



Economic Growth Management



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South Bristol Enterprise Support (2020-2023) **Summative Assessment Evaluation Report**

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1. Introduction and Project Overview

1.1 Purpose of the Evaluation

- 1.1.1 This summative assessment of the South Bristol Enterprise Support (SBES) project has been prepared to provide a full project evaluation compliant with ERDF summative assessment objectives and related guidance. It is based on a review of the purpose of the project, collation of delivery data, review of management processes and their effectiveness and of evidence of benefits, impacts and value for money of the project.
- 1.1.2 The intended audiences for the evaluation are the principal project promoters and stakeholders, project partners and delivery partners, regional Government agencies such as West of England Combined Authority (WECA) and the LEP and relevant central Government Bodies such as the Department for Levelling Up, Housing & Communities (DLUHC). Following a competitive tender process, Economic Growth Management has been appointed to conduct the summative evaluation.

1.2 Objectives and Approach

Objectives

- 1.2.1 The objectives of the South Bristol Enterprise Support summative evaluation are:
- To review the relevance and purpose of the project and its design rationale
 - To assess project performance in meeting its targets and intended outcomes
 - To assess the effectiveness of the management and delivery of the project
 - To assess the impacts of the project on beneficiaries and the wider economy
 - To identify key lessons on good practice that can inform and help shape future projects of this type.

Approach to the Summative Assessment

- 1.2.2 To address these objectives, this summative evaluation sets out the prevailing circumstances in South Bristol at the outset of the project, why the project was needed, the project baselines, market failures, intended outcomes and success factors. The delivery methods, resources and mechanisms deployed, and their effectiveness have been reviewed as has the prescribed governance structure and management arrangements and how they have been applied.
- 1.2.3 Interviews with beneficiaries have assessed how well the services delivered to them have been and the impacts on benefits that have materialised to them and within the wider economy. Stakeholders' perceptions of the project activities have also been captured. Key lessons on the success or otherwise of the project have been distilled along with a review of how the delivery of the project could have been improved.

2. Relevance and Consistency

2.1 Project Context

- 2.1.1 The project was brought forward to address the following needs and issues affecting the local economy and community of South Bristol - defined as the 11 City of Bristol wards located south of the River Avon. The area has some of the most deprived and hard to reach communities in the city, under-served by public and commercial support services. It has a relatively lower business density than the City of Bristol overall. The South Bristol Regeneration Area (SBRA) was defined as a focal target area for the project, comprising the 3 wards with the greatest extent and severity of deprivation, Filwood, Hartcliffe & Withywood, Hengrove and Whitchurch Park plus adjacent deprived neighbourhoods in an additional 5 wards (Bishopsworth, Knowle, Stockwood, Bedminster and Windmill Hill). It is distinctive in being one of the most disadvantaged areas of the city and region, and yet with great untapped potential due to the on-going housing and mixed use regeneration investment across the area.
- 2.1.2 The South Bristol Sustainable Urban Development (SUD) Strategy 2018 highlighted an enterprise deficit within the area and other contemporaneous evidence indicated that business support services in the city had had limited operational impact in South Bristol. As quoted in the ESIF application, an analysis by three Consortium members (YTKO, SSE and The Prince's Trust) of the extent of take-up of both pre and post start-up and early-stage support by residents and businesses based in the SBRA and the wider South Bristol area over the 2017-19 period revealed a consistent under-representation in the City of Bristol population. Data from Business West and the new WECA Growth Hub pointed to the same conclusion.
- 2.1.3 There have been no grants available for small SMEs looking to expand or manage small-scale growth, nor for early-stage start-up SMEs. Specific sectors, which are significant for the South Bristol area, have had minimal or no tailored support, for example, Construction, Food, Creative and Digital Manufacturing, Social Enterprises. The programme has aimed to rectify this with various interventions.

2.2 Project Description

- 2.2.1 As stated in the original ESIF application, the South Bristol Enterprise Support Project has aimed to meet several of the strategic aims of the 2018 South Bristol SUD Strategy by:
- i) promoting and enabling increased entrepreneurship and enterprise formation in the SBRA communities through both private and social enterprise models;

- ii) supporting existing businesses and social enterprises, across the wider South Bristol area, who do or will employ SBRA residents, at both early and later development stages, to survive and grow, creating jobs and local supply chains;
- iii) offering more specialist advice and financial support to strengthen both new and longer-established sectors of the South Bristol economy, including creative, cultural and film/media, digital manufacturing, software/apps development, and green tech, alongside construction, food service, small-scale manufacturing and engineering.

2.2.2 The project went live in April 2020 with a duration of 3 years and has had the goal of delivering tailored advice, coaching and grants to individuals and businesses across the South Bristol Regeneration Area (SBRA) and wider South Bristol area where there is potential for it to create employment and enterprises benefitting the SBRA. Working with Consortium Partners already established in the SBRA communities, key outcomes sought have been to:

- a) boost business performance across a number of target sectors
- b) to engage disenfranchised and hard to reach communities into mainstream support
- c) target BAME and female entrepreneurs and to optimise support for previously unemployed people
- d) rectify the low levels of tailored support to specific sectors significant to the South Bristol area (e.g. construction, food, creative and digital, manufacturing and social enterprises) through a range of interventions.

2.3 What Success was Intended to Look Like

2.3.1 The main rationale for this project as stated in the original business case is that, “although a number of important business support services are available throughout the city and wider region, their combined operational outreach and impact in South Bristol and the peripheral SBRA appears to have been limited. As evidence, the three Consortium members (YTKO, SSE and The Prince’s Trust) involved in city-wide and regional SME programmes analysed the extent of take-up of both pre and post start-up / early stage support by residents and businesses based in the SBRA and wider South Bristol area over the 2017-19 period, and revealed a consistent under-representation in the City of Bristol population. In addition, the data from Business West and the new WECA Growth Hub points to the same conclusion. For example, of nearly 200 support enquiries received by the Growth Hub in 2019 to date, only 20 have come from businesses in South Bristol and just 3 from the SBRA”.

2.3.2 Several strategic level stakeholders have been consulted to verify the intended purpose and outcomes of the project. A senior officer of WECA consulted in the course of the evaluation stated a requirement for:

- targeted enterprise support service where it was most needed i.e. in underrepresented neighbourhoods, and across a range of specific sectors
 - tackling a lack of engagement and representation with the Third Sector and with hard-to-reach communities.
- 2.3.3 Overall, success was expected to result in increased entrepreneurial diversity and inclusion and engagement from existing early stage and/or growing businesses and social enterprises. There had also been an expectation that the South Bristol and North Bristol projects would run in tandem and offer joined-up support citywide, and that it would create strong referral rates between the two projects and into the Growth Hub.
- 2.3.4 Senior officers consulted from Bristol City Council highlighted South Bristol being targeted by the project given its relatively high levels of deprivation nationally, with a lower start-up rate and a different business landscape, being more industrial, less office and service oriented relative to the rest of the city, against the then uncertainty of Brexit and with the economy beginning to downturn. They identified a number of expectations and intended successes:
- For the project to strengthen support and get close to residents in the South Bristol area and to focus entrepreneur support alongside regeneration plans.
 - Having various local partners was intended to avoid a repeat of previous enterprise support programmes which had involved a contractor who did not know the area so well and didn't have the right network or approach.
 - Better provision for start-ups, by bringing in partners with the expertise to do so.
 - To reach those who were not previously engaging with public sector support for whatever reason to get them to consider starting a business or creating resilience for those running an existing business.
 - For the project to recruit at least 50% of businesses from the core South Bristol regeneration area.
 - Meeting specific objectives and a focus on tangible outputs related to engagement, creating new start-ups, diagnostics of growth potential, entrepreneur support, grants, bringing new products to market and creating jobs.
 - Tangible momentum towards making the area more economically viable, using entrepreneurship as a means of tackling deprivation.
- 2.3.5 The project was expected to sit alongside other projects in the regeneration of South Bristol e.g., Hengrove Park regeneration (housing-led mixed uses), Bottle Yard film studios expansion, Filwood Green Business Park and Whitchurch Lane Enterprise Centre (light industrial units) and to contribute to improving economic and community infrastructure and services. It has also been considered an opportunity using the four partners to offer a range of elements to different people. Due to Covid, expectations

had to adapt to some extent, a change of focus was required with more of a focus on resilience.

- 2.3.6 Other stakeholders such as Plaster Creative, a deliverer, and Heart of BS13 and Freelance Mum, key beneficiaries, expected a levelling up for South Bristol; recruitment of a good diversity of people and businesses; interventions for businesses to progress at different levels such as learning new skills like digital marketing how to scale up, and how to develop a model for growth for the business.
- 2.3.7 More broadly, the project is about improving the economic performance of South Bristol. Ideally, a majority of jobs created would be taken up from residents of this area and many from under-represented groups. A key indicator of success would be how many people benefited from the project from the local area.
- 2.3.8 A core reason the project exists is therefore because residents and businesses across South Bristol have under-engaged relative to other areas within the region in the type of public-funded business support this project is delivering. The more people in the South Bristol area who take up business support the more significant the outcomes would be expected to be. Successful entrepreneurs become role models, they talk to friends and family and have a capacity to motivate and inspire others to follow suit. Moreover, if they then remained in South Bristol with their new ventures, they would eventually employ people.
- 2.3.9 Hitting the pre-start up (P11) and existing business growth (C1) outputs would be indicators of success as this reflects the numbers of businesses targeted, engaged and supported. Underlying outputs such as jobs created (C8) would be indicative of longer-term success but a bigger challenge to prove in the time window of the project. In this regard, targeted outputs at the outset of the project were as follows.

Figure 1. Original Output and Expenditure Targets

Service / Activities Type	Outputs	BCC All Years	KWMC All Years	YTKO All Years	SSE All Years	PT All Years	All Years
Pre start up	P11	0	30	20	30	65	145
Existing business diagnostic	P13	37	25	60	25	16	163
Existing business growth	C1	37	23	43	23	16	142
Grant only enterprise support	C2	37	0	0	6	0	43
Non-financial enterprise support	C4	37	23	43	23	16	142
New enterprise support	C5	0	8	5	10	16	39
Private investment match	C6	£55,500	0	£78,000	0	0	£133,500
Jobs created	C8	37	12	20	12	16	97
New to Market Products	C28	0	8	5	4	0	17
New to Firm Products	C29	0	8	15	12	0	35
Category	2020 Q2 to Q4	2021	2022	2023 Q1	All Years		
	Original	Original	Original	Original	Original		
Revenue	£	£	£	£	£		
Salaries	209,603	325,456	335,546	82,428	953,033		

Consultancy	29,343	67,123	67,077	16,757	180,300
Marketing	21,405	20,700	13,850	2,576	58,531
Office Costs	12,050	5,410	5,440	850	23,750
Other Revenue	19,355	53,504	52,807	8,000	133,666
Professional Fees	-	-	11,250	3,750	15,000
Rent	3,600	7,200	7,200	1,800	19,800
Flat Rate Indirect Costs	31,440	48,818	50,332	12,364	142,954
Other Revenue	100,500	78,000	10,500	-	189,000
Total	427,296	606,211	554,002	128,525	1,716,034

2.4 Changes in Policy or Economic Circumstances During the Project Delivery Period

Covid 19 Epidemic

2.4.1 In late March 2020, as a response to the Covid-19 pandemic, the UK entered a lockdown affecting most businesses, organisations, and the economy. The impact of the Covid pandemic has had significant implications for adjusting project performance and delivery targets. In response to the impact on the SBES SMEs delivery 'performance, changes were initiated to enable business partners to support beneficiaries virtually.

2.4.2 Generally, lack of access to the internet has highlighted Digital Inclusion as an issue amongst a higher-than-average proportion of the local population. Broadband usage is lower within the target area compared to the rest of Bristol, compounded by beneficiaries' access to poor quality devices with limited data contracts. Covid was quick to expose this issue, however delivery partners were quick to respond, undertaking surveys to understand the impact of Digital Inclusion and engaging in collaborative working to mobilise resources.

Staffing Issues

2.4.3 Staffing issues (due to vacancies and furlough) have also been highlighted, resulting in delays, particularly during the early months of the project. This again though, prompted the use of digital delivery.

Project Change Request

2.4.4 Figure 1 above details the originally agreed ERDF output targets by business partner for the life of the project and to 31st March. The originally agreed output targets were reprofiled within the Project Change Request (PCR) CR02 -PCR/005043, dated 16th June 2022, and agreed on 5th July 2022, which is discussed below. Despite a clearly defined rational for the ability to achieve the targets set out within the ESIF Application, a series of issues faced early on and throughout the first year and a half of the project, (primarily due to Covid), meant the originally agreed targets (Figure 1. above) were challenging.

- 2.4.5 Considering the challenges of the pandemic the SBES consortium agreed a shift in focus to provide more immediate support for SMEs, termed Business Resilience support. Responsibility was shared amongst the partners to deliver a revised set of outputs. This resulted in a key change to reduce jobs created outputs and instead seek to safeguard jobs by using a more flexible package of support aimed at supporting SMEs to operate in a new way. The PCR therefore sought to realign the funding position with actual spends to date and future forecast, as well as changing one part of delivery from contracted pre-scale-up to partner led resilience support from late 2020 onwards, with linked reductions in some project outputs.
- 2.4.6 The PCR dated 16th June 2022 is summarised in Appendix 1. The revised ERDF targets, agreed by DLUHC are detailed below in Figure 2. Changes were made to C2 outputs (from 43 to 24) and C8 outputs (from 97 to 36). Jobs Safeguarded were also introduced, a total of 37. The originally contracted outputs were also reviewed to reflect the delay in the start of the projects. These changes were made as it was known that Grant Funding Agreement targets would not be met. The reasons for their non-delivery/re-profiling are set out within the Project Change Request. Based on the reprofiling, the projects Activity End/Completion of Works date is now 31st March 2023.
- 2.4.7 The PCR also enabled the costs to be reprofiled against the expenditure for the period April 2020 to March 2022. The project's contracted funding package totals £1.716m, of which £0.858m (50%) is through the ERDF. The Project Change Request (PCR) CR02 -PCR/005043, was accepted on 5th July 2022 and whilst this did not reduce the overall funding level, the cost profile was changed as detailed in Figure 3 below.

Figure 2. Revised Output Targets

Service / Activities Type	Outputs	BCC	KWMC	YTKO	SSE	PT	Total Pre PCR	Total Post PCR	Variance (Pre/Post PCR)
Pre start up	P11		30	20	30	65	145	145	0
Existing business diagnostic	P13		30	84	33	16	163	163	0
Existing business growth	C1		28	67	31	16	142	142	0
Grant only enterprise support	C2	18			6		24	43	-19
Non-financial enterprise support	C4		28	67	31	16	142	142	0
New enterprise support	C5		8	5	10	16	39	39	0
Private investment match	C6	£54,000		£78,000			£132,000	£132,000	0
Jobs created	C8		2	20	12	2	36	97	-61
New to Market Products	C28		8	5	4		17	17	0
New to Firm Products	C29		8	15	12		35	35	0
Jobs Safeguarded	J5		5	24	8		37	0	37

Figure 3. Revised Expenditure Targets

Category	2020 - Q2 to Q4			2021			2022			2023 - Q1			All Years		
	Original £	Revised £	Variance £	Original £	Revised £	Variance £	Original £	Revised £	Variance £	Original £	Revised £	Variance £	Original £	Revised £	Variance £
Revenue	209,603	195,727	-13,876	325,456	358,554	33,098	335,546	396,469	60,923	82,428	102,438	20,010	953,033	1,053,188	100,155
Salaries	29,343	1,915	-27,428	67,123	1,200	-65,923	67,077	3,612	-63,466	16,757	304	-16,453	180,300	7,031	-173,270
Consultancy	21,405	10,636	-10,770	20,700	9,995	-10,705	13,850	35,534	21,684	2,576	5,206	2,630	58,531	61,370	2,839
Marketing	12,050	4,569	-7,481	5,410	4,652	-758	5,440	6,821	1,381	850	-	-850	23,750	16,042	-7,708
Office Costs	19,355	300	-19,055	53,504	23,712	-29,792	52,807	165,508	112,701	8,000	27,957	19,957	133,666	217,477	83,811
Other Revenue	-	-	0	-	16,346	16,346	11,250	21,696	10,446	3,750	14,900	11,150	15,000	52,941	37,941
Professional Fees	3,600	-	-3,600	7,200	-	-7,200	7,200	-	-7,200	1,800	-	-1,800	19,800	-	-19,800
Rent	31,440	29,359	-2,081	48,818	53,783	4,965	50,332	59,470	9,138	12,364	15,366	3,002	142,954	157,978	15,024
Flat Rate Indirect Costs	100,500	46,176	-54,324	78,000	53,648	-24,352	10,500	50,183	39,683	-	-	0	189,000	150,007	-38,993
Other Revenue															
Total	427,296	288,682	-138,614	606,211	521,890	-84,321	554,002	739,291	185,289	128,525	166,170	37,645	1,716,034	1,716,034	0

3. Project Progress

3.1 Output and Expenditure Outturn

3.1.1 Figure 4 below summarises the overall spend and output performance of SBES at project closure. It sets out how the project has generally performed against the revised output profile, resulting from the agreed PCR.

Figure 4 Outputs and Expenditure Achieved and Projected to March 2023

Service / Activities Type	Indicator	Targets		Performance at Time of Evaluation (Sept - 22)		Projected Performance at Project Closure		Overall Assessment
		Original	Adjusted					
Revenue Expenditure		£1,716	£1.716m	£1.265	74%	£1.715m	100%	G
Pre start up	P11	145	145	111	77%	156	108%	G
Existing business diagnostic	P13	163	163	153	94%	180	110%	G
Existing business growth	C1	142	142	117	82%	140	99%	G
Grant only enterprise support	C2	43	24	4	17%	23	95%	G
Non-financial enterprise support	C4	142	142	117	82%	140	99%	G
New enterprise support	C5	39	39	36	92%	52	133%	G
Private investment match	C6	£133,500	£132,000	£60,959	46%	£116,700	88%	A
Jobs created	C8	97	36	22.1	61%	35	97%	G
New to Market Products	C28	17	17	8	47%	16	94%	G
New to Firm Products	C29	35	35	8	23%	25	71%	A
Jobs Safeguarded	J5	0	37	15	41%	17	46%	R

3.2 Performance in Meeting Output and Expenditure Targets

3.2.1 The above table illustrates that the project has performed well for most indicators. These results show that despite the pandemic the project succeeded in making steady progress. It also highlights significant improvement over the original profiled targets above (Figure 1), which would have resulted in a significant under performance across all indicators, had they not been adjusted. However, whilst some areas of underperformance can be highlighted, it is important to note that, at the time of writing, all partners are going back to clients to seek to capture C8, C28, C29 and JS outputs. This is expected to have a more significant impact to the projected targets for these outputs during the final quarter of delivery.

3.2.2 There had been a significant reduction in C6 private investment match grant awards earlier in the project but despite accelerated performance from April 2022 onwards,

these came in at only 88% of target. A similar pattern can be seen with new to firm products, coming in at 71% of target. The project performed well on job creation at 97%, but poorly on jobs safeguarded at 46%.

- 3.2.3 Against this, the project met 100% of its expenditure target and significantly over-performed on delivery of P11 pre-start outputs at 108% of target, P13 business diagnostic outputs at 110% of target, grant only enterprise support at 95% and new enterprise support targets at 133%. The additional impacts of these should more than compensate for the above areas of under-performance. It is recognised, through discussions with business partners and outputs achieved, that engaging and supporting prestart and existing SMEs in the South Bristol Regeneration Area (SUD), had been more of a challenge for some of the delivery partners than others. That said, it is recognised that all the delivery partners have continually reviewed and flexed their approach to engagement and delivery, to strive to deliver the targets.
- 3.2.4 The project is projected to have achieved just under 100% of its overall PCR expenditure target to March 2023 due to some ineligible costs of £522.88 being identified in Q2 2022, reducing total costs available from £1,716,034 to £1,715,385. The financial changes within the PCR will have enabled the delivery of the reprofiled outputs and ensured that the project remained on track and within budget.

3.3 Verification of Output Data and Funding

- 3.3.1 In June 2022 a verification exercise was initially undertaken by EGM, to provide clarity and validation of the data provided by Bristol City Council. Beneficiary information was reviewed, and a small number of issues were raised and subsequently addressed. Further, it has been noted that two verification Audits (high-level assurance assignments) were carried out by BCC's Internal Audit team, the first covering the period 1st April 202 to 31st March 2021, the second covering the period 1st April 2021 to 31st March 2022. In relation to both audits, BCC Internal Audit reported that, based on the team's examination, the Claims for the Grant Payments met the conditions of the Applicant's Grant Offer Letters dated 27th February 2020 and as per the amendments issued 19th October 2020 and 14th February 2022. It has been further noted that an On-the-Spot Verification Visit Record was also completed by DLUHC in September 2022 to verify that the project is delivering to the terms and conditions set out in its funding agreement and offer letter, and in compliance with relevant Regulations.

4. Delivery and Management

4.1 Approach to Assessment of Delivery Quality and Impact

- 4.1.1. Based on Interviews the project delivery partners and beneficiaries, we have profiled the quality and effectiveness of the service portfolio and its impact upon stimulating business creation and growth are reviewed below. From interviews with the project promoters and project staff we have then reviewed the strengths, weaknesses and effectiveness of the governance and management arrangements, their effectiveness, what worked well and what could have been improved.

4.2 Overview of Delivery Methods and Performance

- 4.2.1 The most important element of delivery has been the delivery partnership made up of the lead partner and accountable body, Bristol City Council and four delivery partners - YTKO, Princes Trust, Knowle West Media Centre and the School for Social Entrepreneurs. Specific roles and specialisms of each delivery partner within the project are detailed below.

YTKO	Pre-start (private)	Established entrepreneurs
YTKO	Growth (private)	Existing enterprises with a sector focus on construction and food
YTKO	Resilience	Existing enterprises demonstrating potential to develop or adapt and continue trading during Covid
Princes Trust	Pre-start (youth)	Entrepreneurs under the age of 30
Princes Trust	Growth (youth)	Existing enterprises where the owner is under 30
SSE	Pre-start (social)	Entrepreneurs creating social enterprises
KWMC	Pre-pre-start	Hard to reach potential entrepreneurs
KWMC	Growth (private)	Existing enterprises with a sector focus on creative, digital and manufacture
KWMC	Resilience (private)	Existing enterprises with a sector focus on creative, digital and manufacture
SSE	Growth (social)	Existing social enterprises
SSE	Resilience (social)	Existing social enterprises demonstrating potential to develop or adapt and continue trading
BCC	Resilience	Existing enterprises demonstrating potential to adapt and continue trading who are receiving resilience support from KWMC, SSE or YTKO

4.2.2 The delivery partnership has worked as an integrated body to plan implementation of the project, decide how to deal with impediments to progress and to provide mutual support in a number of areas of activity. The success of this working relationship and of the contributions of individual delivery bodies is reviewed below under the following headings.

- Dealing with the impact of Covid
- Characteristics of beneficiaries engaged
- Effectiveness in engaging target beneficiaries
- Effectiveness in diagnosing addressing needs and priorities
- Effectiveness delivering appropriate solutions
- Levels of take up of the service portfolio
- Perceived quality of services delivered and onward referral
- Experiences from this engagement.

4.3 Dealing with the Impact of Covid

4.3.1 At the outset of the project, Covid restricted delivery considerably. The project was supposed to start on the 1st of January 2020, but was then pushed back to the 1st April due to delays in concluding the funding agreements, but by this time lockdown had been imposed. This constrained recruitment and so in the first six months, progress was severely impeded. However, the delivery partners proved able to work around the problem innovatively, in many ways turning this disadvantage into an opportunity. In the circumstances, the P11 pre-start service delivered by YTKO proved to be the right offer at the right time. YTKO promoted the offer whilst people were on furlough, when many people were sitting at home looking for an opportunity. YTKO had a broad offer, wide presence and responsive organisation so were able to start delivering at an early stage. They went on to over-deliver significantly against targets.

4.3.2 Use of social media to promote the services played a big part in accelerating engagement and deployment of improved technologies for video meetings enabled the momentum of delivery to be maintained and enhanced. The Knowle West Media Centre over-delivered by reaching out to the creative market when activity in the sector had slowed down. Given that the project went through a difficult global pandemic, it was remarkable that such a high number of outputs were achieved.

4.4 Addressing the Characteristics of Clients Engaged

4.4.1 To truly assess the success or otherwise of the SBES project, it is important to understand the issues faced by the communities in South Bristol and the nature of support needed by the project's beneficiaries once engaged. A really important factor to be emphasised is the fact that a project of this kind is place based business support. A project like this is about supporting people to build wealth and to boost community

economic and social development. Many communities in South Bristol don't have the same access opportunities as the rest of the city, are not as well off and have lower educational achievement. Health statistics are not as good as other parts of the city. It must be recognised that circumstances such as Covid made those conditions worse.

4.4.2 Preparatory outreach activity and engagement work by delivery partners such as Princes Trust to try and recruit beneficiaries to the SBES service has revealed considerable evidence of the constraints and barriers involved in stimulating demand for start-up support.

- Many young people do not want to leave South Bristol; many have never seen the suspension bridge.
- Transport and access to the city centre and the rest of the city can be poor.
- Workless households are a concern. There are low levels of aspiration and a perceived lack of opportunities.
- The impact of digital poverty and limited access to digital online programmes and delivery is a significant barrier.
- Mental health around the pandemic, social anxiety and people not wanting to go out and about as much has constrained take up. Some young people have displayed social anxiety because they were at home for a year.
- The closer to the city centre people come from, the easier it has been to recruit. Fewer people in Hartcliffe visit the city centre compared with other areas such as Bedminster.
- Covid meant that it was not possible to attend face-to-face meetings with people living in South Bristol. More recent success in building those relationships has been very beneficial. Measures have been taken to get young people access to technology and get them to come into Princes Trusts' and KWMC's local centres, enabling them to offer mentoring face to face.
- It has been necessary to think of creative ways to reach people because of challenges identified.

4.5 Effectiveness in Engaging Target Beneficiaries

- 4.5.1 As can be seen from the previous section, aside from Covid, there have been a range of barriers to be addressed in engaging with some groups of residents of South Bristol, such as low aspirations, digital poverty, social anxiety and isolation. For related reasons, overall progress in engaging beneficiaries and subsequent delivery was not reaching agreed targets in the early phases of the project, with some delivery partners being slower to get up to speed than others.
- 4.5.2 It is apparent that the intensity of the task of engaging local people had been underestimated by some delivery partners. There was too much optimism from the delivery partners about what would be achieved in subsequent quarters. The lead partner found it necessary to ask them to review their plans for the last year of the project,

though subsequent delivery projections put forward were still considered to be optimistic. That said, significant efforts have been made to catch up with overall targets during later phases of the project, with a wide range of approaches deployed to boost engagement levels.

➤ **YTKO**

YTKO had made early preparations to accelerate engagement and had established social media channels prior to the start of this programme. In particular, the use of Facebook to promote the service was successful.

An in-depth reconnaissance of the area had been undertaken and they had made a point of introducing themselves to key networks during the pre-pandemic era, particularly via community hubs and centres who were asked if they knew anyone that wanted help. This proved a key source of referrals.

Filwood Green Business Centre is in the heart of the regeneration zone, where the prestart introduction to enterprise courses had been delivered for the past eight years. This and other workspace centres proved to be key channel for engagement. Leaflets were distributed to these and several other established contacts.

The services were promoted using the South Bristol Voice and the Knowledge publications. The resilience support programme was promoted through a local advertising campaign, generating a reasonable number of applicants. Additional added value work undertaken by YTKO fully or partially SBES led has included:

- May 2020 – September 2020 bi-weekly on-line Resilience Workshop Sessions
- Filwood Green Business Park in person advisor sessions
- 6 x in person Marketing workshops with Heart of BS13
- Filwood Market visits/leafletting
- July 2022 Gather Round Camp Fire event
- March 2021 International Women's Day Networking and Awards
- November 2021 Winter Resilience online event with John Smith & Adrian Jenkins
- November 2022 World Mental Health Day online event
- Refugee support during Afghanistan and Ukrainian conflicts for entrepreneurs who wanted to explore setting up a business
- Working alongside IP partners in BIPC
- Covid mailings to support learners during lockdown with specific content on starting a business from home
- Freelance Mums network support
- Festival of Sustainable Business - partners reaching over 900 SMEs in Bristol
- Green Summit at Windmill Hill City Farm with Dan Norris - bringing together SBES clients and launching Sustainability Impact Champions with no extra resource

- Supporting social value and economic development opportunities for construction and housing projects in SBRA such as Hengrove Park. Working with local supply chains from YTL, Vistry, Willmott Dixon, ISG and local tier one firms like Bray and Slaughter.

➤ **Princes Trust**

During 2022, the Princes Trust has commissioned a Royal Mail flyer drop service delivered to specific post codes across the regeneration area. Nevertheless, there has been a recognition of the need to do other things. Online marketing had contributed significantly to generating demand, but interest was not coming forward from some areas due to digital poverty or because in some parts of the regeneration area it is hard to do a drop manually.

Referrals were recognised as a good way of recruiting people as recommendation was found to be really important. Key are recommendations from people, friends and family that have heard about it.

The Princes Trust has more recently adopted a drop-in service through the Job Centres and building relationships with work coaches in South Bristol. This coincided with the end of the new enterprise allowance for people wanting to start their own business in March 2022. This has provided work coaches with an alternative source of support that they could signpost people to which has proved very positive. The Princes Trust has also sought more presence at face-to-face outreach events such as a local jobs fair.

➤ **Knowle West Media Centre**

Knowle West Media Centre deployed a blended range of methods. These have included:

- Using their own extensive networks across the sub region; community organisations, shared spaces, outreach networks, referrals from DWP, Job Centres, Growth Hub, Money Clinics, and the Libraries Network which delivers complementary business support in the local area.
- Mailing, a digital campaign, marketing, flyers, local newsletters, publications.
- A presence at international Women's Day to meet people in person.
- Partnering with the Knowle West alliance proved to be the best chance of accessing the local community.
- Registration forms for workshops ask where they heard about the event.

Non-output related bursaries to support the overcoming of barriers such as for childcare and transport costs were supposed to have been distributed.

Due to on the ground marketing being time consuming a lot of digital platforms have also been used. The most successful on-line platform was a paid advert through Facebook enabling access to clear demographics they were trying to reach, linked to post codes to be selected. This gave the best return on investment.

➤ **School for Social Entrepreneurs**

From the outset the focus has been on marketing into key community spaces within South Bristol for example having a desk at Filwood Community Centre, Zion Arts and Community Centre, The Gatehouse Centre and Filwood Green Business Park. Other approaches have included leafleting in the area given that there is a degree of digital poverty, through advertising in the local press, through the distribution of flyers as well as social media advertising and an electronic newsletter. The various selection criteria for inclusion on the programme have been kept low and access needs assessments are made in case there is a need for specific support or accessories to be provided for those with particular difficulties, needs or concerns. An example being small grants for access to travel. There is potential to work with organisations such as Digi Local who give out laptops for those experiencing digital poverty.

4.6 Effectiveness in Diagnosing Needs and Priorities

- 4.6.1 In a survey undertaken amongst project beneficiaries, they were asked if they thought their needs were satisfactorily understood and diagnosed. All respondents responded yes, with around 70% giving a strong “Yes” or “Definitely”. However, 10% of respondents still answered yes but had some small criticisms such as some support staff not understanding the nature of their businesses, industry sector or specific requirements as clearly as they would have hoped.
- 4.6.2 A notable approach to the diagnosis process which has been adopted by KMWC has been the use of a Business Model Canvas (BMC), a tool to map out aspects of a beneficiary business and translate that to laymen’s terms, helping participants understand each aspect to consider when starting a business. The BMC helps in identifying customers, marketing channels, calculating costs verses profit and an understanding of how much to produce to make a living. It is a tool that can be implemented for any type of business to help create a clearer overview, to help formalise a plan to achieve. By informing them about different things beneficiaries would like to gain and what their needs are, this model has then enabled KWMC to target and design their interventions. KWMC achieved this by way of an interactive software session used to create an inventory of areas of support the SME needed, categorised into themes. They would then add in the kind of delivery format they

preferred, e.g. in-person input or a bootcamp spread out over several weeks. With this input they would create a six-week business workshop programme, covering relationship management, social media marketing, finding funding and generating growth.

- 4.6.3 YTKO have tended to focus support to existing businesses on finance and marketing (including on-line marketing). Financial issues are diagnosed by analysing their financial trends over successive years, revealing priorities for sharper pricing, cost control and investment readiness.
- 4.6.4 In diagnosing beneficiaries amongst the creative industries, the delivery partners have found that such businesses are very skilled at what they do, but if suffering a downturn in orders, they are not good at generating leads and doing proactive sales and marketing.

4.7 Effectiveness in Delivering Appropriate Solutions

Beneficiary Survey Findings

- 4.7.1 Feedback from the sample of 40 beneficiaries surveyed have revealed the following patterns. (See Section 5.1 below further evidence on the SBES impact).
- The greatest area of demand for support has been for help with a concrete business plan, this being the most pressing issue for around half of the participants. Of these, two thirds stated that this led to a more coherent business strategy. New businesses found due to this support it was possible to get the business up and running, with many saying they could not have achieved this without receiving advice and support.
 - Around a quarter had sought help with online and social media marketing and branding and advertising, both online and offline. Of these, just under half stated that this led to successfully setting up or improving existing online social media channels. A further 10% were looking specifically for support on improved networking and general marketing. The same proportion went on to further develop their networks.
 - Approximately 20% received support on restructuring of their businesses, of whom a third were pursuing restructuring after the COVID pandemic and a quarter planning expansion. This involved a variety of support themes, including financial planning and advice regarding pitching for investment and funding as well as improved marketing and workforce skills. 15% stated that the support helped them to restructure the business.

- Around 15% found that moral support and encouragement were amongst the most valuable areas of support received. Other areas of support received (some in parallel with the above) included help with laws and regulations, new product ideas, networking opportunities, access to equipment and prototyping and beneficiary retention.

Focus Group Findings

4.7.2 A focus group held in November 2022 provided good examples of the calibre of some of the SBES beneficiaries and successes arising from the SBES programme. A case study on each is set out in Appendix 4. These included:

- A redundant PA having established a floristry service for weddings and funerals and workshops for wreath making.
- An artist successfully establishing a screen-printing workshop and rented artist's studio space.
- An ex-military serviceman bringing to the market a new product concept and generating sales for an innovative accessory bag for dog walkers.
- An illustrator and designer having got a business up and running and building a client base, including securing contracted work from the Financial Times and Wall Street Journal.
- A former corporate executive who has established a media brand to help people with DIY and generated 650,000 online followers.
- A community organisation leading a hand to mouth existence after Covid and having attended the SBES resilience programme preparing a business case and impact evidence which brought about community asset transfer from Bristol City Council which then opened the door for more funding and other forms of support.
- Transformation of a successful community hub in a former derelict Methodist Church that had grown organically into a properly financially managed operation with a strategic perspective which has since become a community benefit society and raised £240,000 from crowdfunding.
- A returning ex pat who has started up an event organisation for weddings and, potentially, other ceremonies and rituals.

4.7.3 As reported in paragraph 4.7.1 above, major benefits arose from the forward planning and accountability set up by providers and from the improved decision-making and

confidence move forward imbued by their support. Other important benefits commonly cited by focus group participants were:

- Taking the fear out of perceived difficulties when working in isolation
- Gaining a clear understanding as to how to monetise business ideas
- Enhanced confidence for successfully charging more for services offered
- Learning all of the skills needed to run a business
- Producing successful cases for funding and in one social enterprise case a major asset transfer
- Stimulating proper financial management and strategic perspective.

4.8 Perceived Quality of Services Delivered

4.8.1 In the course of the foregoing survey of beneficiaries, when asked if the support received met their expectations, around 80% gave a definitive “Yes”. All but one showed strong appreciation for the support but with qualifying remarks, such as: a business is already more advanced than the support delivered; another seeking more creative solutions beyond traditional business planning; another seeking 360 knowledge and ability and support on niche marketing. Four businesses on the Made programme were from the service sector so found some input not relevant, though indicated that the rest of the support was praiseworthy. The participant who answered “No”, stated they needed a more industry specific approach to the advice needed. So, overall, the engagement and service provision appear to have been well received.

4.8.2 Additional areas of support that participants would have been helpful have been identified.

- Around 15% would like more face-to-face sessions.
- 10% would like further advice on finance.
- 10% would like more support on networking.
- 5% would like industry specific help.
- 5% would like more support on bank loans and investment.
- Other aspects mentioned included more help on marketing and advertising, recruitment, technical training, more lateral thinking and more one to one sessions and processes allowing participants to figure out issues for themselves.

4.9 Effectiveness of Collaboration Amongst Delivery Partners

Overall Benefits

4.9.1 Having a working environment with all four of the delivery bodies – YTKO, PT, SSE and KWMC along with BCC has helped to broaden and deepen the impact of the business support. A number of positive experiences in joint working between the partners have

been identified. There has been much richness in the diversity of support that the providers can bring forward and in the way that they approach things. As a group, the partnership works like a social enterprise.

Collaboration on Marketing and Engagement

- 4.9.2 All partners have worked together to recruit beneficiaries. However, not all partners had been in a state of readiness from the outset, mainly due to Covid, with most of the delivery staff being furloughed. However, YTKO were ready from the start and felt a responsibility to the project to keep the doors open when clients needed support the most. They recognised that potential clients would be able to explore their own business ideas during lockdown and that SMEs would be facing particularly challenging times during lockdown and would require additional support and advice. The rest took some months to come up to a state of readiness. YTKO's ability to operate from day one was an important factor. They were already up and running at the start of the programme, enabling outputs to start being generated from the outset.
- 4.9.3 Prince's Trust is not primarily Bristol based so was impeded in engaging with prospective beneficiaries more than other delivery partners. For this reason, it was not able to get off the ground quickly. However, with the passage of time, they were able to bring about a number of benefits. Once up and running their complementary approaches, applied proactively within the area recognised the need to do more than the standard Princes Trust approaches to beneficiary engagement.
- 4.9.4 Prince's Trust funded an 18,000 mailout in South Bristol. Though this is more expensive than social media the impact is from greater certainty of the message being seen. In addition, it has worked closely with DWP and work coaches to identify and engage participants. They have deployed their national call centre and prioritised callers from South Bristol. These approaches have been important in addressing gaps and helping to engage hard to reach beneficiaries. The Trust has done this predominately for its own market as it needs to generate higher numbers but has been happy to feed appropriate leads back to project partners.
- 4.9.5 KWMC had access to a physical centre that could attract beneficiaries in person and assist with access to digital technology and a supportive environment.
- 4.9.6 Cross collaboration in the marketing and publicity activities has been particularly effective. All partners have been attending a local movement called Gather Round which is an informal business group and have had the opportunity to present to small businesses members, enabling the partners to get their name out. This contact came from YTKO. The Media Centre did Facebook advertising and subsequently shared their experience with the rest of the partnership. Openness has therefore been a key benefit in developing good practice. Now the partners talk regularly about joint collaborative marketing initiatives. Plaster is preparing a flyer giving details of all the

offerings of the partners for wide distribution. Two of the delivery partners are to jointly run a recruitment event in early 2023 to do a final push on pre- start (P11) support.

Cross-referral to Complementary Expertise

- 4.9.7 The existence of SSE in the consortium was considered by one deliverer as massively beneficial, given their specialist approach to the social entrepreneur sector, and that regardless of whether a business is a CIC or conventional limited company, they are still looking to maximise efficiency and profitability. They have a specialist appreciation of that particular sector and the related organisational considerations. So, if one of the other delivers had a beneficiary who is setting up or looking at running a not-for-profit venture, they would refer them across to SSE.
- 4.9.8 Cross-referrals to Princes Trust would also be made where the business owners are under 30. Some participants have benefited from additional grants offered by the Prince's Trust.
- 4.9.9 The programme allows for beneficiaries to move from one type of service to another. Some businesses contacted one provider but then were referred to others, as partners have been encouraged to do so. One example has been a local cemetery business that wanted to become more commercially minded and to generate additional revenue streams. It did the first three hours with YTKO, who took their credit then referred them over to SSE. It subsequently set up a cafe on the cemetery site. One of the delivery partners was unfamiliar with one of the contracted output categories. They were able to reach out to another deliverer familiar with it, to see how they did it and found it helpful to have that support readily available.
- 4.9.10 The project is part funded by WECA and therefore there is a strong relationship with the local Growth Hub. Where the delivery partners could not provide a given service or where a beneficiary is not compliant for the project offer, they are then referred to the Growth Hub.

Sharing of Ideas

- 4.9.11 This sharing of ideas has been useful. The project officers have a monthly individual meeting with delivery partners about how to raise the profile of the service, about how to widen engagement and how to work together and on some cross-cutting themes. The monthly meetings have been supportive and a basis for good partnership, sharing of experience, understanding best practice, and learning lessons for recruitment. This interaction has led to cross referrals and delivery partners now look for where they can signpost beneficiaries on to partners better suited to their needs.

4.10 Project Governance Structure

Project Management

4.10.1 Central to the project management and coordination of the project is Bristol City Council (BCC) which acts as the Accountable Body. This is led by the SBES Project Manager and SBES Project Support Officer. Their role has been to:

- i) drive the project management function via the project consortium structure comprising the delivery team as described below
- ii) report monthly on project progress, risks and issues to the Council's Area Regeneration Coordinator and the Economic Regeneration Manager
- iii) provide a quarterly report for the Economy of Place Director with issues escalated to the Executive Director Growth and Regeneration where required
- iv) support the preparation of quarterly reports to DLUHC and WECA and any associated change requests.

4.10.2 The project has placed the delivery partners at the heart of the governance. The delivery plan specified two levels of project management which have been deployed in order to maintain a responsive project.

a) **Project Consortium**

The Consortium Group is responsible for managing the project, maintaining KPIs, assessing and owning risks, approval of project reports, strategic policy engagement and supporting the evaluation process. The Steering Group meets quarterly and has convened using online platforms throughout the project. This strategic group consists of the Lead Partner, BCC, WECA staff and the four delivery partners YTKO, Princes Trust, Knowle West Media Centre and the School for Social Entrepreneurs (SSE). In the course of time the intention has been for the Consortium to add representation from the beneficiary SMEs across all the service options.

b) **Monthly Meetings with Delivery Partners**

This is an operationally focused review with the Lead Partner to discuss progress and respond to issues. The Delivery Partners take responsibility for day-to-day activity such as demand generation, delivery of support and communications. Each organisation has a delivery lead.

Risk Management

4.10.3 If any risks are identified, mitigation is discussed at these reviews. Delivery partners are not using a standard risk template, but risks and issues are covered through the monthly reviews and are therefore adequately identified and understood. The highlighting report has a section on risks. Issues and risks which are raised by the

Partners will be escalated to the Consortium Group if they are not deemed time critical. The project risks are not embedded with BCC's risk register.

Reporting

4.10.4 The Project Consortium reviews project progress with updates from each partner. The Project Consortium also reviews the combined claim documentation to monitor output progress, marketing activity, risks and pipeline generation. It also disseminates best practice and changes to guidance as applicable.

4.10.5 Outputs are reported via the quarterly progress report to DLUHC, monthly reporting within BCC, monthly reporting to WECA, quarterly highlight reports to WECA and also at the quarterly SBES consortium meeting. Various graphs are available from the cost and output model to support the quarterly processes as required. Quarterly reports go to WECA and the BCC Executive Director. Claims to DLUHC must have a supporting report on activities.

Wider Partnership

4.10.6 This broader stakeholder group currently includes local outreach partners, larger employers and promotion partners. The intention is to create a wider pool of support and networks to ensure a lasting legacy for the project.

4.10.7 No community and business support referees have been appointed to the board. This has not been challenged as it has been prevented due to COVID. However, consideration is being given to holding a review event to present what was intended, what was achieved and how the project experience can inform future activities of this kind.

4.11 Financial Management

Cost Codes*

4.11.1 Within BCC there is a unique cost code for South Bristol Enterprise Support (cc15406) within the ABW finance management tool. Delivery partners each have their own software/systems for managing costs and use a unique cost code to record and monitor costs associated with SBES.

Claims Procedures

4.11.2 Claims guidance for SBES has been prepared by the SBES project team in BCC and shared with partners. This details the needs of the project particularly those associated with ERDF compliance. All partners are required to compile evidence of defrayal for all SBES delivery costs and to complete a sample check of transactions prior to submission of their transactions to the project office. The BCC finance team

then undertakes a 20% sample (by both value and quantity) of the defrayal evidence submitted. The project team reviews transactions for eligibility as they are added to the consolidated transaction list for the quarterly claim.

- 4.11.3 Each quarterly claim is reviewed and signed by a S151 delegated signatory in BCC prior to submission of a claim letter to WECA. This process supports the project team review of the ERDF element of the claim submitted through E Claims as it reviews all project costs. The BCC internal audit team also undertakes an annual audit of project finances to ensure that the WECA grant obligations are satisfied. Although completed to review the WECA grant requirements it covers all project costs.
- 4.11.4 Defrayal evidence is sample checked for compliance. Any difference between invoiced and paid amounts would be highlighted and questioned through this process. We are not aware of any instances where payments have been reduced to recover any amounts owing. All partners are required to compile evidence of output compliance in accordance with the ESIF eligibility criteria.
- 4.11.5 Output claims are submitted to the project team each quarter via Sharepoint before being compiled into a consolidated claim. Interventions for time-based support to beneficiaries are recorded through signed declarations obtained by the relevant delivery partner.
- 4.11.6 For other outputs, these are supported by the relevant evidence such as bank statements/invoices for C6, marketing materials for C28/29, grant offers for C2 etc. The project team uses an Excel based cost and output tracking tool to record and monitor delivery of outputs. The project team sample checks output evidence from delivery partners as part of the claim preparation process.
- 4.1.7 In March 2021 the project team audited the output claims received to date at that time to build assurance that the claims were compliant with the ESIF requirements knowing that at that stage DLUHC were not checking outputs submitted. All output evidence is held in the SBES sharepoint site in the folders for the relevant claim period.

4.12 Procurement and Selection Procedures

- 4.12.1 The most important element of delivery is the delivery partnership which came together to consider how they could deliver a major business support programme in South Bristol. It was agreed that they would work together, and an MoU was signed by the partners. Legal advice was sought on this arrangement and the advice was that an open application process would be necessary to comply with both UK and EU rules.
- 4.12.2 They then ran an OJEU process with an open invitation for potential partners to join. All the current partners were required to apply. However, no other contenders came forward. So, the opportunity was tendered and followed through thoroughly with

advertising undertaken in a competent manner. Bristol City Council then picked up the matter considered ways to deliver the programme with the broadest effect.

4.12.3 A pre-scale up provider doing coaching for growth was sought and a tender process was initiated resulting in two bids. However, neither of these was compliant and so no provider was appointed and the funding was allocated to other outputs. A further tendering process was run for communications and put out to 5 businesses on a closed tender for a contract worth £20,000. Only one tender was submitted and the contract was awarded to the tenderer, Plaster Communications.

4.12.4 Each of the delivery partners delivers in house and no services are sub-contracted.

4.13 Overall Assessment of Project Governance and Management

4.13.1 Our interviews with business partners have confirmed that at both a strategic and operational level the partnership has worked well together. Meetings that have taken place have been generally well attended and there has been good representation and discussion. The validation works (paragraph 3.4 above) and Audits undertaken both internally and externally have confirmed that robust and accountable project monitoring and reporting is in place. That expenditure has been defrayed in line with agreed procedures. Evidence has been provided that also demonstrates that costs are:

- Allocated to the correct budget headings
- Split by category of region based on actuals
- Management checks are carried out prior to the submitting of the claims.

4.13.2 It is evident that project governance arrangements are well established and robust and considering the challenges the SBES has performed extremely well.

5. Impacts and Benefits Generated

5.1 Impacts on Clients' Business Performance

5.1.1 A survey of a sample of beneficiaries was undertaken to build up a profile of the impacts and benefits that the project had generated (see Appendix 5). Specific impacts from the support cited by project beneficiaries who were surveyed, tended to refer to planning and preparatory activity and confidence building and in order of frequency:

- 46% of respondents stated that the advice had helped them with developing a workable business structure and allowed for future planning. The results were evenly split among pre-start ups and existing businesses.
- 25% of respondents stated that their online infrastructure had either improved or was set up thanks to advice and training from the program, with results once again split evenly between the two groups.
- Both help with Networking and a Marketing Plan were stated as results from the advice given, with both answers garnering 17% from the total number of respondents.
- 12% stated that the program helped them gain confidence in being able to pursue their business goals.

As regards what they had achieved as a result of the support:

- 53% stated that they were successful in coming up with and implementing a business plan moving forward, with slightly more pre-start ups than existing businesses stating they had achieved this.
- 20% of respondents stated they had achieved some form of product development due to the support and advice received, with existing businesses highlighting this slightly more than pre-start ups.
- 15% of respondents stated that the programme had helped them with Improving company structure and planning involving marketing.
- Other benefits, such as clearer financial strategy, helping the company to expand, to sell the business, receive a grant and helped with the struggle of the pandemic, mentioned at least once.

5.2 Difference Made by the Project

Beneficiary Survey Findings

5.2.1 Amongst these impacts, tangible differences were made by the project that beneficiaries stated would not otherwise have happened.

- 46% stated that they thought it would have taken them much longer to get things running or addressing issues without the help received with pre-starts giving this answer twice more than existing businesses.
- 38% of respondents pointed towards the Business Plan as making a huge difference to their businesses' performance, with more pre-starts than existing businesses pointing towards this.
- 7% of all respondents stated that the programme helped guide them to know where further training was needed
- 7% stated that they had seen an increase in online traffic to their business' website and
- a similar number had seen improvement in terms of networking and obtaining new business contacts.

5.2.2 The prestart up programme that has been delivered is considered to have built confidence, shown aspiring entrepreneurs where to find resources and to find more information to start a business and to think about what the business needs and the costs.

Focus Group Findings

5.2.3 The practice of advisors helping beneficiaries to set monthly or fortnightly action plans for which they were held and accountable ensured that they took agreed actions forward in each period was highlighted by several of the participants, as was advisors acting as a cheerleader, being someone to share and bounce ideas off boosted improved decision-making and confidence to move forward.

5.3 Impacts on Financial Performance

5.3.1 Clients interviewed were asked to provide a conservative indication of how much additional turnover, cost savings or grants the achievements they were helped with by the project would have generated.

5.3.2 64% of respondents stated that they felt that they had increased turnover but could not give an estimate. 46% said they could not say for sure how much turnover they achieved or if they did, whether or not it was done due to the project. 12% of respondents gave estimates of increased turnover, with pre-start ups giving slightly more concrete answers than existing businesses. These range from figures such as an extra £5-£10k in earnings, 20-25% increase in profits or as much as £250,000-£550,000 extra turnover, depending on the business.

5.3.3 Of those who did report an increase in turnover and in profits and/or cost savings since participating in the programme some were able to give specific examples of how much

turnover had increased and why, due to participating on the SBES support programme. Examples were:

- A small business had been helped to start market trading as a result of the programme increasing turnover and to make products in a better way bringing about cost savings.
- A business secured a new contract for £10k after the programme and stated it was not entirely down to the programme, but it certainly played a big part.
- A company which increased turnover by £0.25m stated that this was down to improved planning and strategy, partly assisted by the programme.
- A training business which increased turnover by 25% stated that this was entirely down to the advice and support they had received from SBES, having started online courses which have made money, at the same time having no products to buy, thereby saving costs.
- Another found that going online meant that income went back up and expenses went down and they would not have done that without help.

The following anecdotes generated from the survey illustrate how the impacts from some of these were achieved.

- A young consulting group put together a short- and long-term strategy. “He put us in touch with a local website designer and we had a more professional website made which would be appealing to bigger clients. Improved our branding and logo. Made us look more professional. We increased our turnover as result - see q11. Also got into digital marketing as a result, using LinkedIn more than we had. Yes - turnover 2 years ago was £180,000 and now is £550,000, would say that about 20-25% of this is as a result of YKTO intervention”.
- Following the intervention, a security company upskilled its staff. This enabled directors to be released to explore new work and get major jobs in, while the middle managers took on operational running of the business. It had a positive impact on the turnover as it meant more work could be sourced. They also recruited new staff as a result. It meant they could move away from the flat structure they had before and into a structure that allowed for faster growth, releasing the directors to go and get other work which resulted in quarter of a million pounds of extra turnover.
- A design and printing group found that “the intervention made a big difference, previously the business was just going from day to day, but this gave us an opportunity to step back and look at the longer term. We looked at the strategy and structure and this gave us some ideas and plans for the future direction of travel. We implemented new processes, hired a new member of staff and due to the growth we will hire another. Also gave us the structure to put some clients on contract and not all on ad hoc basis. We also looked at franchises elsewhere in country. We would have grown

anyway but this definitely accelerated it. Andy held me to account on doing things so that made sure they were done. There has been a big increase in turnover which is partly down to YKTO. So the previous year turnover was half a million and the following year the turnover was 3/4 million pounds. Next year it will be more still. This is down to some of the planning and strategy”.

5.4 Impact on Sub-regional GVA

Approach to the GVA Projections

- 5.4.1 The projected GVA impact of the project has focused on the additional turnover coming into the local economy after the end of the first year of the project arising from the pre start up (P11), existing business growth (C1) and new enterprise support (C5) outputs generated.
- 5.4.2 To address this, data on turnover on the first year of trading of P11 clients and of baseline turnover levels on engagement for C1 beneficiaries and any available evidence of turnover growth following receipt of support from the project was requested from each of the delivery partners. Where this data had been collected automatically indications were provided as averages otherwise or where these were not readily available, surveys were carried out.
- 5.4.3 Reference was also made to data from the summative evaluation of the Enterprising West of England (EWOE) Summative Assessment completed in February 2020. Findings from this assessment therefore been used to help estimate C1 average turnover levels on engagement and to provide estimates of average turnover growth of existing businesses and average turnover of start-ups at the end of first year from the end of the project.
- 5.4.4 The SPICE GVA ratios prepared for the Scottish Parliament analysed 72 two sectors and found that the ratio of GVA to every pound of turnover ranged from 0.18 to 0.9 for each pound spent. Our analysis has adopted the median point of this range as a working average this being 10 points below the median point, of that range, 0.54.
- 5.4.5 The adopted assumptions are summarised in Appendix 6. Output performance is as per the end of project projections adopted in Section 3 above. In the case of P11s, allowance has then been made for the proportion of pre-start beneficiaries' businesses that have taken forward business start-up or growth initiatives following the support received. In the case of start-up businesses, an estimated rate of those who have moved forward against all businesses supported has been applied and a first-year survival rate has also been applied based on the Bristol average.
- 5.4.6 A comparison of the SBES's projected performance using the turnover and growth rate assumptions adopted by the EWOE summative evaluation and against the projected GVA per head from the jobs created.

5.4.7 As regards Jobs Created (C8), the projected output was 35. Added to this, the best estimate we have on the proportion of P11 applicants who were unemployed either due to redundancy or having been referred to the project by the Job Centres at the point of engagement was 30% (Source: Princes Trust) accounting for an additional 29 new jobs and 64 in all. Based on the latest available GVA per head figures, GVA from job creation will have amounted to £2,024,710.

Projected GVA Impact One Year from End of Project

5.4.8 Based on these assumptions, the incremental turnover and related GVA estimates are as follows.

	Based on Adopted Assumptions	Based on Adopted EWOE T/O and Growth Averages	Based on GVA per head of jobs created
Pre start up P11			
Incremental Turnover Attributable to the Project Per Business	£17,225	£27,000	
Total Incremental Turnover Attributable to the Project	£878,329	£2,855,736	
Projected GVA	£474,298	£1,542,097	
Existing business growth C1			
	2023-4		
Incremental Turnover Following Intervention Per Business	£66,421	£111,150	
Incremental Turnover Attributable to the Project Per Business	£16,605	£27,788	
Total Incremental Turnover Attributable to the Project	£8,833,950	£14,782,950	
Total Incremental Turnover Attributable to Project	£2,208,487	£3,695,738	
Projected GVA	£1,192,583	£1,995,698	
New enterprise support C5			
	2023-4		
Incremental Turnover Due to Intervention per Business	£7,751	£6,480	
Turnover Growth Attributable to the Project per Business	£1,938	£6,480	
Total Incremental Turnover Achieved by Project	£272,069	£227,448	
Turnover Growth Attributable to the Project £s	£68,017	£56,862	
Projected GVA	£36,729	£122,822	
Grand Total GVA	£1,703,610	£3,660,618	£2,209,061

5.4.9 Given that the projected GVA generated by the project based on the assumptions adopted is closer to that projected on the basis of GVA per head of jobs created, we consider this a valid basis for the GVA generated by the project. It is lower than the GVA per head figure, - £1.7m against £2.2m - but this is considered to reflect the more subdued local economic performance and opportunities in South Bristol compared with the wider city. Projected GVA at the end of the first year from the end of the project is therefore £1.7m.

Projected GVA Impact Five Years from End of Project

5.4.10 The cumulative projected increase in GVA has been calculated, based on the following assumptions and set out below and in Appendix 6,

	Year 1	Year 2	Year 3	Year 4	Year 5
Start Up Survival Rates	100%	96.85%	83.00%	64.70%	52.25%
Assumed Average Turnover Growth Rates	45%	20%	15%	10%	5%

Based on these assumptions, it is projected that the five year cumulative GVA impact of the project is £4.1m.

Five Year GVA Projections

	2023-4	2024-5	2025-6	2026-7	2027-8	Cumulative
Pre start up P11	£474,298	£65,487	£45,943	£28,445	£13,160	£627,333
Existing business growth C1	£1,192,583	£768,554	£691,698	£530,302	£230,566	£3,413,703
New enterprise support C5	£36,729	£23,670	£21,303	£16,332	£7,101	£105,136
Total	£1,703,610	£857,711	£758,945	£575,080	£250,827	£4,146,172

Performance Relative to Original GVA Projections

It is understood that at the outset of the project, GVA was projected at £4.889m, based on original productivity based GVA per head and the original target of 97 jobs created.

Taking account of the fact that the original and revised GVA projection was for a project of 3 + 1 years, for an equivalent 3 year programme, the target GVA figure would be £3.667 million. This is remarkably close to the alternative projection provided above based on the assumptions in the Enterprising West of England evaluation which has come out at £3,660,618.

These two projections compare with the preferred GVA projection of £1,703,610 based on the adopted assumptions in Appendix 6 and because it is closer that based on GVA per head of jobs created).

The gap between the £1.7m and £3.7m projections is explained by assumptions regarding first year turnover for P11 and P13 beneficiaries and turnover on engagement for C1 beneficiaries.

	Preferred projection	GVA projection based on EWOE Evaluation assumptions
Assumed P11 and P13 first year turnover	£17,225	£27,000
Assumed C1 turnover on engagement	£147,602	£247,000

We had good reason to believe that both types of turnover figures would be much lower in South Bristol than would be expected in the wider West of England area. In comparison with

the sub-region as a whole, the South Bristol economy is less vibrant, local spending power is lower and being based in a more peripheral location (residents are less likely to travel to the city centre the further out they live), business opportunities would take longer to realise. The adopted turnover estimates are also borne out by empirical evidence, based on data from our own survey and that provided by the delivery partners.

It should also be noted that the GVA projection based on GVA per head of jobs created was based on only 36 jobs created plus 29 added by including formerly redundant business start-ups. equating to about 2/3 of the original target of 97, which if met would have come close to the original GVA target, based on a 3 year project.

5.5 Impacts on the Wider South Bristol Economy

Impact on Attitudes to Business Start-up as an Option in South Bristol

- 5.5.1 The beneficiary survey sought to capture evidence of how the participants on the project have helped change the culture and attitudes towards entrepreneurship in South Bristol. Over half of participants stated that they would start recommending business start up to friends in South Bristol having been on the programme, with a number already having done so. One delivery partner running business start-up courses stated that one in five participants had been referred from others that had been on the programme.

Prospects for Recruitment of Employees Who Live in South Bristol

- 5.5.2 Around 15% stated that they had already taken on people from South Bristol and many of the freelancers taken on are from the area. Two businesses had said that local recruitment is tricky because less people want to work, though of course this is not a problem unique to South Bristol. Over 30% of participants said they planned to recruit people later on in their development and from South Bristol.

It should be noted that many of the beneficiary businesses are not considering recruiting at this stage in their development due to the current business size.

Prospects for Taking on Individuals from Disadvantaged or Protected Groups

- 5.5.3 Around 35% of participants stated they had not employed people from disadvantaged groups but planned to in the future, several stating this would subject to their having the right skills.

Prospects For Taking Forward Low Carbon or Environmental Sustainability Initiatives

- 5.5.4 Over 80% of beneficiary businesses stated that they try to be sustainable when they can or were already on their path to being more sustainable. No one put this down specifically to having participated on the project. Given that the project has increased the number and size of businesses, this of course means that the number of such initiatives can be expected to increase.

6. Value For Money

6.1.1 An assessment of costs per output, value for money and comparative cost effectiveness is set out below. Based on a total project cost of £1,715,385, the unit cost of delivery for each of the output indicators has been calculated in Figure 5 below, allocating the unit cost to ERDF and WECA in proportion to the amount of funding contributed to the project.

Figure 5 SBES Costs per Output Indicator

Service / Activities Type	Indicator	Projected Performance at Project Closure	Total Cost per Output	Of which:	
				ERDF	WECA
Revenue Expenditure		£1,715,385			
Pre start up	P11	156	£10,996	£7,901	£3,095
Existing business diagnostic	P13	180	£9,530	£6,848	£2,682
Existing business growth	C1	140	£12,253	£8,804	£3,449
Grant only enterprise support	C2	23	£74,582	£53,590	£20,992
Non-financial enterprise support	C4	140	£12,253	£8,804	£3,449
New enterprise support	C5	52	£32,988	£23,703	£9,285
Private investment match	C6	£116,700	£15	£11	£4
Jobs created	C8	35	£49,011	£35,216	£13,795
New to Market Products	C28	16	£107,212	£77,035	£30,177
New to Firm Products	C29	25	£68,615	£49,302	£19,313
Jobs Safeguarded	J5	17	£100,905	£72,503	£28,402

6.1.2 For those output indicators for which comparative data is available, comparisons have been made with the benchmarks set out in the UK benchmarks report. (*England ERDF Programme 2014-20: Output Unit Costs and Definition by Regeneris Consulting, December 2013*), adjusted for inflation at 2022 prices.

Figure 6 Comparison of SBES Costs per Output Against UK Benchmarks

		SBES	UK Benchmark	
REGENERIS		Total Cost per Output	Total Cost per Output	SBES/UK Benchmark
Pre start up	P11	£10,996	£4,457	247%
Existing business diagnostic	P13	£9,530	£4,584	208%
Existing business growth	C1	£12,253	£12,989	94%
Jobs created	C8	£49,011	£33,110	148%
New to Market Products	C28	£107,212	£35,657	192%
New to Firm Products	C29	£68,615	£35,657	283%

6.1.3 A similar comparison has been made with the Enterprise West of England unit costs per output, based on its summative evaluation in 2020, similarly adjusted for inflation.

Figure 7 Comparison of SBES and Enterprising West of England Costs per Output

		Total Cost per Output	SBES/EWOE
Pre start up	P11	£3,950	278%
Existing business diagnostic	P13	£3,697	258%
Existing business growth	C1	£7,679	160%
Grant only enterprise support	C2	£21,909	56%
Non-financial enterprise support	C4	£11,695	239%
Jobs created	C8	£19,159	256%

6.1.4 As can be seen, the project has underperformed in relative terms on value for money when compared to the UK benchmarks and the enterprise West of England output unit costs.

6.1.5 These differences can be explained predominantly by the COVID-19 pandemic and its impacts. It had proved necessary for a project change request to be put forward and approved which involved a significant reduction in the number of outputs to be generated relative to those in the grant funding agreement. However, the overall project budget has not been significantly changed so that it was inevitable that unit cost per output would rise. Though this has not been the most commendable aspect of the project's performance it needs to be seen against the significant achievements made in the most hostile circumstances known within the British economy since World War Two. Moreover, the project sought to engage participants in the South Bristol Regeneration Area where there are comparatively high levels of deprivation. It was expected that this would have required a considerable amount of resources but with a relatively lower return on investment compared to what could be achieved by focussing on the more central and economically dynamics areas of Bristol.

7. Key Lessons Learnt

7.1 Impacts and Benefits of Adopting Online Delivery

7.1.1 Following lockdown, all delivery was carried out online, but would otherwise have been done face to face. This has been hugely successful and has brought many benefits.

- It has increased accessibility and take up. It has enabled many more people to be reached.
- The delivery process became much more flexible. For example, rescheduling meetings can be done in seconds.
- A number of beneficiaries have stated that they would not have been able to do start up courses if it had not been online as they had significant childcare issues, disabilities or other constraints.
- Online sessions enable more and shorter sessions to take place.
- It resulted in far more one to one rather than one to many support sessions.
- The attrition rate of people not turning up to session has reduced enormously so rates of beneficiary retention have gone up.
- It has had a major impact on the use of time and thereby productivity.
- It promotes the move towards net zero carbon.

7.1.2 They have been so impactful that partners are adopting this permanently, whilst recognising that a blended mixture of online with in-person sessions tailored to beneficiary needs is the way forward.

7.2 Collaborative Forward Planning

7.2.1 Strong collaboration and shared ownership of project targets amongst delivery partners has been a key factor in the success of this project, since competition between them would otherwise be of major detriment to the project. In any future project, a regular process to bring delivery partners together to see where the gaps are, to ensure they are on the same page and to address issues collaboratively would be a key foundation for a successful project.

7.2.2 One delivery partner emphasised the importance of gaining an early understanding and as deeply as possible of people's mindsets, possible barriers and how much potential there is for self-employment to help delivery partners get off the ground a lot quicker.

7.2.4 An early focus on establishing relationships with external referring organisations by all delivery partners is conducive to accelerating a steady flow of leads.

7.3 Value of Community Gateways

- 7.3.1 The community gateway approach whereby people can go to a particular venue to be supported is strongly advocated. This is particularly important for services such as pre-start support. Firm relationships need to be established to get their trust. The approach is also helpful in finding solutions to digital poverty and ancillary forms of support needed to remove barriers to self-advancement and entrepreneurship. The strength of this approach is that partners who don't have the resources and experience to be formal partners in this type of project can still act as referral pathways for their beneficiaries in the community.

7.4 Assuring Staffing Resilience

- 7.4.1. The project manager of one of the delivery partners left halfway through the programme and the loss of a project lead halfway through the programme had a major impact on this organisation and for four months not much got done. They are now fully operational and better engagement is now possible. Appropriate back up capacity to the management arrangements would avoid future delays.

7.5 Standardised Registration, Evidencing and Data Collecting Procedures

- 7.5.1 Any future projects should centralise the registration and evidencing route, by way of a centralised format and template, rather than all partners adopting their own methods. Consistent approaches for collecting data on turnover on engagement and first year trading and where possible one year after intervention should be instituted in any future project.

8. Conclusions on Project Performance

Project Successes

Taking account of the foregoing findings, key questions at this point are whether the project has been successful and if so why, whether it should be repeated and if so why it should be taken forward.

As to whether the project has been a success, the answer is undoubtedly yes. The evidence generated from the beneficiary survey has indicated that over half of businesses considered themselves to be better structured and prepared as a consequence of the advice and support delivered. New products have been brought to the market, new ways of promoting and delivering services have been adopted. The majority of participating start-ups and existing businesses are much better structured and managed financially than they would have otherwise been, enhancing their robustness, performance and potential.

Relevance of the Project

The rationale for the project has been well conceived. The design of the project has been suitably tailored to the regeneration needs of South Bristol, the circumstances surrounding its communities and the opportunities available to promote and support business creation and growth.

Success in Meeting Targets and Outputs

The key C1 and C8 targets have been virtually all but met at 99% and 97% respectively whilst the P11, P13 and C5 outputs have been delivered over target, the latter more than compensating for some under-delivery on non-financial support, private sector match, new products and jobs safeguarded. Covid brought a need for an alternative method of reaching beneficiaries and in response, the opportunity to exploit the power of online delivery which was successfully grasped by the delivery partners to both maintain and enhance project performance.

Quality of Delivery

Beneficiaries' needs appear to have been well diagnosed and there is strong evidence that the support delivered has accelerated improvements to their business performance.

Benefits of the Delivery Structure

There have been major benefits from the consortium approach that was structured for delivering the project. The approach adopted to the management and

coordination of a somewhat complex mix of delivery capabilities and resources has worked well.

The coming together of the delivery partnership prior to the outset has been a critical factor for success. Adequate measures were taken in the formulation of the partnership to ensure that the opportunity was suitably tendered, and that the contracting of each delivery partner followed due process.

The adoption of a consortium approach, whereby the delivery partners and Bristol City Council worked together as an integrated body and met on a monthly basis, has provided an effective management structure. The communication channels are the foundation for tight coordination, mutual support, swift reaction to changing circumstances and strong operational performance. In the light of the Covid epidemic, never before have these capabilities been of such critical importance. The decision to mount a Project Change Request is considered to have been totally appropriate due to the constraints on project delivery caused by Covid. What has been remarkable has been the ability of the delivery partners to adapt to these changing circumstances in a way that has enabled contracted outputs and targets to be met, the intensified use of online marketing and delivery sessions being most notable.

The complementary mix of capabilities, the culture of mutual support and the avoidance of an intensively competitive culture has contributed to the successes and quality of engagement and output delivery.

The advice and support delivered has been well received and the vast majority of beneficiaries have had their expectations met.

Quality of the Management Approach

The SBES project, through the efforts of BCC as lead partner providing competent leadership and coordination and the enthusiasm and professionalism of the delivery partners, has enabled major strides to be achieved in creating the conditions for enhanced economic performance in South Bristol, in what has proved to be a challenging social environment.

Impacts and Benefits Generated

Through feedback from beneficiaries, tangible benefits to the business performance have been identified, both in terms of the speed and success of getting new businesses up and running and enhancements to the robustness and growth performance of existing businesses. These are a testament to the collective diversity of expertise and professional competences of the delivery partnership.

Many businesses consider themselves to be better structured and prepared for taking forward their business plans and aspirations. Most beneficiaries surveyed have increased their turnover since participating with the project.

Success in Achieving Wider Benefits

Through the evaluation process, it has been possible to identify ways on which the project has impacted on the prospects for longer term regeneration in South Bristol. Participants of the SBES have already begun to spread the word about the benefits of business start-up and self-employment. Additional people living in South Bristol have already begun to be employed by participating businesses and the prospects for more doing so appear favourable. The case for taking on people from disadvantaged groups has become more widely recognised. In broader terms, an expanded base of business activity has been created and awareness of the benefits of starting up a business and taking up available support has been strengthened.

9. The Case for Future Business Support Provision in South Bristol

Ongoing Needs and Challenges

Whether as a discrete locally focused initiative or as part of a city-wide project, there are strong reasons why intensified and targeted business support should be maintained for the South Bristol area.

- There are deep rooted barriers to business start-up and growth in the area which will take time and continued concerted efforts to break down. A three-year programme of this kind is not enough to complete that task and achieve lasting change to local economic performance.
- Areas like South Bristol which suffer from high levels of social isolation and barriers to advancement need locally rooted business support if they are to have the desired impact.
- There are rapid changes taking place in the world not least of all because of the impacts of new digitisation and other technologies which are changing the face of how businesses need to design and market their products and to run their commercial operations. Entrepreneurs need help in adapting to these new conditions.
- A demand has been identified amongst this current project's beneficiaries for continued and deeper ongoing support. Well over half of the beneficiaries surveyed would welcome the opportunity to tap into ongoing advice and support to help them to fulfil their needs and potential beyond what was possible from the allocated provision from this project.

Foundation for Wider and Deeper Penetration

A strong foundation on which to build to address these challenges has been brought about from the lessons and experiences of SBES. Not least of all, the potential of South Bristol residents for taking on new entrepreneurial activity, previously under-recognised, is now better appreciated.

Against this, the extent of barriers and difficulties in getting some segments of the local population to engage, though not fully appreciated by all of the deliverers in the early stages of the project, are now better understood.

Strong and comprehensive mechanisms for engagement and recruitment of beneficiaries will therefore be a major priority in any future business support project for South Bristol. An extensive referral network has been developed with scope for

further development to widen engagement and awareness of the benefits of business start-up as a life choice.

Maintaining and Building on the Momentum

It will be important to maintain the local awareness of the service and the links into the community and referral bodies that have been developed as a key means of engaging with beneficiaries. A culture change has begun to emerge conducive to more positive attitudes towards entrepreneurship as a life choice. This needs to be maintained and built upon. More of the same will need to be done to build on this momentum to deliver lasting economic robustness in the longer term.

Appendices

Appendix 1

Details of the SBES Project Change Request

SBES Project Change Request (PCR) - CR02 -PCR/005043

Dated 16th June 2022

Outputs

- Reduced C2 – Grant only enterprise support to 24 (-19)
- Reduced C8 – Jobs created to 60 (-37)
- Reduced C6 – Private Investment Match to £132,000 (-£1,500)
- Introduced JS – Jobs safeguarded – 37

Expenditure

- Salaries – Increased by £100,155. To provide 1:1 intensive support to deliver outputs to address pressures and urgency experienced by SMEs
- Consultancy – Reduced by £173,273. The costs have been disbursed between salary, marketing, other revenue, and fees to engage and flexibly support SMEs to become more resilient.
- Marketing – Increased by £2,839. To support a continual drive to improve engagement and take up of support, specifically from within the SUD region.
- Office – Reduced by £7,708. Decreased as the loss of physical delivery and working from home has reduced the use of office resources.
- Other Revenue – Increased by 83,811. A significant element of this change is that the grants to SMEs are now classed as Other Revenue
- Professional Fess – Increased by £37,941. A small element is attributed to use of professional support to cover vacant positions whilst recruitment has been ongoing.
- Rent – Removed £19,800. Due to work from home and online delivery removing the need to use physical space.
- Flat Rate Indirect Cost - Increased by £15,024
- Other Revenue – Reduced by £38,993. This is now accounted for under the primary Other Revenue line.

Source – SBES. Project Change Request Application and Assessment Form (PCR) ESIF-Form-3-022 Dated 16th June 2022

N.B The C8 output was target subsequently changed to being reduced by 61 to 36 (originally 97).

Appendix 2

Performance Against Original Targets

As can be seen in the table below, target outputs have generally been exceeded by YTKO and KWMC, throughout 2020 and 2021, through creative and responsive interventions. As an example, in relation to Prestart (P11), KWMC originally had 21 target outputs. Against this they achieved 33, an increase of 12. YTKO originally had 14 outputs. Against this target they achieved 31, an increase of 17. In respect of P13 outputs, YTKO exceeded this target by 32.

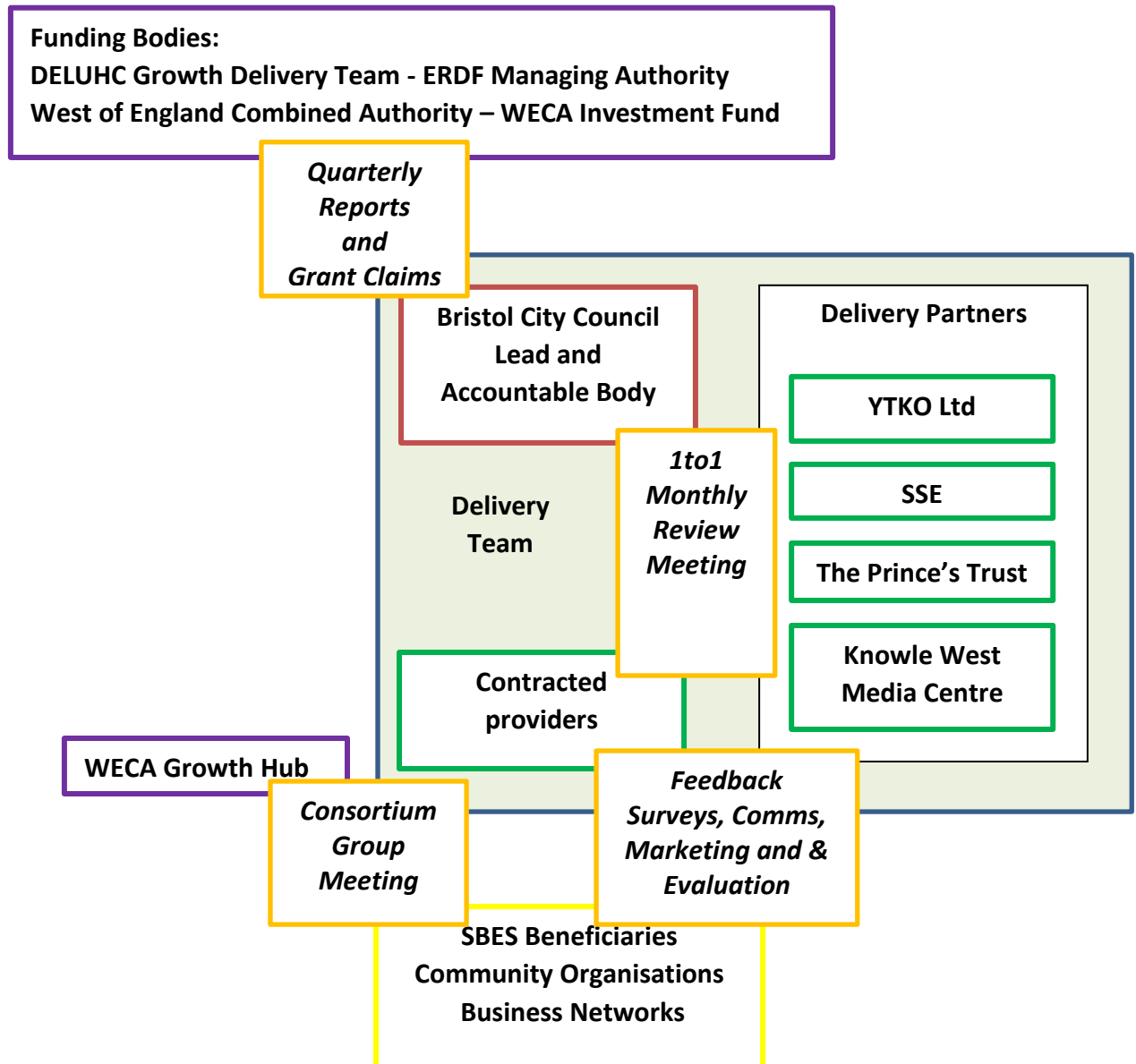
Progress Against Original Output Targets

Service / Activities Type	Outputs	Target	BCC			KWMC			YTKO		
		Mar - 22	Target	Actual	Variance	Target	Actual	Variance	Target	Actual	Variance
Pre start up	P11	104	0	0	0	21	33	12	14	31	17
Existing business diagnostic	P13	140	29	0	-29	21	15	-6	53	85	32
Existing business growth	C1	106	27	0	-27	16	14	-2	32	58	26
Grant only enterprise support	C2	38	32	1	-31			0			0
Non-financial enterprise support	C4	106	27	0	-27	16	11	-5	32	52	20
New enterprise support	C5	26	0	0	0	5	1	-4	5	11	6
Private investment match	C6	£106,901	£48,563	£2,950	-£45,613	£0	£0	£0	£58,338	£8,698	-£49,640
Jobs created	C8	79	31	0	-31	10	0	-10	16	5.12	-11
New to Market Products	C28	15	0	0	0	6	4	-2	5	1	-4
New to Firm Products	C29	28	0	0	0	7	4	-3	12	1	-11

Service / Activities Type	Outputs	Target	SSE			PT			Mar- 22
		Mar - 22	Target	Actual	Variance	Target	Actual	Variance	Actual
Pre start up	P11	104	22	10	-12	47	20	-27	94
Existing business diagnostic	P13	140	23	19	-4	14	3	-11	122
Existing business growth	C1	106	18	15	-3	13	4	-9	91
Grant only enterprise support	C2	38	6	4	-2	0	0	0	5
Non-financial enterprise support	C4	106	18	21	3	13	4	-9	88
New enterprise support	C5	26	7	8	1	9	3	-6	23
Private investment match	C6	£106,901	£0	£0	£0	£0	£0	£0	£11,648
Jobs created	C8	79	9	0	-9	13	0.6	-12	6
New to Market Products	C28	15	4	0	-4	0	0	0	5
New to Firm Products	C29	28	9	0	-9	0	0	0	5

Appendix 3

Organo Gram - Consortium and Governance



Appendix 4

Case Studies of Focus Group Participants

Name	Tracy Carfield
Business Name	The Budding Florist
Type of Business	Florist start up
Successes	Have already been commissioned to provide flowers for 6 weddings with another full booked in 2023 Successfully started up a programme of workshops for wreath making with 120 people so far booked on these
How Got There	Following redundancy had no experience of business and had to get to grips with accounts, costings, and advertising. Set up in own garage.
How Participation on SBES Helped	Confidence building Being able to look at what works Having someone to bounce ideas off Fortnightly action plans and accountability Setting up social media marketing
Looking Ahead	To acquire own premises instead of working out of garage To establish a website to bringing considerably more business To acquire more expertise on the technical aspects of floristry and weddings To attract funding

Name	Kate Tipler
Business Name	Kate Tipler, Celebrant
Type of Business	Event organisation for weddings; start up
Successes	First wedding contract now achieved
How Got There	Undertaking the course with KWMC gave her the confidence to move forward with a business concept.
How Participation on SBES Helped	The KWMC Business Model Canvas proved ideal in mapping out all aspects of the business, how to make money who to talk to, what USP to adopt and how to communicate. As well as developing basic concepts she undertook a second course on how to do business planning and to monetise business ideas. The support also provided the confidence to charge for services provided.
Looking Ahead	To develop new revenue streams To establish a podcast or magazine about ceremonies and rituals

Name	Ananda Kuhn
Business Name	Diatribes Printmakers Limited
Type of Business	Screen printing workshop and studio space for hire start up
Successes	Successfully acquired the premises and relevant equipment and got the business up and running, now with a group of artists now working there.
How Got There	Previously worked in hospitality but lost job. Applied to the Growth Hub for support got sent on a course on business planning. Also sought funding to

	acquire creative space. Underwent the Getting Serious programme then also contacted BCC for help.
How Participation on SBES Helped	Learnt all of the skills required to start a business and establish a network. Managed to source funding which helped with acquisition of the equipment and materials. Was helped to understand all the services that could be brought to the community. Found the sharing of ideas and discussing aspects afraid of was invaluable.
Looking Ahead	<p>To employ someone to help run the business in order to release own capacity for more creative activity</p> <p>To attract more artists and more income to fund a business manager</p> <p>To bring in a project from Brazil to create different prints from different artists</p> <p>To promote the idea of art becoming an increasingly important part of people's lives</p> <p>Needs help in selling subscriptions for providing subscribers with a print each month and would like more one-to-one tuition and mentoring on which part of the business can be improved.</p>

Name	Nick Avery
Business Name	Pawfectbags
Type of Business	Accessory bag for dog walkers start up
Successes	Has successfully developed and marketed a purpose built poobag for dog walkers with removable pockets for cleaning, pull forward several alternative design's for the product and established a position in the market.
How Got There	Ex-military. Took on dog walking job on retirement and saw the need for this type of product. Was unsure where to go to get advice and how to proceed. Developed the product and set up an online portal for receiving orders.
How Participation on SBES Helped	The biggest benefit was help in decision making by being able to bounce off ideas and get reassurance.
Looking Ahead	Looking forward to good sales growth next year and beyond. Would like the idea of bringing in a young person into the venture to help with issues such as IT and technology, who could also be men set on their own personal progression and life skills.

Name	Naomi Clarke
Business Name	Naomi Clarke Illustration
Type of Business	Illustration and design business; start up
Successes	Secured contracted work from the Financial Times and Wall Street Journal and a contract with a publisher for a book cover. The client base is building.
How Got There	Undertook an enterprise course with Prince's Trust.
How Participation on SBES Helped	The course helped in understanding how to monetise the service. A mentor helped her to make a plan for each month and provided the confidence not to give up with the ups and downs of the business. The accountability ensured that she took the plan forward each month. Was successful in getting a grant which enabled acquisition of a new Apple Mac.

Looking Ahead	To incorporate other services and revenue streams into the business (e.g., running workshops and graphic design) to cover fluctuations in demand for the core illustration service.
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Name	Emma Downer
Business Name	Diywithemma
Type of Business	Media brand to help people with DIY. Start Up.
Successes	Now has 650,000 social media followers interested in house renovation. Would now be able to attract advertisers requiring production of videos as clients.
How Got There	Left a job in a major corporate. Saw an opportunity to help advertisers by making videos. Was working as an island and found it challenging, particularly as far as asking for more money for services provided was concerned.
How Participation on SBES Helped	Advice on where to go. Forward planning and accountability for proposed actions. Sanity checking on charges for services provided was invaluable.

Name	Heather Peet
Business Name	Redcatch Community Garden
Type of Business	Community Hub. Existing not for profit business.
Successes	Achieved a community asset transfer from Bristol City Council which then opened the door for more funding and other forms of support.
How Got There	Attended the SBES resilience programme as the pandemic led to leading a hand to mouth existence. An art therapist saw the potential for the garden to have a big impact on personal well-being and action was taken to develop that concept further, there are now 3 x Art Therapists in place. Through help received prepared a business plan and an impact exercise was undertaken which proved key to getting the required support from Bristol City Council for an asset transfer.
How Participation on SBES Helped	The support received help to structure the business better and to create a robust business plan. Help was received in orchestrating the asset transfer and to demonstrate the impact of well being which created a stronger case for funding.
Looking Ahead	To establish the more strategic and substantial structure To open an all-year-round café To ensure that the existing ethos and energy is maintained To acquire practical help in automating the operation

Name	Emma Moores
Business Name	Zion Community Artspace
Type of Business	Community Centre. Existing not for profit business.
Successes	Transformation of a successful community hub in a former derelict Methodist Church

How Got There	Became a community benefit society and raised £240,000 from crowdfunding
How Participation on SBES Helped	The help from SSE supported something that had grown organically. It enabled the organisation to apply proper financial management and strategic perspective. The provider acted as a cheerleader and generated considerable confidence to move forward

Appendix 5

Findings from the Survey of SBES Beneficiaries

1. Scope of the Survey

In the first instance a random sample of respondents was created based on 10% of the total number of beneficiaries that had received the SBES service at the time of the survey.

Each delivery partner was then asked to provide contact details of those they had serviced from within this sample. Each of the 85 beneficiaries in the sample within contacted by e-mail or telephone with a request to participate in the survey. these responses were received from 42 beneficiaries.

Of these 22 or existing businesses predominantly receiving C1 or C5 support and 20 were pre starts. Survey findings are presented as follows.

2. Awareness of and Engagement with the Service

Respondents were asked how they originally became aware of and got engaged with the SBES services.

- 28% respondents reported that they had found out about YTKO online, which ranges from Google searches to advertisements on social media, with Pre-Starts having slightly more (6) mentions then existing businesses (5).
- Word of Mouth was the second most mentioned source at 18%. existing businesses (5)were more likely to hear about YTKO than Pre-Starts (2).
- Attendees from previous courses were the third highest source at 16%, with Pre-Starts (5) more likely to have attended previous courses that would eventually lead them to YTKO.
- Hearing about YTKO from KWMC was also a recurring mention, with 10% of respondents stating that was how they had heard about the programme. All of these were from existing businesses.

- Traditional Advertising was also responsible for ten percent of respondents stating that was one of the ways they had heard about the programme.
- Two respondents both stated that they had also heard about the programme from two newsletters, while two respondents also stated they had heard about it from an announcement on an email newsletter.

Responses	No. Pre Starts	Existing Businesses	Total Businesses	% Total Businesses
Online	6	5	11	28%
Word of Mouth	2	5	7	18%
Previous Courses	5	1	6	16%
Traditional Advertising	2	2	4	10%
KWMC	0	4	4	10%
Future Bright	1	2	3	7.5%
Newsletters	1	1	2	5%
Work Hubs	1	1	2	5%
Email	0	2	2	5%
Applying for Grants	1	0	1	2.5%
Canvassing	0	1	1	2.5%

3. Difficulties Originally Faced

Respondents were asked what difficulties needed to be addressed in taking forward their business ideas and objectives.

- Need for a business plan was the most pressing matter faced by respondents, with 64% stating that they needed a firmer business plan to move forward or in help establishing their business. This was nearly evenly distributed between Pre-Starts (13) and existing businesses (12).
- Issues pertaining to a company's marketing strategy was the second most pressing matter, with 23% of respondents stating that this needed addressing, with more existing businesses putting emphasis on this rather than pre-start-ups.

- Similarly, Online issues such as digital marketing and website infrastructure was said to be a concern for 17% of respondents, with existing Businesses once again putting more emphasis on this as opposed to pre-start-ups.

Responses	No. Pre Starts	Existing Businesses	Total Businesses	% Total Businesses
Business Plan	13	12	25	64%
Marketing	3	6	9	23%
Online and Social Media Marketing	1	6	7	17%
Balancing Charitable Aims	1	2	3	7%
Financial Planning	1	1	2	5%
Restructure	1	1	2	5%
Networking	0	2	2	5%
Recruitment	0	1	1	2.5%
Management Training	0	1	1	2.5%
More clients	0	1	1	2.5%
Help Selling a Business	0	1	1	2.5%
Management Training	0	1	1	2.5%
Grants	1	0	1	2.5%
Access to Equipment for Product Development	1	0	1	2.5%
Market Research	1	0	1	2.5%

4. Types of Support and Advice Received

Respondents were asked what business advice and support have they received from the SBES project.

- 61% of respondents stated that they had received help with formulating and coming up with a business plan, with the result being evenly split among 24 businesses (12 starts ups and 12 existing businesses).
- 38% respondents specified receiving marketing help, with existing businesses the overwhelming majority (12 existing businesses as opposed to 3 pre-start-ups) emphasising this advice when responding.

- 15% of respondents stated that they had received advice on improving their online infrastructure of their business, evenly split between Pre-Starts and existing businesses (3 each).
- 12% of respondents stated that advice pertaining to Financial Planning was given, with pre-start ups highlighting this more than existing businesses.
- 10% of respondents stated that some form of advice regarding development of products was given, with more Pre-Starts than existing businesses highlighting this.
- 10% of respondents also stated that the programme offered moral support, aiding them in gaining confidence and making them believe they could carry out their plans.

Responses	No. Pre Starts	Existing Businesses	Total Businesses	% Total Businesses
Business Plan	12	12	24	61%
Marketing	3	12	15	38%
Online	3	3	6	15%
Financial Planning	4	1	5	12%
Product Development	3	1	4	10%
Moral Support	4	0	4	10%
Networking	1	2	3	7%
Further Business Knowledge	2	0	2	5%
Finding Grants	0	1	1	2.5%
Balancing Charitable Aims	0	1	1	2.5%
Retaining Clients	1	0	1	2.5%
Legal Affairs	1	0	1	2.5%
Raising Funds	1	0	1	2.5%

5. Impact of Support Received

Respondents were asked how this advice and support helped them in developing their business.

- 46% of respondents stated that the advice had helped them with implementing a workable business structure and allowed for future planning. The results were evenly split among pre-start ups and existing businesses.

- 25% of respondents stated that their online infrastructure had either improved or was set up thanks to advice and training from the programme, with results once again split between the two groups.
- Both help with Networking and a Marketing Plan were stated as results from the advice given, with both answers garnering 17% from the total number of respondents.
- 12% stated that the programme helped them gain confidence in being able to pursue their business goals.

Responses	No. Pre Starts	Existing Businesses	Total Businesses	% Total Businesses
Business Structure/Future Planning	9	9	18	46%
Online Infrastructure	5	5	10	25%
Marketing Plan	1	6	7	17%
Networking	4	3	7	17%
Confidence	4	1	5	12%
Financial Planning/Funding		3	3	7%
Technical/Product Help	1		1	2.5%
Sell a Business		1	1	2.5%
Management Training		1	1	2.5%
Balancing Charitable Aims	1		1	2.5%

6. Achievements as a Result of the Support

Respondents were asked what they had achieved as a result of receiving the advice and support provided.

- 53% stated that they were successful in coming up with and implementing a business plan moving forward, with slightly more pre-start ups than existing businesses stating they had achieved this.
- 20% of respondents stated they had achieved some form of product development due to the support and advice received, with existing businesses highlighting this slightly more than pre-start ups.
- 15% of respondents stated that the programme had helped them with Improving company structure and planning involving marketing.

Responses	No. Pre Starts	Existing Businesses	Total Businesses	% Total Businesses
Business Plan	12	9	21	53%
Product Development	0	4	4	10%
Marketing	3	3	6	15%
Online/Social Media Infrastructure	0	5	5	12%
Improved Structure	0	6	6	15%
Client Building	0	2	2	5%
Profit Increase	0	2	2	5%
Recruitment	2		2	5%
Financial Planning/Funding	1	1	2	5%
Upskilling	0	3	3	7%
Sold Business	0	1	1	2.5%
Product Development	3	5	8	20%
Networking	1	1	1	2.5%
Improved Confidence	1		1	2.5%

7. Impact on Business Performance

Respondents were asked what difference this advice and support had made to their business performance compared to if they had not been offered it.

- 46% stated that they thought it would have taken them much longer to get things running or addressing issues without the help of YTKO, with Pre-Starts giving this answer twice as more as existing businesses.
- 38% of respondents pointed towards the Business Plan as making a huge difference to their businesses' performance, with more Pre-Starts than existing businesses pointing towards this.
- 7% of all respondents stated that the programme helped guide them to know where further training was needed, with the same number stating that they had seen an increase in Online traffic to their business' website and seen improvement in terms of networking and obtaining new business contacts.

Responses	No. Pre Starts	Existing Businesses	Total Businesses	% Total Businesses
Would have taken longer to start	12	6	18	46%
Business Plan	12	3	15	38%
Knowing where further training is needed	0	3	3	7%
Increase in Online traffic	1	2	3	7%
Networking	2	1	3	7%
Saving Money	0	2	2	5%
Marketing	0	1	1	2.5%
Structure	0	1	1	2.5%
Client base	0	1	1	2.5%
Confidence	0	1	1	2.5%

8. Effectiveness of Diagnosis Process

Respondents were asked if they felt their needs were satisfactorily understood and diagnosed.

- 84% of respondents felt that their needs were satisfactorily understood.
- 16% felt their needs were understood to a degree, with some wishing they were given more practical advice or training and that they wished they had more advice for their specific type of business as opposed to the broader approach that was offered.

Responses	No. Pre Starts	Existing Businesses	Total Businesses	% Total Businesses
Yes	17	16	33	84%
Yes, to some degree	2	5	6	16%

9. Ease of Understanding and Implementing the Support

Respondents were asked how easy it was to understand and take forward the advice and support received.

- 79% of businesses stated that they found the programme very easy to understand and had no complications.
- 20% stated that they felt it was easy to a degree, although **they** did highlight some areas such as the programme assuming some novice participants already had some business knowledge, difficulty with some online and social media tools and getting used to structure and organization as rooms for where they personally had some difficulty in understanding or adjusting to.

Responses	No. Pre Starts	Existing Businesses	Total Businesses	% Total Businesses
Very Easy	14	17	31	79%
Easy to a degree	6	2	8	20%

10. Other Desired Potential Areas of Support

Respondents were asked if there were any additional areas of support that would have been helpful.

- 43% of businesses stated that they felt they could not think of any other additional areas of support and that YTKO provided ample resources and advice.
- 17% stated that they felt more emphasis on networking within the local business community would be beneficial.
- 12% stated that they would like more face to face sessions or more focus on financial training.

Responses	No. Pre Starts	Existing Businesses	Total Businesses	% Total Businesses
None	10	7	17	43%
Networking	0	7	7	17%
Financial Training	3	2	5	12%
Face to Face	3	2	5	12%
Industry Specific training	1	2	3	7%
More focused sessions	1	1	2	5%
Technical Training	0	1	1	2.5%
Marketing	0	1	1	2.5%

Responses	No. Pre Starts	Existing Businesses	Total Businesses	% Total Businesses
Sales	0		1	2.5%
Revision		1	1	2.5%
Better structure and calendar with clear dates	0	0	1	2.5%
Special adviser for each business needs	1	0	1	2.5%
More information on other courses	1	0		2.5%

11. Meeting Expectations

Respondents were asked if their fundamental expectations of using the services were fully met.

- 61% of respondents stated that their expectations were met or even exceeded.
- 23% of respondents said that their expectations were somewhat met.
- One respondent stated that their expectations were neither met nor were they underwhelmed, as they did not know what to expect.

Responses	No. Pre Starts	Existing Businesses	Total Businesses	% Total Businesses
Yes	17	14	24	61%
Yes, somewhat	7	2	9	23%
Misc.	0	1	1	2.5%

12. Turnover Impacts

Respondents were asked, if possible, to give a conservative indication of how much additional turnover (or cost savings) the achievements they were helped with by the programme will have generated over each of the next 2 years. This proved a difficult question to answer for most respondents.

- 64% of respondents stated that they felt that they had increased turnover but could not give an estimate.
- 46% said they could not say for sure how much turnover they achieved or if they did, whether or not it was done due to the project.
- 12% of respondents gave estimates of increased turnover, with pre-start ups giving slightly more concrete answers than existing businesses. These range from figures

such as an extra £5-£10k in earnings, 20-25% increase in profits or as much as £250,000-£550,000 extra turnover, depending on the business.

Responses	No. Pre-Starts	Existing Businesses	Total Businesses	% Total Businesses
Yes	0	5	5	12%
Yes, but no estimate	10	5	15	38%
No	7	11	19	46%

13. Potential Influence on Wider Regeneration of South Bristol

Respondents were asked if they had recommended business start-up as an option to any of their friends in South Bristol.

- 61% of respondents stated that they would recommend the programme to those interested.
- 35% stated that they had not yet recommended the programme, but would do so when possible.
- 20% stated that they wouldn't. While some did not specify, other specified they wouldn't because they felt anyone who the programme applied to was already involved or that they didn't know who else would be interested.

Responses	No. Pre Starts	Existing Businesses	Total Businesses	% Total Businesses
Yes	15	9	24	61%
No, but will	7	7	14	35%
No	5	3	8	20%

Respondents were asked if they had recruited any employees who live in the South Bristol area.

- 33% of respondents stated that they have recruited employees in the area.
- 35% have stated they have not yet, but plan to in the near future.
- 33% stated that they haven't or don't plan due to how their business functions or that they don't feel like they need more people to hire at the present time.

Responses	No. Pre Starts	Existing Businesses	Total Businesses	% Total Businesses
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Yes	11	2	13	33%
No, but plan to	8	6	14	35%
No	7	6	13	33%

Respondents were asked if they had taken on any individuals from disadvantaged or protected groups.

- 5% of respondents stated they had hired an employee from a protected group.
- 33% stated that they have not but plan to in the near future and if they had the right skills.
- 58% stated that they have not or not knowingly. One respondent stated that they felt the question was inappropriate.

Responses	No. Pre Starts	Existing Businesses	Total Businesses	% Total Businesses
Yes	1	1	2	5%
No, but will do	6	7	13	33%
No	20	3	23	58%

Respondents were asked if they had taken forward any low carbon or environmental sustainability initiatives.

- 76% stated they had taken some initiatives related to decreasing carbon footprint or environmentally sustainability in general.
- 14% of respondents stated that they had not but plan to.
- 10% said they had not but did not elaborate if they planned to in the future.

Responses	No. Pre Starts	Existing Businesses	Total Businesses	% Total Businesses
Yes	22	9	32	76%
No, but will do	3	3	6	14%
No	2	2	4	10%

Appendix 6
Assumptions Underlying Projected Impacts on Sub-regional GVA

Revised Assumptions	Adopted		Notes
Assumptions			
Pre start up P11			
Nos. receiving support	156		
Proportion proceeding with starting businesses %	75.0%	*	1
Proportion proceeding with starting businesses no.	108		
First year survival rate Bristol	92.80%	(1)	2
Average turnover 1 Year from end of project	£17,225		3
P11 turnover attributable to the project %	100%		
Assumed turnover to GVA Ratio	54%	(2)	4
Existing business growth C1			
No. receiving support	140		
Proportion taking forward growth plans	95%		
Total realising business growth	133		
Assumed average turnover on engagement	£147,602	(3)	4
Average first year turnover growth rate following intervention	45%		5
Turnover growth attributable to the project %	25%		
Assumed turnover to GVA Ratio	54%	(3)	
New enterprise support C5			
No. receiving support	52		
Proportion realising business growth	90%		
Total realising business growth	47		
Average turnover on engagement	£17,225		
Average turnover growth impact due to intervention	24%		
Job Creation			
Redundant at start up	30%	(4)	6
GVA per head	£31,513		7

1. Based on YTKO findings of proportion of businesses achieving sales within the first 12 months of trading

2. Source: ONS business demography

3. See explanatory notes below

4. Based on SPLICE GVA ratios prepared for the Scottish Parliament

5. Based on beneficiary survey data. Also EWOE C1 found average growth rate of 45% at the end of the year after the programme

6. Based on survey findings from Princes Trust

7. Source: ONS

Estimation of Average P11 First Year Turnover

Based on limited data available, one option would be to take the adopted average start-up turnover as quoted in the Enterprise West of England summative evaluation, which was £27,000. However, a concern is that the economic performance of South Bristol in general

does not match that of the rest of the city, the preponderance of clients under 30 with low first year average turnover (£100 and £5,000 according to Princes Trust) and therefore related business performance would be expected to be lower than that for the city and subregion as a whole.

Due to this, the delivery partners were asked to provide information of P11 turnover during the first year of trading. The information that came back was either in the form of individual cases from small samples or averages that had been already worked out by a delivery provider. The average of the individual cases has been calculated and then the average of this and other averages have been calculated.

Due to one significant outlier turning over £30,000 per month, the resulting average came to some £34,450 whereas in taking out the outlier it would amount to £4,450 as annual average. To survive a business could not really continue on this nor would the larger figure be a realistic estimate.

We believe that half of the larger estimate would be more realistic as this would be enough for a surviving business owner to live on. Moreover, since we are estimating turnover at the end of the first year following completion, higher average turnover can be expected as the business consolidates a market position. We have therefore selected an average figure of £17,450 pounds as an estimated turnover for the first year from the end of the project.

A sample of start-ups surveyed by YTKO asked respondents to indicate whether they had registered their business and 62.5% responded that this was the case. This is the proportion assumed to be proceeding with starting businesses by the end of the project.

Estimating Average C1 Annual Turnover on Engagement

Again, one option could be to adopt the average turnover estimated in the Enterprising West of England evaluation, which was some £247,000. This approach is not considered appropriate because a high proportion of the P11s graduated onto C1 support and therefore on average could not be expected to have reached such a level of turnover in such a short space of time. The average of a sample of annual turnover on engagement provided by YTKO was estimated and taking the mean of this and the averages provided by Prince's Trust, SSE and EWOE provides an overall average turnover on engagement of £147,000 which we have adopted.

Estimated Growth Rates

The Enterprising West of England evaluation estimated an average turnover growth rate for the first year after intervention of 45%. Some of the samples from our own beneficiary survey recorded cases of between 50% and 200% and from YTKO of between 92% and 134%. These are considered to be outliers, but this is not to suggest that low growth rates could be expected in general. However, as many of the sea one clients were relatively new start-ups quite high growth rates could be expected. For this reason, we consider the Enterprising West

of England estimate of 45% for first year growth to be a reasonable figure which we have adopted.