of the local authorities to the BG:

- The Business Gateway Management Group has an important role to play in steering the BG contract and should be kept informed from the tendering stage through to delivery.
- The local authorities are also involved in delivering business support services in their areas and it is imperative that the BG is presenting a consistent and joined up service to clients.

ALTERNATIVE MODELS OF DELIVERY

4.39 The delivery mechanisms and payment models for the provision of BG services vary across the LECs.¹²

- In terms of **delivery mechanisms**
 - 4 LECs contract with private firms
 - 4 LECs contract with local authorities or enterprise trusts
 - 4 LECs contract with a combination of the above

- **Payment models** are as follows
 - 5 LECs pay on achievement of agreed outputs
 - 3 LECs pay a set fee for the services provided
 - 3 LECs pay a combination of a fee and payment on achievement of outputs
 - SEFV is the only LEC to pay by activity

4.40 The focus to date has been on attempting to achieve consistency in BG service provision across the Network. It is likely that in the future the focus will shift to consider the standardisation of BG contracts so that they can be more easily monitored by SEN.

¹² *Network Co-ordination Review of BG – Internal Audit (Draft)*
Scottish Enterprise Network Audit Services, May 2004

5 IMPLICATIONS FOR FUTURE DELIVERY

INTRODUCTION

- 5.1 Section 5 considers the evidence presented in the preceding sections to identify the implications for the future delivery of the BG contract. The issues surrounding the choice of contracting model are discussed before a more detailed examination of the specific lessons that can be learned from the current contract and the implications for the future tendering process.

IMPLICATIONS FOR CHOICE OF CONTRACTOR

- 5.2 While the BG in Forth Valley is delivered under a single contract it is with three parties. The rationalisation of the BG under one contract has clearly led to a series of benefits for SEFV in reducing some costs and simplifying processes and systems. The contract was put out to competitive tender to ensure value for money was taken into account.
- 5.3 However, the current model is not the only option and consideration should be given to the potential benefits of having one single delivery body.

- 5.4 There are potential cost savings from having a single delivery vehicle but this raises important questions regarding the quality of service. Indeed it appears from the models adopted around the LEC Network that contracts with a single delivery body are not common.

- 5.5 This is related to the issue of local delivery versus regional delivery. Each of the three parties forming the FVC has strong local links that are recognised as being a key part of the delivery of the BG services. Each has a recognised brand identity in their respective areas and referrals are often through word of mouth.

- 5.6 There is an opportunity under the new contract to consider an alternative method of payment. Currently, the FVC is paid on activity levels, namely the number of events held or instances of support delivered. This is not common across the Network and it may be more appropriate to move towards a payment system based on outputs and outcomes.

- 5.7 There is a danger under the current system that too many events are run with too few attendees. Initial analysis of event attendance information appears to support this premise. This could be discouraged with a payment system that encourages a focus on outcomes rather than activities.

5.8 Delivery at the regional level would potentially lead to economies of scale and eliminate unnecessary duplication of service delivery. However, the delivery of the BG contract by a single provider at a regional level has a series of political ramifications.

5.9 The local authorities, to a greater or lesser extent, recognise the benefits of having the BG services delivered by an organisation that is based in the local area with a history of successful delivery of business support. If the contract was placed with another party there is a danger that the local authorities will react badly to this and withdraw their support as partners to the BG.

5.10 **The FVC has generally performed well over the first two years of the contract. We would endorse their ability to deliver the future BG contract. There are a number of issues that should be addressed in the future tendering process and the contract whether it is with the FVC or another party or parties should take account of the following points.**

IMPLICATIONS FOR CONTRACT

5.11 There are a number of issues regarding the **monitoring information** collected by the FVC and requested by SEFV:

- The Operating Contracts contain output measures on jobs created, businesses achieving IIP, businesses adopting E-Business and total increase in sales, which are not reported by the FVC. SEFV has to be clear in the future regarding the KPIs that are used in assessing the BG delivery.
- If the information is not necessary for SEFV to manage the BG contract it should not be stipulated in the contract. The demands upon the contractor regarding the reporting of monitoring and management information are onerous and should be kept to a clearly defined set of KPIs and management information that should be reported in a consistent manner by the party contracted to deliver the BG contract.
- *Some of the information currently provided by the FVC is inconsistent across the three Trusts and there is a definite need for the future contract to be clear on what information is to be collected and in what form this reporting should take place.*

5.12 There is insufficient time within the current contract for the **management** of the service delivery:

- Under the current arrangement there is no management time included in the budget for the lead body to manage the contract on a day-to-day basis.
- In addition to the general management time there should be sufficient time included in the contract for the monitoring and reporting requirements from SEFV.

- There is currently no opportunity to learn from best practice across the three Trust areas or indeed from the wider Network. The management of the contract should include time to take a strategic overview of the BG perhaps in conjunction with the local stakeholder such as the local authorities.
- *Irrespective of whether or not the contract is awarded to a consortium or a single contractor there is a need for the contract to reflect the time inputs required in order to effectively manage the delivery of the BG services.*

5.13 SEFV has to consider the **level of funding** that will be put into the BG in the future:

- If the pot of money set aside to deliver the BG services does not change there will have to be a reduction in some of the delivery areas to allow for funds to be allocated to the effective management and monitoring of the contract.
- The reality is that the overall value of the contract will have to increase to cover the additional areas identified. However, in parallel to this there should be cost savings in some areas, such as more effective delivery of courses across the three areas to achieve greater efficiency and consistency.
- The contract should also have the flexibility to respond to circumstances outside the control of the contractor, such as the impact of policy shifts in SE upon the delivery of products or changes to targets. The contractor should be able to respond to the introduction of new products and services

they were unable to cost at the start of the tendering process.

- *Regardless of the final sum of money available for the BG contract, there should be a proportion of this total sum in the region of 10% allocated to cover all of the management requirements identified above.*

5.14 SEFV has to decide the extent to which the BG should be **targeting** clients to a greater degree:

- Policy shifts at the SEN level are pointing towards a move to a more targeted delivery of business support with a focus on those businesses that are most likely to grow and have a positive impact on the economy. This is recognised in SEFV's plans for the future of Growing Businesses as discussed in Section 2.
- The BG currently provides services to the volume market and the extent to which the BG should carry on down this route versus concentrating on a smaller number of high value clients should be considered prior to re-tendering the BG contract. This will have a clear impact on the future delivery of BG services.
- The current contractual arrangement does not encourage sufficient monitoring of the quality of clients. While there appears to be evidence of a demand for discretionary aftercare it is not clear whether time is being spent with those businesses that have the potential to grow.

- *There should be a greater focus on directing support to businesses that are likely to be sustainable and to grow in order to ensure value for money.*
- *The future contract should set out clearly the roles and responsibilities of all of the key stakeholders in the BG in Forth Valley.*

5.15 The BG in its wider sense is a partnership between the various economic development agencies in the Forth Valley area and this **partnership** should be effectively utilised to deliver the best value for money to clients.

- The involvement of the three local authorities and other partners in the Forth Valley area is essential to the provision of a joined up service to clients.
- In addition to being service providers in their own right the local authorities have a clear role to play in ensuring the BG fits with local economic strategies. There is an opportunity to include key deliverables in the BG contract that are consistent with local priorities.
- SEFV and the contractor should be working in partnership to deliver the best service to clients. At the moment there is no incentive for the FVC to refer businesses on to SEFV to transfer to the Account Management system. Consideration should be given to how best to manage this process from the SEFV end with the possible introduction of an incentive payment system.
- The Business Gateway Management Group should be more engaged in the higher level management of the BG and there should be a more open relationship with all of the partners.

APPENDIX A

TERMS OF REFERENCE

BRIEF: EVALUATING THE DELIVERY OF (SMALL) BUSINESS GATEWAY BY THE FORTH VALLEY CONSORTIUM

INTRODUCTION

The Board of Scottish Enterprise Forth Valley (SE Forth Valley) approved a total contract of £2,492,000 over a three year period to the Forth Valley Consortium to deliver the (small) Business Gateway Start-Up and Business Growth services.

The three year contract will end in March 2005 and it is now appropriate to undertake an evaluation which will examine the outputs, impacts and cost benefits of awarding a single contract for a three year period. A new contract will be competitively tendered in September 2004 and the results of the evaluation will help shape the nature of the delivery organisation required.

A number of aims and expected outcomes were identified in the original approval paper, and the evaluation should inform whether these have been achieved to date, it is expected that existing data sources will be utilised in this evaluation

Appendix 1 provides an overview of the outputs in the contract in terms of activity, a detailed note of cost for the various service elements will be provided to the selected consultant.

BACKGROUND

Historically, Business start-up and small business growth support was delivered across the Forth Valley area by the respective Enterprise Trusts. An annual contract was agreed with each Trust and regular negotiation / contract monitoring would occur with the three organisations in isolation. Competition within the three organisations was high, and quality and level of service was varied in each of the organisations.

In 2002 SE Forth Valley undertook an EU competitive tendering exercise of the Small Business Gateway contract, the first time that SE Forth Valley undertook to tender the service on the basis of one contract for a three year period. After an extensive tendering period, the Forth Valley Consortium (Stirling Enterprise, Falkirk Enterprise Action Trust and Ceteris Scotland (formerly Enterprise Consulting) were awarded the contract.

The Forth Valley Consortium is an “umbrella organisation” for the three Enterprise Trusts who had delivered the services previously within each of the three Local Authority areas of Forth Valley, namely Stirling, Falkirk and Clackmannanshire Councils. The Forth Valley Consortium appointed Margaret Mary Rafferty as “Consortium Contract Manager” on behalf of the three delivery organisations, and she has continued to be the key link into SE Forth Valley for all contractual matters.

Whilst the contract was initially awarded under the brand name “Small Business Gateway”, Scottish Enterprise in conjunction with the Scottish Executive changed the brand to “Business Gateway” on 14 July 2003.

The focus of this evaluation is to establish the success of the Forth Valley Consortium in delivering the (small) Business Gateway Contract and the resultant benefits to SE Forth Valley, as outlined in the objectives below.

AIMS & OBJECTIVES

The aim of the evaluation is to establish the benefits of a relatively recent integration of business support services in the Forth Valley area. This extends to an assessment of inputs, activities and outputs, with particular regard to costs savings and process improvements. These issues should be compared to arrangements before service integration in October 2002.

The evaluation should assess where the service currently is in relation to its stated objectives and whether the Forth Valley Consortium have achieved contract compliance. In addition the evaluation should assess what is required for future service provision linking with the intended strategy SE Forth Valley intend to embark on in this area. Further investigation should assess whether current arrangements will achieve this intended strategy and, if not, what changes require to be undertaken to the service delivery model to ensure strategic fit for future delivery.

The Objectives of this evaluation are:

- review the performance and impact of the existing delivery organisation against their original tender submission and operational targets and spend for Operating years 2002/2003 and 2003/2004
- establish if “value for money” has been achieved, particularly in terms of quality issues, such as business survival rate, etc
- appraise if project management and control of service provision has been simplified
- establish if a high quality service has been delivered and greater customer focus
- achieved savings via economies of scale
- measure the current delivery in the Forth Valley area against the current Business Gateway Operating Manual, which provides a suggested minimum service offering
- identify if a more formal structure is required for the delivery organisation, i.e. one company or a legal structure to support a Consortium agreement
- review the information / communication flows between the Forth Valley consortium and SEFV to identify whether there is relevant information sharing between the consortium and client / account managers in terms of business information and products and services
- identify how these services can be better delivered in the future to meet the needs of the entrepreneurs in the Forth Valley area and the ambitions of the SE Forth Valley 3 year business plan and Forth Valley Economic Development Strategy (LEF Strategy).

METHODOLOGY

To satisfy the aim of this evaluation we require a contractor to take the existing evidence and review this to make an assessment of the impact and performance of the Business Gateway Contract. Consequently we expect that a large part of this evaluation will be desk based, drawing on information from existing sources. Some interviews will be required, particularly with programme managers.

Information Sources for Desk Based Research

Information sources and reports will be made available to the Consultants. The following reports will be made available in electronic format:

- comparative information from other LEC's on costs and outputs to help establish VFM as well as models of how they will take their service forward – information from Renfrewshire, Lanarkshire and Grampian
- copy of original board paper, outlining aims and objectives of service
- customer research available from CCA reports (combination of telephone research and mystery shopping). Customer feedback has been provided on a quarterly basis since July 2001. The reports have been collated independently by the Centre for Customer Awareness (CCA) and provides key quality indicators for the Business Start Up & Growth Services
- copy of Business Gateway Operating Model
- Forth Valley Regional Strategy (LEF strategy)
- original consortium tendering document
- financial and target information.

Please note that these documents are the property of SE Forth Valley and are not intended to be shared to any third party.

Contacts & Interviewees

Internal

Robert Pollock, Executive Director, Business Support & Workforce Development

Julieann McShane (up until March was Forth Valley Business Gateway manager – now on secondment to CRM system)

Murray Allan (As of 22 March Forth Valley Business Gateway Manager)

Peggy Purves will project manage this evaluation – Strategy, Planning & Research Team

Brian McVey -Small Business Services – Atlantic Quay

External

Forth Valley Consortium

Margaret Mary, Director of Ceteris
Derek Gavin, Director of Stirling Enterprise Trust
Russell Parker, Falkirk Enterprise Trust

Local Authorities

Malcolm McArdle, Clackmannanshire Council
Ian Fraser, Head of Economic Development, Stirling council
David Moffat, Falkirk Council

OUTPUT

A full report including an executive summary detailing the main findings (five copies). The report is required in both hard copy and electronic format, including a set of MS Powerpoint presentation slides representing the main findings for further use by SE Forth Valley.

COSTS

We anticipate that this evaluation should take no more than 20 days consultancy. Our budget for the project is £9500 plus expenses at no more than 5% of total costs.

ORGANISATION AND TIMING

This project needs to be completed by Wednesday 26 May 2004 in order that findings can be presented to the SE Forth Valley Management Team and Board in June 2004.

A brief proposal is sought from the consultants and should include:

- any issues likely to impact on this evaluation project and its successful completion within the designated timescale
- composition of the consultancy team and CVs of each team member
- past activities of relevance to the work to be undertaken.
- expected contribution of each team member and level of fees attributed to each.
- full costs including expenses but **excluding VAT**.

CONTACT

The main points of contact for this project will be:

Peggy Purves
Executive
Strategy, Planning & Research Team
Scottish Enterprise Forth Valley
Laurel House
Laurelhill Business Park
STIRLING
FK7 9JQ

Tel: 01786 452033
Fax: 01786 478123
Email: peggy.purves@scotent.co.uk

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Fax: 01786 478123
Email: murray.allan@scotent.co.uk

APPENDIX ONE

	Year	Year	Year	Year	Year	Year
ACTIVITY	2001 / 02 PRE CONTRACT	2001 / 02	2002 / 03	2002 / 03	2003 / 04	2003 / 4
	<u>Op Plan</u>	<u>Actual</u>	Op Plan	Actual	Op Plan	Actual
TOP LEVEL TARGET – Scottish Enterprise						
SBG - Business Start-up						
New Start-ups commenced trading:	482	519	550	561	540	
of which from this total a mix of:						
The Owner is a female	182	186	225	234	200	
The Owner is aged under 26	6	25	40	45	47	
The Owner is of ethnic origin	0	1	5	7	5	
The Owner is in a SIP are	9	14	10	27	20	
New business – Survival rate after 3 years						
SBG - Business Growth - (FoG)						
Businesses filtered / initial reviewed	n/a	n/a	300		350	
Businesses fully assisted by BDR	n/a	n/a	180		180	

JAM/FM0280
17 February 2004

APPENDIX B

LIST OF CONSULTEES

Scottish Enterprise Forth Valley

Robert Pollock – Executive Director, Business Support & Workforce Development

Murray Allan – Business Gateway Manager

Julieann McShane – former Business Gateway Manager

Peggy Purves – Strategy, Planning and Research

Gary McGrow – Strategy, Planning and Research

Scottish Enterprise National

Brian McVey – Small Business Services

Forth Valley Consortium

Margaret Mary Rafferty – Director, Ceteris

Russell Parker – Director, FEAT

Derek Gavin – Director, STEP

Local Authorities

Malcolm McArdle – Clackmannashire Council

Ian Fraser – Stirling Council

Hugh Lightbody – Stirling Council

David Moffat – Falkirk Council

Stuart Cameron – Falkirk Council

APPENDIX C
INVOICE SUPPORT SCHEDULES

PROVISION OF SERVICES	Rate	Target April - March	Monthly Targets	total to date	max. target £	Year to Date Target £	Year to Date Actual £	Variance £ max-ytd	Variance target - ytd		Apr	May	Jun
<i>SBG - Business Start-up</i>													
Think / Idea Generation Course (1 Day)	£500	6	0.50	10	£3,000	£3,000	£5,000	(£2,000)	-4		1	3	1
SBG Promotional Event (Half Day)	£200	6	0.50	15	£1,200	£1,200	£3,000	(£1,800)	-9		1	1	3
Filter Group Sessions (Half Day)	£100	120	10.00	110	£12,000	£12,000	£11,000	£1,000	10		8	14	10
Initial Counselling Sessions	£25	1100	91.67	1581	£27,500	£27,500	£39,525	(£12,025)	-481		121	134	123
Initial Counselling Sessions - On-line / Phone	£20	500	41.67	615	£10,000	£10,000	£12,300	(£2,300)	-115		38	52	43
Start Up Course	£2,000	40	3.33	45	£80,000	£80,000	£90,000	(£10,000)	-5		4	4	3
<i>Mandatory and Discretionary Aftercare for SBG Programme</i>													
Within 3 mths Contact (Phone / On-line)	£30	560	46.67	518	£16,800	£16,800	£15,540	£1,260	42		33	38	34
Mandatory Contact (9 / 14 / 26 / 36 months - phone / on-line contact)	£30	600	50.00	862	£18,000	£18,000	£25,860	(£7,860)	-262		67	81	70
Group Aftercare Seminars (Half Day)	£250	12	1.00	6	£3,000	£3,000	£1,500	£1,500	6		0	2	0
Discretionary Visit / Meeting (Half Day)	£100	800	66.67	938	£80,000	£80,000	£93,800	(£13,800)	-138		62	63	72
Discretionary Contacts (Phone / On-line)	£30	385	32.08	612	£11,550	£11,550	£18,360	(£6,810)	-227		49	55	59
<i>Business Skills Seminars</i>													
BSS - e-businesses / ICT subjects - Course	£450	180	15.00	143	£81,000	£81,000	£64,350	£16,650	37		6	17	13
BSS - e-businesses / ICT subjects - Course (Half Day)	£225			24	£0	£0	£5,400				2	2	1
BSS - Specialist business subjects - Course	£350	90	7.50	98	£31,500	£31,500	£34,300	(£2,800)	-8		11	8	10
BSS - Specialist business subjects - Course - (Half Day)	£175			19	£0	£0	£3,325				0	2	1
SUB TOTAL					£375,550	£375,550	£423,260						
(Already used £18,245 in last year					(£18,245)								
					£357,305								
<i>Existing Business Support/Development And Special Projects</i>													
<i>SBG - Focus on Growth</i>													
Think Events	£500	9	0.75	8	£4,500	£4,500	£4,000	£500	1		0	0	1
Business Health Check (Sirius)	£60	350	29.17	289	£21,000	£21,000	£17,340	£3,660	61		25	26	27
Business Development Review (Sirius)	£250	150	12.50	176	£37,500	£37,500	£44,000	(£6,500)	-26		9	14	20
Action Plan Progression	£120	120	10.00	119	£14,400	£14,400	£14,280	£120	1		9	13	10
DTI Bench Review (2.5 days)	£500	0	0.00	1	£0	£0	£500	(£500)	-1				1
Rural Activity Supplement	£100	40	3.33	63	£4,000	£4,000	£6,300	(£2,300)	-23		1	3	1
Aftercare (Visits / Meetings)	£120	390	32.50	391	£46,800	£46,800	£46,920	(£120)	-1		14	13	29
Aftercare (Phone / On-line Contacts)	£40	400	33.33	217	£16,000	£16,000	£8,680	£7,320	183		14	17	29
Ad Hoc Advisory support	£60	350	29.17	457	£21,000	£21,000	£27,420	(£6,420)	-107		37	83	94
Financials	£120	85	7.08	43	£10,200	£10,200	£5,160	£5,040	42		0	1	9
SUB TOTAL				0	£175,400	.	£174,600						
Chargeable Additional adviser/admin time required by SEFV (days)	£250			25.50			£6,375				0	0	0
TOTAL					£550,950	£550,950	£604,235						
(Already used £18,245 in last year					(£18,245)								
					£532,705								

APPENDIX D

AVERAGE EVENT ATTENDANCE

APPENDIX D - AVERAGE EVENT ATTENDANCE

	May-03		
	Ceteris	FEAT	STEP
Start-up			
Filter session	3		6
Intro to Business (evening)	15		
Intro to Business		10	
Business Start Up		8	
Business Start Up (evening)		21	14
Group Aftercare Seminar		4	17
SBG event		3	
Think/Idea Generation		19	10
Enterprise Allowance Scheme Start-up			
AVERAGE ATTENDANCE	9	11	12

Oct-03		
Ceteris	FEAT	STEP
4		4
18	7	
	9	
	20	16
1		
8	12	10

Feb-04		
Ceteris	FEAT	STEP
		7
	8	
	6	
	38	15
	7	
9		
9	25	9
		14
9	17	11

	Ceteris	FEAT	STEP
Business Skills Seminars			
Build Your Own Website	4		
Customer Care	5		7
Intermediate Word	3		7
Intro to Computers	14		
Intro to Selling	9		
Marketing Your Business Online	8		
Microsoft Publisher	4		
Sage	6	8	5
Bookkeeping		11	
Legal Requirements		6	
Professional Owner-Manager		18	
Dreamweaver		4	
Advertising & Promotion			4
DTP			5
Inland Revenue			10
Intermediate Access			8
Intermediate Excel			5
Manage Your Computer			3
Power Point			4
Web Design			7
Web Getting Noticed			4
Web Marketing			4
Beginners Excel			
Business Planning			
E-Security			
Practical Business Computing			
SSP/SMP			
Web Sites & the Law			
Employment Law			
Health & Safety Awareness			
Marketing			
Into Business			
Paying Your Employees			
Working with Microsoft Excel			
Working with Microsoft Word			
Intro to Front Page			
Making the Connection			
Beginners Access			
Getting Started with Email/Internet			
Time Management			
AVERAGE ATTENDANCE	7	9	6

Ceteris	FEAT	STEP
		5
4		
	7	
		6
		9
		12
	5	
4		5
7	9	
3		
7		
5	6	
		5
		5
		5

Ceteris	FEAT	STEP
6		
4		
5	4	
	10	
	3	
		7
		10
		7
		5
	7	6
		10
5		
6		
		7
		7
10		
8		
	5	
	5	
	5	
		3
		6
		3
		7
6	6	7

	Ceteris	FEAT	STEP
Overall ave attendance 3 mths Start-up	9	13	11
Overall ave attendance 3 mths BSS	6	7	6