



## Impact Evaluation of Enterprising Britain Competition

Final Report

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## Executive Summary

Since Enterprising Britain was launched, it has recognised over sixty locations as leaders in enterprise development and six have been awarded the national accolade of '*most enterprising place*' in the country. The competition achieves demonstrable benefits for a relatively modest investment and whilst there are areas for improvement, the model works well and is respected by those who have come into contact with it.

In August 2010, Enterprise UK (EUK) commissioned ekosgen to evaluate the impact of Enterprising Britain over the last six years. This report provides an overview of the findings of the research, undertaken between August 2010 and November 2010. The study was particularly timely given that there was a new government in place.

The evaluation used qualitative methods to assess the competition, involving interviews with ten partners and twenty six participants. Most partners have been involved in Enterprising Britain since its inception and they demonstrate notable enthusiasm for the competition. Their responses provide useful insights into the impacts of the competition. The number of participants consulted provides a representative sample across the years of the competition as well as geographically across the nine English regions and devolved areas of Scotland, Wales and Northern Ireland.

The basic model of Enterprising Britain has remained largely unchanged since its inception although some operational refinements implemented in 2009 and 2010 have improved the application (an online system and entry categories were introduced) and judging processes. These enhancements have been generally well received. The new entry categories improve alignment with the European Enterprise Awards, making it easier to identify UK nominations.

Enterprising Britain continues to appeal to a wide range of participants, from science parks maximising high-value activities to holistic programmes in relatively deprived communities. A number of partners and participants expressed satisfaction with the competition's open eligibility criteria which for some winners enhanced their overall sense of victory. Consistency in the number of entrants each year and the high quality of submissions reflect continuing enthusiasm for the competition for over half a decade.

At the operational level the event appears to function well despite some practical challenges around the contracting process. An annual contract can seem like the event does not have the kind of continuity that would give all parties certainty. A clear direction and strategy for the event's future, for example, over a three year time-span, would provide clarity and an opportunity for careful planning to put the event on a more sustainable footing. Participants were generally satisfied with the support from Enterprise UK, Regional Development Agencies (RDAs), Devolved Administrations (DAs) and other partners, although previous inconsistencies across regions in terms of the financial awards made available by RDAs to incentivise entry was noted. RDAs/DAs have been the main delivery intermediaries to date and the abolition of the RDAs poses one of the most fundamental challenges the competition has faced in its history.

The evaluation team found evidence of collective learning, new and improved partnership working, improved strategic alignment, profile raising and in a small number of cases commercial outcomes, including contributions to inward investment activity. The range of benefits is extensive and clearly varies depending on the type of winner and initial expectations of the event. Chapter four of the main report provides further detail on the

benefits and outcomes that have been realised from participating in and winning Enterprising Britain. Improvements in winners' attitudes to enterprise demonstrated the significant benefits that can be gained through enterprise driven initiatives. Equally noteworthy are the positive changes observed in the perceptions of businesses (both local and otherwise) about a place as a result of an Enterprising Britain win. For some participants (e.g. Scarborough and Lowestoft) winning the competition improves the attractiveness of a place for doing business and this has contributed to increased economic development activity such as inward investment, tourism promotion or enterprise education.

The competition has relatively modest operating costs (£30,000 in 2010) which have dramatically diminished over the competition's lifespan. However, the operating costs of the competition underestimate the amount of management and other support time that has been provided. The impact of its reduced budget is reflected in the relatively limited national media coverage the competition received in its latter years. Still, the involvement of the entrepreneur Peter Jones, senior BIS officials, cross party ministers and other private sector figures (primarily as judges) as well as its high profile awards ceremony certainly give currency to the event and provide it with certain gravitas. Even more endorsement would potentially raise the profile of Enterprising Britain further and improve national media coverage (even though it can be a challenge influencing media coverage). Overall BIS and EUK appear to have been successful in delivering an enterprising competition that uniquely focuses on 'place' and local partnerships and which continues to receive excellent commendation from its partners and participants. Given its modest budget, but high level of impact, Enterprising Britain appears to offer good value for the public investment that is made and for most participants this was also the case for their own investment.

Partners and participants see great value in Enterprising Britain and do not wish to radically change the competition but have suggested some refinements that would potentially help to maximise its impacts should it continue. These include: strengthening the PR of the competition; providing greater guidance around how winners can maximise enterprise benefits; exploring opportunities for more regular celebration of enterprise across the year, not restricted this to the annual event; and focussing on sharing winning success factors more widely.

The report recommendations are designed to achieve two main objectives. First, they provide clarity for those considering the future of the competition on whether it should continue. Second, they suggest a set of possible options that could be pursued depending on the decision that is made. The report suggests that BIS, EUK and a range of other relevant potential stakeholders have a 'strategy day' to assess progress to date, discuss the report's findings and come to a decision about the future of Enterprising Britain. It is important that the lessons and impacts of the competition continue to be promoted and disseminated as well as case studies of winners, which are already generating ideas in other areas. On the premise that the competition continues, the report recommends a review of project delivery and management options which BIS might consider structuring around three strands of activity: competition management and intermediary development; PR and social media; and shared intelligence and learning programme. These strands would re-position the competition in a post-RDA world, boost its PR (with particular emphasis on more effective use of the website and social media) and enhance wider learning among participants and other organisations that would benefit from the experience of winners – in other words showcasing what works well. Further recommendations are around refreshing the image of the competition (realigning it more closely with current policy thinking) and implementing a financial sustainability plan which will have far reaching effects on the event's long term survival and growth.

Enterprising Britain Evaluation Snapshot	
<b>Overview</b>	<p>Enterprising Britain is a national competition with a unique focus on enterprising places. The competition:</p> <ul style="list-style-type: none"> <li>• Identifies and recognises places as leaders in enterprise development;</li> <li>• Celebrates successful local activities and achievements in enterprise;</li> <li>• Involves business leaders as champions of enterprise; and</li> <li>• Encourages and inspires places to be enterprising</li> </ul>
<b>Benefits and Impact</b>	<p>The evaluation found evidence of Enterprising Britain helping to:</p> <ul style="list-style-type: none"> <li>• Facilitate new and improved partnership working;</li> <li>• Improve collective learning and knowledge sharing;</li> <li>• Enhance engagement among enterprise organisations;</li> <li>• Improve attitudes to enterprise and enhance the profile of of enterprise initiatives;</li> <li>• Attract investment in enterprise and contribute to inward investment activity; and</li> <li>• Enhance the attractiveness of places to businesses more generally</li> </ul>
<b>Recommendations</b>	<p>The report suggests some refinements that would potentially help to maximise its impact. These include</p> <ol style="list-style-type: none"> <li>1. A '<b>Strategy Day</b>' to provide future direction and strategy</li> <li>2. Dissemination of lessons and impacts from the evaluation</li> <li>3. Widely promoting <b>case studies</b> of winners</li> </ol> <p><b>Should the competition continue stakeholders may wish to consider:</b></p> <ol style="list-style-type: none"> <li>4. Reviewing project delivery and management arrangements</li> <li>5. Introducing three activity strands comprising:             <ol style="list-style-type: none"> <li>(a) Competition management and intermediary development;</li> <li>(b) PR and social media; and</li> <li>(c) shared intelligence and learning</li> </ol> </li> <li>6. Refreshing the image of competition</li> <li>7. Implementing a financial sustainability plan</li> </ol>

## 1 Introduction

1.1 Enterprising Britain is a national competition celebrating local achievements in enterprise. Whether through social cohesion, business support or enterprise skills development, the Enterprising Britain awards recognise and reward local organisations working in partnership to drive social and economic transformation. The 2010 Enterprising Britain competition was its sixth year and it has been a key part of the Government's drive to increase entrepreneurial activity in the UK.

1.2 The event is part of a suite of initiatives within the Department for Business, Innovation and Skills (BIS) which aims to create an entrepreneurial culture and make the next decade *"the most entrepreneurial and dynamic in the UK's history"*<sup>1</sup>. This report presents the findings of an evaluation examining the relevance, effectiveness and impact of the Enterprising Britain competition since its launch in 2004.

### Aims of the Evaluation and Research Methods

1.3 Enterprise UK (EUK), the current project managers of the competition, funded by BIS, commissioned ekosgen to undertake an evaluation of Enterprising Britain encompassing its future development and fit within the current government's priorities. The specific aims of the evaluation are to assess the competition's:

- progress, achievements and impacts;
- future relevance and development; and
- fit within the broader context of enterprise support and development.

1.4 The evaluation started by tracing the 'logic' of Enterprising Britain and developed a logic model (see Appendix A) identifying its potential impact areas. It highlights the resource inputs (e.g. funding), and relates this to the activities supported, the direct effects of this support (outputs) and the full effects of the support (impacts). The logic chain illustrates how activities or interventions lead to desired project impacts and provides a useful guide to measure the effectiveness of the event.

1.5 The evaluation considers the future of Enterprising Britain and, should the decision be made to proceed suggests potential options that could be pursued. The research was undertaken between August and November 2010 and is timely given a new government is in place.

### Methodology

1.6 The study has followed a qualitative methodology based upon intensive primary research and analysis. An outline of the main methodological components is provided below:

- **Stakeholder consultations** with BIS, EUK and delivery partners including nine English Regional Development Agencies and Devolved Administrations of Scotland, Wales and Northern Ireland.
- **Participant consultations** with regional and national winners of the competition since 2005.

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<sup>1</sup> Transforming the British Economy: Coalition Strategy for Economic Growth (2010)

- **Desk research** to understand the nature of the competition and its fit within broader enterprise related policies and strategies.

1.7 The views of both stakeholders/partners and participants are interwoven throughout the report under thematic headings.

## Profile of Participants Consulted

1.8 A total of twenty-six participants (including five national winners and twenty-one regional winners) were consulted in-depth as part of the research. As well as providing a representative sample across the years of the competition, the sample profile includes at least one entrant from every UK region, and two or more from all except two of the regions. A typology of participants is presented in Table 1.1 below.

Type	Number of Participants	Number of Participants Consulted
Hybrid / Public Private Enterprise Partnership	26	12
Community Trust / Social Enterprise	13	6
Local Authority	9	5
Private Sector Led Organisation	9	2
Education Body	3	1
Total	60	26

1.9 Hybrid partnerships included entries by local strategic and economic partnerships/fora, business education partnerships and public/private-led programmes. Private sector led organisations predominantly refer to science parks and business and enterprise centres.

## Report Structure

1.10 The remainder of this report is structured as follows:

- **Chapter 2** provides an overview of Enterprising Britain, its objectives, processes and strategic fit with wider enterprise related policies and strategies;
- **Chapter 3** incorporates the views of partners and participants on awareness, motivations and delivery;
- **Chapter 4** focuses on the qualitative, and where appropriate the quantitative impacts, of Enterprising Britain and explores its added value; and
- **Chapter 5** presents the conclusions to the evaluation and proposes a series of recommendations.

## 2 Enterprising Britain

*“It’s a simple message... we are looking for an enterprising area”* (Regional Partner)

2.1 This chapter provides an overview of Enterprising Britain, its objectives and delivery processes. It also provides an assessment of its activities marketing and PR coverage and concludes by discussing the competition’s overall fit within wider enterprise related policies.

### Overview

2.2 Enterprising Britain was developed in 2004/05 and delivered internally by the Enterprise Culture team within the Small Business Service of the then Department for Trade and Industry (DTI). The competition is now a part of a suite of initiatives under the Department for Business, Innovation and Skills (BIS) that aim to promote an entrepreneurial culture within the UK. Enterprising Britain recognises and rewards local organisations that are improving the economic prospects of a place through activities that promote social cohesion, encourage enterprise and enterprise skills development and transform communities.

2.3 The overall primary objectives of the competition are:

**To influence local, regional and national policy around creating enterprising places;  
To identify and recognise successful activities/initiatives to promote an enterprise culture;  
To create higher awareness of the role of enterprise in effecting social and economic change;  
To encourage and inspire other places to be enterprising.**

2.4 The competition is open to all organisations/partnerships in the UK, which, as part of their entry application, demonstrate how they have used enterprise to achieve the economic and/or social transformation of a place. The place could be, for example, a town, city, parish, neighbourhood or any other recognised geographical area.

2.5 The competition performs an important function for BIS in that it serves to identify the UK’s entrant to the European Enterprise Awards. The European Enterprise Awards were inspired by the Enterprising Britain competition – which is one example of the influence of UK enterprise promotion policy – and are open to public authorities in the European Union and Norway. There have been six national winners of Enterprising Britain: Sherwood Energy Village (2005); West Kilbride Craft and Design Town (2006); North Staffordshire Regeneration Zone (2007); Scarborough Renaissance Partnership (2008); NWES Lowestoft (2009) and Rotherham Ready (2010). Scarborough Renaissance Partnership went on to win the European Enterprise Awards in 2009 and other winners have been runner-ups in the European competition.

### Delivery Model

2.6 Enterprising Britain is administered on behalf of BIS by Enterprise UK (EUK), in collaboration with the English Regional Development Agencies (RDAs) and the Devolved Administrations (DAs) of Scotland, Wales and Northern Ireland. BIS has to date been the primary funder of Enterprise UK, an independent charity set up by the four main business organisations in the UK, which administers entrepreneurship programmes alongside

Enterprising Britain such as the Make your Mark campaign for young people and Global Entrepreneurship Week.

2.7 EUK gained sole management responsibility for the competition in 2009 through an annual contract with BIS to deliver the event. Prior to this the organisation's role in the competition involved supporting BIS in the project management of the competition – particularly by leading liaison with its PR agency and helping to plan the awards ceremony. BIS provides strategic and management oversight of the competition, setting its objectives, budget and overall delivery, which is informed by an annual operational plan that is prepared by EUK.

2.8 Although the RDAs and DAs are the main delivery partners for the competition, EUK also used its five regionally based teams<sup>2</sup> to raise awareness and promote Enterprising Britain at a more local level. These teams no longer exist but were a critical part of EUK being able to drive its entrepreneurial programmes, including Enterprising Britain. EUK has a formal contract in place with two regions - East Midlands and the South East – for the delivery of its Enterprising Britain activities. The East Midlands Development Agency (*emda*) works with EUK as the main liaison with RDAs/DAs, channelling information between both parties.

## Competition Funding

2.9 It is difficult to provide an accurate reflection of total public funding for Enterprising Britain since its establishment because of changes in the delivery structure of the competition over time. Since EUK became actively involved in the management of the competition it has been supported through the organisation's core budget from BIS. The budget allocated to Enterprising Britain covers mainly public relations costs and the costs of the awards ceremony. A summary of total funding for the competition is provided in Table 2.1. It is worth noting the very modest operating costs of the competition, although there are likely to be additional costs incurred through civil servant support (both nationally and regionally), which are not currently reflected. The direct project costs listed below probably also underestimate the support that the project received from across Enterprise UK, such as the multiplier effect of work in Global Entrepreneurship Week, the partnership work of the Regional Teams, and the support received from staff in the communications and policy and research teams.

**Table 2.1: Revenue breakdown, 2006-10**

Activity	2006	2007	2008	2009	2010
Operating Costs <sup>1</sup>	-	67,538	24,280	30,000	30,000
Public Relations Costs <sup>2</sup>	69,000	133,855	113,050	25,000	23,000
<b>Total Costs</b>	<b>£69,000</b>	<b>£201,393</b>	<b>£137,330</b>	<b>£55,000</b>	<b>£53,000</b>
PR Costs % of Total	100%	66%	82%	45%	43%
<sup>1</sup> Operating costs comprises judging fees and awards ceremony costs.					
<sup>2</sup> PR costs covers fees paid to an external communications agency.					
Source: Enterprise UK					

## The Competition

2.10 The Enterprising Britain awards are launched each year at a high profile event at the current winner's location, an aspect that consultees commented upon favourably during the consultation programme. The competition has two distinct stages:

<sup>2</sup> These regional teams were based in the North East, North West, East of England, Yorkshire and Humber and the West Midlands.

- A regional competition managed by the RDAs and DAs; and
- A national competition administered by Enterprise UK.

2.11 Enterprising Britain occurs over a nine to ten month period (between February and November each year), commencing with the launch of the regional competition and culminating in an awards ceremony during which the national winner is announced.

2.12 The competition has experienced two refreshes which impacted upon the 2009 and 2010 competitions. These changes focussed on improving the application process and judging of the competition (see Appendix B). Consultations with delivery partners and entrants suggest that the changes to the competition have been largely well received.

2.13 One of the most significant changes to the 2010 competition, reflecting feedback from participants and stakeholders from previous years, was the introduction of entry categories to recognise the wide range of applicants to the competition and also improve its alignment with the European Enterprise Awards. This change introduced more consistency between the national judging process and the European awards, subsequently making it easier to identify UK nominations for the European Awards.

2.14 Entrants can apply for one or more categories as long as they meet the criteria indicated for that category and an overall regional winner is selected across the categories. A summary of these categories and the key criteria that are associated with them are set out in the following box.

Entry Categories	
Category	Key Criteria
Enterprise Culture	<ul style="list-style-type: none"> <li>• Recruiting and mobilising positive role models to inspire others</li> <li>• Stimulating new generation entrepreneurs</li> <li>• Championing enterprise in the community</li> </ul>
Driving Entrepreneurial Skills	<ul style="list-style-type: none"> <li>• Providing training and development</li> <li>• Supporting job creation</li> <li>• Mentoring</li> </ul>
Business Support & Start-up	<ul style="list-style-type: none"> <li>• New business creation</li> <li>• Providing business support services</li> <li>• Establishing support networks</li> <li>• Mentoring</li> </ul>
Global Entrepreneurship	<ul style="list-style-type: none"> <li>• Business growth</li> <li>• Globalisation</li> <li>• Competitiveness</li> </ul>

2.15 To support their entry, applicants are expected to provide the following key information:

- Description of project, including challenges;
- Description of business strategy;
- An explanation as to why the project is innovative;
- Information about how the project was implemented;
- Evidence of project impacts and achievements;
- Details of stakeholders or partners worked with; and

- Details of future plans.

2.16 In 2009 the Enterprising Places Network (EPN) was established to provide a community for best practice sharing among entrants. EPN events have been organised around enterprise themes specific to an area or innovative practices. For example, Scarborough's coastal location was the theme for one of the EPN events aimed at other coastal areas in need of regeneration.

2.17 In 2010, there were forty-two regional and three national Enterprising Places Network events. The national events covered the following themes: Local Area Agreement; Disability; and Social Enterprise.

2.18 The EPN was disbanded in April 2010 financial year because of lack of funding, although some of its events have since continued being taken on by local partners. In some respects the short lifespan of the network meant this dimension of the competition did not gain the kind of momentum that was originally anticipated although feedback from local partners highlighted that locally-led networking and forums for policy discussion around enterprise were informative and useful.

## Regional Competition

2.19 The regional competition is managed and delivered by the RDAs and DAs in partnership with Enterprise UK. Each region identifies potential entrants, establishes a judging panel and chooses a regional winner. RDAs/DAs are encouraged by EUK to launch their regional competition with a small event or press release, and this has tended to occur in most regions. Where there have been EUK regional teams, these teams assist in promoting the competition. The regional competitions have generally been well run, with the level of applications remaining consistent over time.

2.20 The provision of financial incentives to regional winners varies among regions and in the 2010 competitions RDAs/DAs withdrew financial awards from the regional competition. This removed significant variation that had previously existed between regions (with cash awards ranging from in excess of £30,000 to nil). Regional winners receive a regional PR package including press releases, use of the Enterprising Britain logo and other media coverage. As part of the 2010 competition a tailored PR support package was provided to each regional winner. This PR toolkit was developed by the marketing and communication agency and helped regional winners to promote their achievements and activities.

2.21 Most RDAs/DAs use their existing contacts and networks (e.g. local authorities and sub-regional strategic partnerships) to promote the competition and generate entries. For example, in Yorkshire and Humber the regional partner uses sector teams and account managers to identify potential entrants. Entrants may include schools, FE colleges, neighbourhood and community groups, local authorities, development trusts, chambers of commerce or businesses. Invest NI and Scottish Enterprise sub-contracted coordination of the competition and this appears to have been met with positive feedback. Since 2009, EUK have become more involved in the regional competition and support regional delivery partners through their own network of contacts.

## National Competition

2.22 The national competition determines the overall winner of the Enterprising Britain award, in other words, it identifies what it perceives to be the 'most enterprising place' in the

UK each year. This stage of the competition is managed by EUK, on behalf of BIS, and the current model involves a series of stages as follows:



### Assessment of Regional Winners

2.23 In the first stage of the national competition, twelve regional winners are assessed by a panel of national judges and six are shortlisted to progress to the semi finals. Appointments to the national judging panel (which is now made up of three judges) are made by EUK and BIS, and the panel is chaired by the Chief Executive of EUK and a representative of BIS. Since 2008, the panel of judges has included a previous national winner which some stakeholders reported as adding a unique perspective to the judging process.

### Pitching Session

2.24 The six shortlisted finalists are invited to attend pitching sessions held in London. These sessions give finalists the opportunity to introduce their nominated project or programme to the judging panel. Entrants are provided with guidance from their RDA/DA enterprise lead in advance of the sessions, with an emphasis on providing examples of how they are supporting enterprise in their area. They are also encouraged to use various techniques to support their presentations including visual media and in-person testimonials. The pitches are led by a core team including project leads, partners (such as the RDA/DA or local authority) and/or beneficiaries. Each pitching session lasts for approximately 40 minutes, made up of the presentation plus subsequent questioning from the judges. After the pitching sessions, the panel of judges selects three finalists who will continue to the final stage of the competition.

### Judging Visits

2.25 The judging visits are a fundamental part of Enterprising Britain. During this stage the judging panel visits each of the finalists and assesses evidence of their achievements. These

visits provide judges with an opportunity to meet individuals involved in the project, discuss the project in greater detail and make a personal assessment of the factors that make the area enterprising. EUK provides a full briefing document prior to the judging visits.

2.26 Prior to 2009, judging visits covered the twelve regional finalists and were split across the panel. Judges would report back to the full panel which led to some advocating bids more than others. For the 2010 competition, the entire panel of three judges now visit all three shortlisted areas which is widely seen as highly preferable by consultees.

2.27 In general, the judging visits are well regarded by projects and represent an opportunity to showcase achievements, promote initiatives and involve the wider partnership in the competition. The use of high profile business leaders as judges provides these visits with significant credibility. The visits are high intensity participatory events, including project leaders, community leaders, local businesses, universities, schools and community groups. The judging visits are taken seriously by finalists and require substantial investment of resources and time.

2.28 The visits are financed by the regional winners, sometimes with support from the RDA or DA. These can range from a few hundred pounds to thousands depending on the scale of the project. The following statements reflect the perceptions of winners and judges about the judging visits:

*"Impressed by range and quality of submissions"* (National Judge)

*"Judges went into the nooks and crannies of the bid and their comments were very helpful"*  
(Regional Winner)

*"We planned the visit like a military operation... every single moment was used"* (Regional Winner)

### **Awards Ceremony**

2.29 The national winner is announced and awarded at a ceremony in London, organised in 2010 during Global Entrepreneurship Week (GEW) in November. By hosting the event at this time EUK and BIS aim to highlight Enterprising Britain as a key component of GEW. The ceremony is hosted and funded by EUK and attended by ministers, national enterprise champions and regional winners. All regional winners are presented with a trophy at the awards ceremony. The national winner receives a winner's trophy and a commemorative prize. The 2010 event was attended by a number of MPs including Mark Prisk MP, Minister for Enterprise, who gave a short speech.

2.30 The awards ceremony is generally well attended and provides a balance of celebration and recognition. The high uptake of invites to the 2010 event reflected the continuing enthusiasm from all regional winners to participate in the competition. The event is normally hosted at high profile venues (such as the House of Lords) which tend to boost attendance. EUK uses the event to raise awareness of the competition among enterprise leaders and government. The ceremony is well-enjoyed by attendees and the atmosphere is positive and exciting. One attendee noted that *"the event is just the right size for networking"* and another was already anticipating the next event - *"I hope next year's competition is bigger and better"*.

## Post-Award

2.31 Following the awards ceremony the national winner and another regional winner go on to represent the UK in the European Enterprise Awards. The national winner also benefits from national PR support including promotion in national and trade media.

## Marketing and PR

2.32 Marketing plays a pivotal role in the success of Enterprising Britain the marketing campaign for the 2010 Enterprising Britain national competition was managed by an external communications agency - Kindred Communications (formerly Geronimo). The 2010 PR campaign was delayed due to the change in government and subsequent need to obtain a marketing exemption for the competition. The PR budget for 2010 was £23,000 covering pre and post competition press coverage (in print and online media). Kindred's main responsibilities comprise drafting regional and national press releases, preparing information leaflets and organising press photo calls. Examples of 2010 post competition coverage from national and regional press include:

*Rotherham crowned most enterprising place in Britain (National Online);*

*Rotherham is enterprise star (National Print);*

*A blueprint for encouraging enterprise (Trade);*

*Enterprise title for town's teaching work (Regional Print and Online);*

*Rotherham's youngsters ready for business (Regional Print and Online); and*

*Top award for most enterprising town (Regional Print).*

2.33 The branding for 2010 was supported by the strapline: '**Enterprising Places**' which some stakeholders felt delivered a more focussed and consistent angle for press coverage compared to previous years. One of the observations relating to the competition's PR was that, in the past, the PR team has generally perceived it challenging to articulate a media angle for the competition, partly because of its generalist emphasis on place and some ambiguity about its objectives and target groups. PR, as will be discussed in later chapters, is one of the areas of the competition that most partners noted could benefit from future improvements.

2.34 Overall, the competition's PR budget has reduced over time (see Table 2.1) and the 2010 competition was delivered with minimal external PR support and without a dedicated PR team at EUK. The impact of this is clearly reflected in the extent of media coverage achieved with significant differences between 2008 media hits (which was supported by a sizeable PR budget) and subsequent years (see Table 2.2). The **Advertising Value Equivalent for 2008 was £3.6 million** covering print, online and trade media. Based on the Enterprising Britain media budget of £113,050 in 2008, a return on investment of 1:32 was achieved. Regional media coverage accounts for the majority of overall media hits, which reflects the decentralised nature of the competition. Appendix C provides additional information on the media coverage associated with the 2010 competition.

2.35 Overall there is arguably scope to increase the extent of regional and national press coverage should the competition continue with greater focus on broadcast media coverage (notwithstanding the current budget restrictions). Extensive PR coverage is likely to remain challenging in the current economic climate and for events of this nature is often dependent on the involvement of celebrity sponsors and commercial sponsorship.

## Alignment with Current Policy

2.36 Whilst Enterprising Britain was launched under the previous Government, the competition has a high degree of strategic fit with Coalition policy around promoting enterprise culture. This position on enterprise culture was set out at the launch of the Coalition by the Prime Minister, David Cameron, in May 2010: *“let’s make the next decade the most entrepreneurial and dynamic in our history – and let’s do it together. All of us, across Britain, sharing in our prosperity.”* Central to this is a focus on community involvement in generating interest in enterprise – part of the Big Society – a message that the Enterprising Britain competition has promoted since its launch (with evidence of impacts from this).

2.37 Similarly, the Enterprise Minister’s (Mark Prisk MP) attendance and speech at the 2010 Enterprising Britain awards helps validate the competition’s role in recognising local enterprise best practice, with a particular emphasis on how the competition catalyses actors at the local scale: *“This is about local enterprise - how business and communities come together with a can do attitude... [and is] one of the reasons for the LEPs.”* Finally, the competition also fits with Government priorities to maintain a private sector led recovery, consistent with Enterprise UK’s theme of *‘Make a job, don’t take a job’* theme for Global Entrepreneurship Week 2010.

## Summary

2.38 Enterprising Britain aims to identify and recognise local partnerships that are stimulating enterprise within communities. The competition is funded by BIS and managed by EUK. In 2010, the competition cost £53,000 to run, of which 43% was spent on PR related costs.

2.39 The competition has two stages – a regional competition and a national competition. The regional competition identifies twelve regional winners that go on to compete for the national award. The national winner represents the UK in the European Enterprise Awards, which was a competition itself that was influenced by Enterprising Britain. The competition has a high degree of potential fit with Coalition policy around promoting enterprise culture.

2.40 Since its inception, the competition has remained largely unchanged although some operational changes have occurred which have generally been well received. The on-going delivery of the competition is against a backdrop of diminishing funding and the imminent demise of the main intermediary network (the RDAs in particular). The event appears to have been well run and stakeholders confirm as much (in Chapter 3) but its future at this point is unclear. This and other key aspects are considered in the following chapters.

### 3 Perspectives on Delivery

3.1 This chapter provides a qualitative assessment of Enterprising Britain based on views of participants and partners (including strategic partners, regional delivery partners and the operational team). The majority of partners have been involved in the competition since its launch and their perspectives provide useful insights into its effectiveness and reach. Generally they have been very enthusiastic about Enterprising Britain and a few have suggested potential enhancements which might improve the overall delivery of the competition and maximise its impacts should it continue.

#### Targeting

3.2 A wide range of entrants participate in the competition, and despite a slight decline in interest over time, regional partners perceive that the quality of submissions has improved. A small number of regional partners note that Enterprising Britain appeals primarily to small-scale local organisations and one partner highlighted difficulties attracting larger enterprise initiatives. These views appear inconsistent with the profile of participants which clearly indicates a broad range of entrants ranging from large science parks to quite small community groups. Still, there was a general desire for a shift in focus away from local authority-led submissions to more recognition of businesses and individuals in successful local partnerships.

3.3 Some partners felt that more emphasis on the European angle could improve overall attractiveness and boost participation as some potentially good projects were possibly being overlooked. One commented that *“to win the European competition is a phenomenal achievement and could put a place on the map”*. In contrast, the view of others was that the competition was *‘not about numbers’* and enabled *“projects that are seriously good to get noticed”*

#### Publicity of Competition

3.4 Stakeholders were generally consistent in their view of pre and post competition publicity. It was felt overall that enhancing national media coverage (especially in relation to broadcast media) could boost participation. On national publicity some consultees commented:

*“There was not as much national coverage of the competition as we would have liked which was a shame because people understand it and the competition summarised what we were trying to do. Enterprise UK can’t control what the national media chooses to publish though.”* (Herefordshire, 2008)

*“I haven’t heard much about the competition in recent years which is a shame because it has so much potential.”* (Kent 2006)

3.5 EUK attempted to improve the competition’s publicity by introducing a PR toolkit for each regional winner which would assist winners to promote their projects although some winners noted that a greater role from EUK at the national stage would have given them a better platform from which to generate local interest. A small number of partners also suggested that greater involvement of the private sector, through for example sponsorships, could aid publicity and act as an attractive incentive to participate.

3.6 Most partners and participants were of the view that the competition’s website and social media were under exploited. Consultees generally felt that the website was a good information source and its online case studies of previous winners enticed prospective

entrants. One partner noted that *“the website provides context and information on what is expected to win but some elements (best practise sharing and networks) could be enhanced to give the website a practical purpose”*. The Enterprising Places Network was aimed at fulfilling this function but its cessation may make online social media a potential opportunity. On the whole, the delivery team would like to make the website a more integral feature of the competition enabling online nomination and voting. The extent of competition publicity is perhaps a manifestation of available resources (which have diminished over time) and the fact that delivery partners did not have a sufficient mandate to carry out this function on a scale that partners and participants would like to see. Should the event continue, cost effective ways of raising the profile of the competition should be considered.

## Promotion of Winners

3.7 Regional and national winners generally recognised that both they and EUK had a role to play in maximising publicity. Most participants were pleased with the initial publicity following the award, satisfied with Enterprise UK’s initial coordination of national press releases linked to the awards event and keen to contribute to publicity.

3.8 Beyond the initial post-awards PR, there were varying expectations among the national winners about EUK’s role, and this affected their views on marketing. Firstly, some (particularly smaller) organisations expected that Enterprise UK would play a more central role in generating national publicity and/or provide greater PR agency support. This was perhaps unrealistic given the budget reductions in the scheme. Secondly, there were mixed expectations around the nature of EUK’s publicity role, with some participants (across all organisation types) expecting more of a focus on promoting the winning project / area rather than promoting the competition itself. There was a sense that some winners expected EUK to play a greater role in marketing their projects above their contractual obligations. For smaller organisations that had less resource to publicise their area’s success, EUK’s own national publicity (focused more towards the competition itself) was perceived as outweighing the story of the winner.

*“On winning the national competition, it felt like we were promoting the Enterprising Britain competition rather than the other way around.”* (West Kilbride)

*“Should be a celebration of business success and enterprising individuals within the area, rather than the initiative since it’s the people doing the hard work.”* (Go Wansbeck)

3.9 Other participants (e.g. local authorities) had more measured expectations of EUK’s role and effectively took a lead on promoting their area’s success (more so than promoting the competition) led by internal PR teams. In these cases, the PR balance between EUK and the winner appeared to work more successfully. It may be useful to manage expectations in this area should the competition continue.

3.10 For regional winners, marketing focused on their own project / area’s success was restricted to what they could deliver themselves with the support of the RDA/DA. Enterprise UK promotion of each individual entrant included website summaries of the regional winners. The vast majority of respondents were satisfied with this arrangement.

## Awareness and Motivation

3.11 The majority of participants heard about the competition through contacts within the RDA/DA network, being the focal point of contact in the regions. For example, one RDA partner sends over 300 emails to his contacts each year promoting the competition and encouraging participation. Given the integral role of the RDAs there were concerns about the

future of the competition in their absence and one respondent felt it would be difficult to maintain the level of interest without them because of their role encouraging and sometimes 'cajoling' projects to participate. That said, other consultees were of the view that this is an opportunity to widen the appeal of the competition and focus more on widely on the enterprising places agenda.

3.12 A smaller proportion of participants either heard about the competition from Enterprise UK, a local authority or other contacts involved in local development. Relatively few participants heard about it as a result of publicity from previous years, although at least two were informed of the competition by contacts that had entered in previous years. Linked to this, there is a sense that awareness of the competition is strongly driven by word of mouth and that this could be enhanced further if the benefits of winning could be more widely promoted.

3.13 The vast majority of consultees reported a high level of enthusiasm to take part in the competition, particularly those that were closest to project delivery. Two of the local authorities consulted had reservations about entering the competition at first but were persuaded in one instance by the determined enthusiasm of the local community group they were representing and, in the other, by the RDA who reassured and insisted that the area had a very strong case to put forward. Reservations tended to stem from: perceptions that the competition would take up too much time and resource; the view that local authorities were not comparable to other competition participants; and/or that the competition would be seen by local residents as standard Council publicity or '*trumpet blowing*' and would distract from promoting community efforts on the ground.

3.14 The motivations for taking part varied across the sample group but a number of common themes emerged. These include (in approximate order of preference):

- **Raised profile and publicity** – this was cited by almost all of the consultees, particularly by participants that were involved closest to projects.
- **Celebration** – the majority of those motivated by publicity also treated the event as an opportunity to celebrate local success, giving back to local businesses (e.g. Herefordshire) and local people (e.g. Tynedale) involved in the particular programme.
  - “We had a good story to tell and wanted to celebrate this and involve as many people as possible.” (Tynedale)
  - “We felt we had a compelling story to tell.” (Scarborough)
  - “We had a good model and wanted to showcase it.” (PEER)
- **Recognition and credibility** – a high number of participants pointed to the kudos of entering / winning the competition, both at a personal (improved CV) and project (improved standing) level.
  - “Opportunity to be rewarded for work being done.” (Caernarfon)
- **Validation** – a number of participants were motivated to enter as a means of assessing the quality and direction of their work and receiving valuable objective feedback.
- **Strategic influence and local voice** – this ranged from community groups wanting to influence local authorities, to bids from larger organisations hoping to influence sub-regional groups or RDA/DAs.

- **Community benefits** – bids from areas with histories of relative deprivation or decline were likely to view the competition as an opportunity for “*improving local self-esteem*”, and “*rebuilding confidence*”. (Bishop Auckland, Scarborough, Falkirk)
- **Prize fund** – this was applicable in a number of limited cases, particularly in the North West and Yorkshire and Humber (PEER, Scarborough). Rather than being a sole reason for entering the competition, the prize fund acted as a reassurance for those concerned that the competition would take up too much time and resource.

3.15 A high number of the direct expectations listed above were linked to other objectives. For example, increased profile and credibility were frequently seen as a mechanism for raising new funding and/or expanding activity.

3.16 Whilst all participants approached the competition with a strong desire to win, a small number of regional winners were more than satisfied simply to enter the competition and participate. Making the regional shortlist was seen as an achievement in itself, particularly for those organisations that had been building up activity over three or four years to get to this stage (e.g. NSRZ). None of the participants saw the European stage as a primary motivating factor – the national award was sufficient to draw interest at this stage.

## Understanding of the Competition

3.17 Around half of participants reported that they fully understood the competition criteria and eligibility although, when probed further about this, views and definitions of enterprise varied. For the other half of consultees that had uncertainties over competition criteria, these were often linked back to the breadth of the enterprise definition being used, for example, some of the 2008 participants emphasised relatively targeted initiatives in their bids and viewed the eventual winning bid in Scarborough as less about enterprise and more about wholesale regeneration. Others noted that their own bids misgauged the emphasis given to tangible evidence of enterprise, and would have liked more clarity from delivery partners. Others reported inconsistencies between criteria they had been working towards at the regional level compared to that used at the national level.

3.18 There has been longstanding feedback from some participants that the breadth of organisations eligible to enter the competition makes it unfair or impossible to compare bids objectively, although feedback on whether eligibility should be tightened is highly mixed. A high number of participants (across all types) favour the existing broad open approach, with some suggesting the open field only strengthens the accolade of winning.

*“One of the best parts of the win was the sense of the David vs. Goliath triumph, even if it felt like an uneven playing field at times.”* (West Kilbride)

3.19 A similarly high number take a contrasting view though, that a tighter definition of enterprise would strengthen the credibility of the competition. For example, one of the private sector entrants reported that not enough emphasis was given to projects creating tangible value compared to publicly-funded projects operating at a net loss. In response to these issues, Enterprise UK have maintained the open eligibility to the competition but introduced entry categories. Participants from 2009 and 2010 are broadly in favour of the current system maintaining a more open approach for the national round that is less focused on categories.

## Programme Delivery

3.20 EUK is generally highly regarded as being very efficient and enthusiastic, in particular the Enterprising Britain project manager was commended by all stakeholders as hardworking and having an excellent grasp of the competition. This may have contributed to the removal of

the marketing exemption for the 2010 competition, which appears to have taken some considerable effort from BIS, with support from EUK.

3.21 Throughout the competition, the RDA/DAs have played a central role in coordinating the competition on behalf of Enterprise UK and have helped support their regions' bids at the national stage. The majority of participants reported that the RDA/DAs had been helpful in handling the regional competition and supporting the team at the national judging stage, with some noting that the support was excellent. Participants had greatest involvement with the RDAs at the national bid stage, to the extent that the regional bid was often presented as a joint team effort. This worked particularly well in most cases, although tensions arose where the RDA/DA exerted pressure on the direction of the bid against the views of the original bid team, particularly for smaller organisations deeply committed to their activity. However, it is these same smaller organisations that were most likely to recognise the national bid process *"would have been very difficult without the support."* (West Kilbride).

3.22 The most cited benefit of the RDA/DA support was their role in articulating the competition objectives and criteria, along with providing information and advice to support the bid. However, many noted an apparent disparity between the level of engagement among regions – with some excelling and going beyond the call of duty, and others less obviously engaged.

3.23 Where applicable, the financial assistance offered by RDA/DAs to the regional winners was undoubtedly appreciated by the participants. The variability of the assistance can give rise to dissatisfaction with the wider competition though as some participants found out they received no prize fund at all, where the value was less compared to other regions, or where funded support was ring-fenced rather than discretionary / delegated. As a result of these variations, regional prize awards were removed from 2010.

3.24 Where RDA/DA support could be improved, at least three consultees reported that it would have been more useful if the RDA had been more engaged and available for ongoing input and advice, rather than at formal meetings or through limited discussions about competition criteria.

3.25 Over half of all regional winners since 2006 have been led by or had direct support from local authorities. For those bids where this was not the case, the majority noted that indirect support from the local authority was enthusiastic and of great assistance to the core bid team. Typically, this involved preparing civic engagements for the judging visits, providing hosting facilities and offering PR support.

## Effectiveness of Enterprising Britain Activities

3.26 Partners and participants were asked to provide their insights on the robustness and effectiveness of the different elements of the competition. Their views are presented below.

3.27 **Application Process.** Almost unanimously consultees felt that the application process was straightforward and the recent change to allow online entries was well received. Entrants, in particular, noted that the initial application process at the regional stage (1,400 word submission) was not onerous. Upon winning the regional competition and entering the national stage, the majority of participants strongly agreed that the level of involvement and scrutiny increased significantly – *"the expectations were much higher"* (Scarborough) – including writing strengthened bids for the national judging panel.

3.28 On the whole, the introduction of entry categories has been largely welcomed by participants although one consultee reported that 2010 categories could still be made simpler.

Others were more positive and felt that entry categories enabled participants to be more focused in their application. A regional partner suggested that the application form should also require information on sustainability and potential to become self-financing, especially in the current economic climate. All consultees agreed that the categories allowed greater alignment with the European competition.

3.29 **Competition Judging.** Changes to the judging process were viewed as a success and, without exception, partners and participants agreed that having the entire panel visit the finalists has ensured greater transparency in the judging. This meant judges did not have to advocate particular projects or try to convey their attributes to the entire panel. Comments received on the changes to the competition include:

*“The process of having semi-finalists and three finalists worked very well”* (Regional Stakeholder)

*“Judges are now comparing like with like”* (National Winner)

*“We were previously judging projects that we had not seen”* (Strategic Stakeholder)

3.30 That said one 2010 participant noted that it would have been helpful to have had longer to prepare, and another noted that future events could perhaps be held outside London.

3.31 The use of a range of individuals as judges was highlighted as a positive and provided ‘a fresh perspective’. Most consultees (among both partners and participants) noted that the judging visits worked particularly well. In relation to regional judging, one of the delivery partners expressed satisfaction with the guidance given by EUK for selecting judges for the regional panels and felt the overall autonomy given to the regions worked well.

3.32 The judging visits were viewed as significant events, treated very seriously and prepared for intensely by all of the participants consulted. Most participants noted how **the visits generated a significant level of excitement and buzz among the towns and places submitting** and genuinely appreciated the opportunity to showcase the best of their areas. A number of participants viewed the judging visits as delivering benefits in their own right by increasing local publicity and awareness of their work.

*“We tried to make it fun but show that the town was serious about enterprise.”* (Scarborough)

3.33 **Awards Ceremony.** Feedback on the awards ceremony was highly positive, particularly the pitch, venue and format of the 2010 event. For example, the House of Lords venue and high profile speakers were significant motivators to attend. The stand-based networking approach was also well received, and this was a direct response from EUK based on feedback from earlier sit-down events.

3.34 **European Awards.** All of the national winners and runners up that were shortlisted for the European stage of the competition were enthusiastic to support this additional round. Participants are particularly in favour of the current approach which does not require them to invest additional resources (the round is judged using the existing national submission documents and UK judge’s feedback). There is potential for Enterprise UK to make the European competition process clearer for participants, particularly to emphasise that shortlisting at this stage is not automatic and that it is subject to the decision of the European judging panel. For example, one winner had begun publicising entry into the European competition only to be informed they had not been shortlisted.

## Competition Investment

3.35 As noted in the expectations section, a number of participants were hesitant to take part in the competition due to concerns over the time and financial resources required to enter and deliver a winning bid.

3.36 For the six regional winners that could place a financial value on the full resources committed to the bidding stage, estimates ranged between £1,000 and £13,000, with an average of £6,100. Of this total, time investment was generally viewed as accounting for between half and three quarters, including paid-for hours at work and out-of-hours time. Tangible financial costs made up the remainder linked to hiring venues for judging visits, producing brochures and other publicity material, and other professional support.

3.37 National winners reported that additional investment was required once they had won the competition, mostly linked to additional PR (financial and time costs). The estimated total cost of bidding for and managing a winning entry at the national level was relatively higher compared to those only winning the regional round (average of £7,500 based on two responses).

3.38 The competition's provision of PR agency support to address the extra costs of competition success was appreciated by national winners but had varying impacts depending upon organisation type. For example, the national winner for 2006 was a social enterprise with only two staff, no PR experience and a limited budget. In this case, the PR support was essential for managing day to day publicity but seen as a missed opportunity by the team where more funding or more targeted support (for the first twelve months) could have delivered a greater net return. This contrasted to the 2008 winner, a local authority with a dedicated marketing team in place, where the PR budget was used to take forward a more structured and high impact PR campaign. **Future competitions should recognise differing publicity needs of the winners and tailor the PR support accordingly.**

*"Benefit would have been greater if more resource could have been directed into PR."* (West Kilbride)

3.39 Two of the runners up noted that they struggled to find resources to deal with marketing without any PR support from the competition, particularly those that did well in the European awards.

## Summary

3.40 Enterprising Britain appeals to a range of organisations and there have been improvements in its targeting to improve alignment with the European Enterprise Awards. RDAs/DAs have been the main delivery intermediaries which poses a major challenge for the competition's future.

3.41 Entrants that won the regional competition operated across a range of scales and organisation types, and represented groups/organisations facing very different contexts, from science parks maximising high-value activities to holistic programmes in relatively deprived communities. The number of entrants has remained consistent in most regions and the overall quality of submissions remains quite high.

3.42 Overall, there is a sense that Enterprise UK could have played a greater role in publicising the event at a national level, although participants also recognise that it is up to the media what it chooses to publish or broadcast. There are opportunities to refresh the use of social networking and online media should the event continue.

3.43 Enthusiasm to take part in the competition was generally high among consulted participants with the most cited expected benefits listed as raised profile and publicity, an

opportunity to celebrate success, recognition and credibility for the project and validation of existing activity. Where participants had reservations about entering, this usually related to perceptions about the time and resource required.

3.44 Understanding of the competition and the process was generally good although there was a fairly balanced division between those that would like the national competition to be restricted to organisations with a more narrow enterprise remit, whilst others believe that the broad base of competition entrants only adds to the credibility of winning. At the regional level, the introduction of entry categories has been largely welcomed by participants.

3.45 Management and delivery has improved overtime and there is a potential opportunity for some strategic dialogue between BIS and EUK. Support from Enterprise UK, RDAs and other partners has generally been viewed as highly beneficial, although inconsistencies across regions were noted by participants in terms of financial prizes for winning the regional round and resources attached to developing the national bid.

3.46 The judging visits were viewed as a highlight of the competition, prepared for meticulously by all consultees, and generating significant buzz among the areas. The judging process was perceived as working significantly more effectively in 2009 and 2010 when the judges began attending all shortlisted bids rather than inputting into a broader panel. There are mixed views regarding the introduction of entry categories but on a whole the introduction of an online application system simplified the process (exploiting this success might be possible through future competitions).

3.47 Based on a relatively small sample of eight consultees, the financial cost and approximate value of time invested into the competition was estimated at between £1,000 and £13,000 per entrant, on average £6,100 for regional winners and £7,500 for national winners. This probably underestimates the true cost once staff and other partners' time is included but most organisations felt their participation was 'good value for money'. PR agency support was recognised as beneficial in allowing larger winners to maximise best practice sharing. Whilst this support was essential for smaller winners, their lack of capacity meant PR was not as successful as envisaged, suggesting that future competitions could provide more tailored support.

## 4 Impacts of Enterprising Britain

4.1 Partners and participants pointed to a wide range of impacts that have been achieved as a result of their participation in Enterprising Britain. For example, a high number of participants recorded feeling more confident and obtaining better recognition of their work (e.g. Herefordshire).

*“Confidence is the most important impact.”* (Bishop Auckland)

*“90% of benefit is recognition, 10% is giving impetus to the cooperation and coordination already ongoing, and the inspiration to do more.”* (Plymouth)

4.2 This chapter presents views on the impacts of the Enterprising Britain competition. It primarily focuses on three broad areas that the competition aimed to impact upon: collective learning and knowledge sharing; demonstrating enhanced enterprise performance; and celebrating the importance of enterprise. A further section covers the additional benefits and added value that the competition has generated according to participants. Finally, consideration is given to how the competition impacts could be enhanced in future years.

### Collective Learning and Knowledge Sharing

4.3 Whilst none of the participants explicitly had expected the competition to improve collective learning and gain new knowledge in its wider sense, two of the most cited reasons for taking part in the competition (raised profile and celebration) are integral to knowledge sharing. Importantly, twelve out of fifteen respondents from the 2006-09 competitions pointed to increased partnership working as a result of the competition. This included greater working with other participants, business support organisations, businesses and investors. Evidence of knowledge sharing typically involved improvements within the participants' **local areas**; and reaching a **wider audience**.

4.4 **At the local level** participation in Enterprising Britain has helped to:

- **Increase partnership working.** A high number of participants reported better engagement with RDA/DAs, local authorities and/or local enterprise agencies (Bishop Auckland) as a result of participating in the competition. A smaller number could point to improved synergies across Council departments or changes to shared services/facilities (e.g. all departments coming together to promote a joint message with engaged partners (Herefordshire); and making available to businesses under-used public facilities).

*“Most significant impact is the closer working relationship with the City Council which means it is now easier to get things done.”* (Derry)

- **Improve knowledge and skills** – This most often referred to knowledge around completing grant applications, whilst other benefits included improvements in recording achievements and knowing when / how to market them effectively. One consultee noted that the competition win had helped them organise events more successfully and enhance the quality of enterprise marketing (Wansbeck). Team building within the organisation was cited by some participants, and two consultees noted that new skills were subsequently shared with other local partners.
- **Stimulate new projects.** There were several examples cited by participants, primarily linked to improving planning and applications for programmes already identified, either by the participant (bringing three new partners on-board the ERDF

bid team - Wansbeck) or by local partners (boosting bids for a rural supply chain project in Welland, and a food festival in Bishop Auckland). In some of these cases, participants reported this had successfully led to significant funding being accessed, with new skills gained through Enterprising Britain playing a part in achieving this. One Council reported that interest from local community groups and district councils led to them supporting new enterprise initiatives in these neighbouring areas (People Encouraging Enterprise in Rosendale 'PEER'). Although the research did not extend to evaluating the gross additional enterprise investment that could be attributed to the competition – it is clear that this did occur and, in many cases, outweighed the investment into the competition at local level.

- **Expand existing projects.** This refers to instances where local interest in the winning organisation has seen their own activity rolled out or expanded into neighbouring areas. There were three clear examples of this from the sample group: a local community enterprise scheme rolled out to three other neighbourhoods in the same city (Norwich); a rural enterprise network expanded into two other parts of the County (Tynedale); and an urban equivalent in another County (North Staffordshire Regeneration Zone Limited 'NSRZ').
- **Align local efforts and inform strategies.** At least six consultees gave examples of how best practice had helped improve local alignment, most frequently through inputting to local strategy. One consultee reported that 'enterprise readiness' is now at the centre of their economic strategy, with an emphasis on enabling the local economy (Herefordshire). Another noted that three out of five of the local Employment and Skills Board's priorities were now linked to enterprise. As well as strategy development, a small number reported that participation in Enterprising Britain had led to broader changes in strategic thinking at their organisations so that they are "*now more focused on best practice and partnership than previously*" (Derry).

*"[The competition] enabled us to have an impact on the LSP and how the Council manages economic development at a strategic level. Now they get it! Enterprise is understandable and has raised profile among decision makers."* (Plymouth)

4.5 More widely, approximately half of the consulted participants reported that they had contacted previous winners ahead of entering the competition, and/or been contacted themselves since. This was usually to find out about the competition itself, how to enter, and how to improve bids (it enabled NSRZ to enter the competition). However, a smaller group of consultees also reported contacting / being contacted by other economic development departments or organisations to discuss and learn from ongoing enterprise activity. This is a demonstrable example of knowledge sharing and best practice to a wider audience, although best practice is also circulated through competition PR, event networking (including at the awards ceremonies) and use of website resources.

4.6 **On a wider geographic scale**, examples of the benefits of best practice sharing include:

- **Increased partnership working:** Success at the regional / national awards has led to high degree of increased partnership working across the wider UK, not only with other participants but with theme-specific networks and organisations e.g. Social Enterprise Coalition.
- **Improved knowledge and skills:** At least four consultees have experience of being contacted by, or contacting, other participants to discuss common enterprise issues, including rural challenges to enterprise (Welland, Herefordshire and Northern

Ireland), promoting social enterprises (Derry), and enterprise in deprived areas (Tynedale, Scarborough). The competition directly led to a dissemination workshop held in the North East, attended by three previous regional winners, aimed at sharing best practice among attendees from other local authorities / organisations.

- **Stimulating new projects:** In a similar vein, introductions forged through competition events or dissemination have led to some instances of discussions regarding introducing new joint projects between participants separated by distance. There are few identified examples of this taking place so far, although timescales for transferring ideas into reality take time (Derry and others, Stoke and Plymouth). For example, one consultee confirmed that the experience of seeing what others were doing had initiated a new programme of social enterprise support within their own area (Derry).
- **Success in other awards and competitions:** There were several examples where regional winners of Enterprising Britain were subsequently successful in other similar awards, for some it gave them an appetite to engage in other awards and exploit their potential more widely. Examples include: UK City of Culture; Beacon Council status; Queen's Awards; National Federation of Enterprise Agencies Awards; Academy for Urbanism Awards; Scottish Regeneration Forum Awards; UK Science Park Association Awards; Business Cluster Awards; and Market Towns Awards.

## Demonstrating Improved Enterprise

4.7 A further aim of the competition is to present the UK as a more enterprising place, and there are two elements to this: obtaining credible evidence to demonstrate improved enterprise; and promoting this evidence appropriately.

*"Factors are recognisable but not always measurable."* (Plymouth)

4.8 Regarding evidence of improved enterprise performance, participants typically took a bottom-up approach and could demonstrate examples of successes and barriers being removed:

- Knowledge sharing (as outlined in the section above) has led to **raised awareness and knowledge among practitioners**. Further, a number of participants recorded how this had been translated into improved delivery of enterprise support.
- Profile raising and enterprise celebration have had an impact on improving **community engagement and attitudes towards enterprise** (to varying degrees). In areas facing economic challenges, participants were keen to report that *"winning Enterprising Britain had given the area a boost (Wansbeck)."* In other areas, competition involvement had helped address a lack of knowledge or misconceptions about enterprise:

*"[Competition publicity is] getting people from outside the project to understand what is happening."* (Caernarfon)

*"Emerging acceptance that actually enterprise isn't a bad thing."* (Herefordshire)

- **Increased enthusiasm from local businesses and organisations to champion enterprise and promote the local area.** For example, one of the UK's largest food and drink fairs contacted a winning participant of Enterprising Britain based nearby and framed that year's event around opportunities to start-up in the sector (Welland – Melton).

4.9 In areas that have experienced improved job creation and increased start-up rates since taking part in the competition, **consultees were hesitant to attribute harder impacts solely to their participation in Enterprising Britain**. For example, one enterprise agency attributed improved local start-up rates to their organisation's holistic approach, including participating in Enterprising Britain – *“the competition has played its part in achieving this.”* – Furness. A high number of participants reported that the outcomes achieved from participation have had a significant impact on perceptions of the local area (both from those based inside and outside the area).

4.10 One consultee reported that the change in perceptions of the area had been ‘massive’, both from businesses within and outside the local area (NSRZ). Another reported that the win had *“helped perceptions of the town no end (Scarborough).”* A third consultee from a small rural district noted that the profile of the local area had improved considerably, and that this was especially the case among business leaders based outside of the area, including in the neighbouring conurbations (Wansbeck). In a small number of cases, this increased interest from businesses has led to more tangible examples of inward investment leverage (Lowestoft, Scarborough).

4.11 Linked to above, a high number of consultees were keen to recognise the importance of the competition as a vehicle for promoting and demonstrating local enterprise best practice. For example, one consultee pointed to the wide host of organisations now ‘banging the drum’ for enterprise using the competition involvement as a central focus and giving a greater chance for the enterprise messages to get across – *“increased engagement takes a while to organise but is worth it (Plymouth).”* Another reported that the competition had enabled the Council to promote enterprise in a more coherent fashion using Enterprising Britain as a marketing tool.

## Raising the Profile of Enterprise

4.12 A third aim of the competition is to present a united message on the strategic importance of enterprise in policy and to encourage future investment into the area. It appears to have performed well in this respect. This aspect of the competition utilises demonstrable evidence of enterprise related outcomes to help ensure that resource is directed into these areas into the future. At the UK level, there were mixed views about the extent to which Enterprising Britain was able to enhance the UK's image as an entrepreneurial nation. Some partners felt that this was demonstrated by the relatively **high number of UK entries each year to the European Enterprise Awards** although they also observed that enhancing the UK's image will improve as the competition gains more national publicity.

4.13 One of the main impacts cited by participants was the competition's effect on **validating existing work to local and regional partners**. One consultee described how winning the regional competition had *“cemented commitment to enterprise and regeneration”* within the Council leadership team (Tynedale), whereas another noted that, in terms of delivery, *“the main impact was reinforcing the message that existing activity should be continued to be done well.”* (Welland)

4.14 Other consultees reflected on how participation had exposed decision-makers to new approaches to enterprise and was effective in **changing perceptions towards enterprise and informing policy development**. In one example, the competition win acted as a vehicle for the Council Chief Executive to lobby the RDA and others around promoting enterprise.

4.15 In many cases, ‘official’ recognition that the activity represented UK best practice provided the participant with a much stronger case in order to **safeguard existing**

**investment and generate additional funding** for ongoing future enterprise activity. For example, approaching funders with evidence of demonstrable best practice (Furness) and making it easier for them to secure investment (PEER).

*“Wider impacts can be summarised as encouragement of existing activity, cheerleading for the enterprise cause, and demonstrating government commitment at the wider enterprise level, not just supporting selected high-growth companies.”* (Furness)

4.16 The importance of this area is illustrated by one consultee’s feedback. The participant noted that they looked to Enterprise UK and others for ‘policy direction and steer’, and that this was particularly important with enterprise expected to play a significant role in the UK’s economic recovery. However, they noted that the lack of information from central government and Enterprise UK since the change in government was having a destabilising impact on ongoing enterprise activity.

### **Additional Benefits**

4.17 This section provides a summary of the competition’s impacts on behaviours and performance not already covered above.

#### **Changing Attitudes to Enterprise**

4.18 Partners and participants claim that the competition is very effective at improving morale and improving civic pride by *“bring visibility to a place and giving poor communities a champion of enterprise”* and *“giving winners the confidence to go on”*. One regional partner indicated that it had enhanced their understanding of enterprise and strengthened local renaissance and social transformation in communities (e.g. Rotherham). Participant feedback indicates that winning the competition *“demonstrates what can be achieved if local partners work together to improve socio-development of communities”*. Most partners appreciate that the competition is one element that helps contribute to a strong enterprise culture and has a unique and important role as the only substantial event to recognise enterprising places at the community level.

#### **Attracting Investment in Enterprise**

4.19 The investment into the competition by the lead entrant has often been supported by increased interest, in-kind time contributions and financial investments from local businesses and other partners. Participants note that this has been done in good faith and that their increased investment into the enterprise agenda has also acted as a vehicle for promoting their own interests (e.g. businesses advertising their support of the local bid). This was supported on one occasion by the UK participant at the European awards combining the visit to Brussels with a trade delegation representing local businesses.

4.20 There are at least two examples where the competition win has led to increased interest from large-scale inward investors, and subsequent commitments. These developments whilst not purely attributable to the competition win, did contribute to participants being able to make a much stronger case and offer a more credible package due to their success in Enterprising Britain (e.g. wind farms in Lowestoft and Scarborough). The competition was perceived as place making and *“created buzz around a place by highlighting it as a good location to start a business or visit”*.

#### **Improving Engagement**

4.21 The competition has had a significant role in encouraging and facilitating greater engagement, both at the local level and beyond. Given the forthcoming ‘localism bill’ this is an interesting outcome of the event. As well as improving partnership working and sharing best

practice among practitioners (Councils, RDA/DAs, enterprise agencies, Chambers of Commerce, FSB, etc), the competition has helped engage a wider audience including businesses, social enterprises, voluntary sector and local religious groups. One participant pointed to the benefits of all views being shared, including senior RDA staff speaking and listening to local schoolchildren. (Tynedale)

*“Businesses and business groups were thrilled with the area’s recognition.”* (Welland)

4.22 A high number of participants reported how the judging visits in particular acted as a catalyst for engaging groups within public, private and community spheres, including improving inclusivity in the area (e.g. engaging BME groups that had relatively low representation before - Norwich). The general perception was that the competition highlighted strong existing partnerships and collaborations rather than encouraging new ones.

### Competition’s Additionality

4.23 Additionality refers to the extent to which enterprising activity and outcomes would have taken place or occurred without the competition. Participant assessments of competition added value varied according to the type of outcomes achieved. Regarding hard impacts of enterprise, participants did not attribute increases in start-up rates or job creation solely to the competition. Similarly, most participants thought that greater recognition of the UK as a more enterprising place was predominantly due to on-going activity, although most noted that Enterprising Britain had a contributing role towards this, in some cases a significant role.

*“GEW and EB have made a significant contribution towards achieving this.”* (Plymouth)

*“All [enterprise outcomes] would have been achieved anyway but winning EB helped to give a shiny gloss to our initiative.”* (Wansbeck)

4.24 Whilst participants mostly agree that they would have undertaken partnership working anyway, the increased scale and range of new partnerships was viewed as highly attributable to the competition.

*“The competition helped to put us in touch with one or two contacts but we were already proactive in networking so this didn’t represent a sea change in our approach.”* (Furness)

4.25 Similarly, most participants felt that recognition of enterprising places was largely absent before the competition was introduced.

*“There are a lot of awards for innovation, but not many for enterprise. It is a very strong award that is well-known.”* (Derry)

### Relevance, Improvements and Future Delivery

4.26 Without exception respondents agree that Enterprising Britain is relevant, well respected and distinctive. All consultees, including organisations with reservations ahead of the competition, emphasised that the investment had been worthwhile value for money, with some reporting it as excellent value for money. At least two pointed out that this favourable opinion might not have been the case if they had not won the regional round though. Related to this, participants at the bidding stage would have appreciated **earlier indication of the scale of time/financial resources** likely to be needed to enter the competition.

4.27 Comments emphasising its relevance include:

*“Enterprising Britain separates good projects from those that are not as good”*

*“The competition has a fun element and is competitive”*

*“Competition helps to identify what is happening on the ground in our regions”*

*“Enterprising Britain is quite inspiring”*

*“The message is simple – we are looking for an enterprising area”*

4.28 As noted in Chapter three, consultees generally report that **PR surrounding the competition could be strengthened** and observed that it could potentially benefit from greater visibility of its private sector sponsors which might improve general recognition. A small number of respondents liked the high level engagement of politicians and personalities (such as Peter Jones). This is clearly an asset for the competition and should be maximised even further. A national broadcaster or major private sponsor may be an option to raise the reach of the event still further.

4.29 A few consultees felt that re-introducing cash incentives would increase participation and offer value for money given significant time input and sometimes financial investment by participants. The award of large cash incentives is unlikely in the current economic climate but further profile raising, promoting links with the European Enterprise Awards and showcasing achievements of winners may increase overall participation.

4.30 A number of stakeholders reported that the competition should focus more on best practice sharing and learning among winners and with other organisations. This was felt as important for cross-fertilisation of ideas and lessons from delivery of enterprise initiatives. A number of participants thought they could have maximised these outcomes further if they had been better aware of previous winners’ experiences. **Guidance from Enterprise UK about how to maximise best practice and enterprise outcomes** from the competition would have been appreciated by participants. There was also call for a shift in focus on the success factors underpinning achievements of regional and national winners to provide other communities and partnerships with examples of what has worked well.

4.31 At least two consultees noted their uncertainties (at the time of reporting) over the direction of the UK enterprise agenda, combined with a sense that areas may be left to compete for themselves. In this instance, the role of Enterprise UK and the competition to celebrate wider community enterprise is valued. For this to continue there is the opportunity to explore **promoting the competition on a more regular basis** throughout the year, although this is subject to limited resources.

4.32 The following success factors were identified as being fundamental to the success of competitions celebrating enterprising places :

- **Opportunity to use the win as a leverage for additional private/public sector investment**, that is winners should be able to use the accolade of winning to attract additional investment in their projects and communities;
- **Encourage shared learning**, which may facilitate cross-fertilisation of ideas and adoption of new approaches to enterprise, both among participants and other communities and partnerships that would benefit from their experiences;
- **Provide attractive incentives**, to attract potential entrants and motivate participants;
- **Recognise influence of enterprise in social and economic transformation**, by identifying the role of businesses and individuals in enterprise related changes and not just organisations representing businesses; and
- **Emphasise financial sustainability** to encourage more private sector led entrants and reduce reliance on public purse.

## Summary

4.33 The competition has had an impact on partnership working both at the local level and beyond. There have been demonstrable examples where participation in the competition has enhanced knowledge and skills, stimulated new projects or expanded existing activity. At the local level, the competition has helped to improve local strategic alignment among partners and in some areas actively inform policy and strategy development. At the national level, some regional winners have exploited their enhanced profile by successfully entering other awards and competitions.

4.34 The competition aims to present the UK as a more enterprising place and there is evidence that this has been achieved in a number of ways. As well as raised awareness and knowledge among practitioners (through best practice sharing), participants report that the judging events and competition success have led to improved community engagement and attitudes towards enterprising places. There is also evidence of increased enthusiasm from local businesses and organisations to champion enterprise and promote the local areas, and many projects have been able to engage a wide section of the community from schools to community groups and businesses.

4.35 Consultees are more hesitant to attribute direct economic impacts (e.g. job creation and business start-ups) solely to the competition although they do recognise its role in contributing to economic development activity such as inward investment or enterprise education. The combination of increased enthusiasm and activity has led to significant positive changes in the perceptions of local enterprise within and outside of many regional winners.

4.36 The competition has a legitimate role in celebrating and promoting the UK's reputation as a more enterprising place. Participants noted that the recognition achieved through the competition improved their credibility among local partners and funders, which has a direct impact on strengthening the case in their areas for continuing prioritisation towards enterprise.

4.37 Overall, participants view the additionality of the competition as good with most noting that a high proportion of best practice sharing, recognition and celebration of enterprise would not have taken place otherwise. Most also report that it has a contributing role to securing increased enterprise performance (including improved start-up rates and job creation) as part of a wider enterprise support programme.

4.38 Most of the barriers that participants identified were usually linked to factors outside of the competition's control (e.g. a stable business plan that extended beyond a year at a time and consistent staff teams to drive forward activity). However, there are a few areas that would potentially help the competition to maximise impacts. These include: strengthening PR of the competition to expand the number sharing in the best practice; providing greater guidance around how winners can maximise enterprise benefits; exploring opportunities for more regular celebration of enterprise across the year, not restricted to the annual event and focussing on disseminating success factors more widely.

## 5 Conclusions and Recommendations

### Introduction

5.1 Since its creation in 2004, Enterprising Britain has recognised over 60 organisations/partnerships as leaders in enterprise development. Its achievements have occurred with relatively modest investment and there are certain refinements that could be made, but the model of a competition works well and is well respected by partners and participants. The competition is run on a relatively tight budget and sometimes under challenging timescales with exceptional project management support by EUK. That said, its future is uncertain and it is worth considering a number of options for the future.

5.2 The key evaluation messages are reflected upon in this section. It focuses on the competition's delivery, media coverage, impact and added value as well as some considerations for future development.

### Delivery of Enterprising Britain

5.3 The competition is generally well-run although the timescales were compressed in 2010 due to the 'purdah' period and marketing exclusion associated with the general election. The Regional Development Agencies and Devolved Administrations have been the lead regional delivery partners to date and the demise of RDAs poses a substantial challenge for the future delivery of the competition.

5.4 A balanced mix of participants continues to be attracted to the competition and the introduction of an online application system enhanced the overall application process. The judging visits are taken seriously by winners and judges and the changes implemented in 2010 have been a success. To summarise the event has been well run but given the disappearance of its key intermediary support, its future is uncertain.

### Media Coverage of Competition

5.5 Looking at marketing in more detail, there is general consensus among stakeholders that there is scope to raise the image and publicity of the competition even further (resources allowing). The PR budget has diminished over time, inhibiting its ability to exploit media coverage more fully. The involvement of the entrepreneur Peter Jones, politicians and BIS has certainly raised the profile of the competition but more endorsement would help to raise the competition profile even further.

5.6 The website has been a good source for information, but information about the competition has tended to pass more by word of mouth from local and regional enterprise partnerships – both formally (which LEPs might be able to replicate) and informally. There is an opportunity should the competition continue to exploit social media more fully. Commercial sponsorship has been suggested as a means of attracting more media interest and improving the competition's profile more generally.

### Impact of Enterprising Britain

5.7 The competition has had significant impacts on regional and national winners, strengthening local partnerships, improving the 'feel good' factor and in some cases stimulating new collaborations. Despite these successes some stakeholders and participants have expressed an appetite for additional activities to promote learning more widely. **Indeed**

**some winners were surprised that they were not called on more often.** The most significant impact has been profile raising and most participants believe that the extent of publicity received through Enterprising Britain would not have otherwise occurred.

5.8 The evaluation has found evidence of improved community engagement and attitudes towards enterprise as well as increased enthusiasm from local businesses and organisations to champion enterprise and promote the local area.

5.9 The achievement of direct economic impacts (such as job creation and business start-ups) has not always been immediately obvious but there is evidence of using the Enterprising Britain accolade to good effect. Some participants report that it has contributed to economic development activity such as inward investment and highlighted their communities as having an excellent business environment. Without exception, winners agree that winning Enterprising Britain is a good marketing tool for seeking further investment in projects and establishing credibility with potential investors. In other words *'Enterprising Britain is always a good sell'*.

### **Additionality**

5.10 The Enterprising Britain competition plays an important and unique role as the only substantial event to recognise achievements in enterprise development at the local community level. It enhances overall understanding of enterprise locally, providing political leaders and regional organisations with real insight into how to implement enterprise policies at the local level.

5.11 Dialogue and collaboration is very strong at the local level and the competition has enhanced joint working and in some instances led to new relationships. The competition has a high degree of strategic fit with Coalition policy around promoting enterprise culture, as well as targeting high-growth businesses. It appears to be well aligned with the proposed 'Big Society' agenda by encouraging and recognising local partnership working in enterprise activity.

### **Recommendations**

5.12 The report recommendations are designed to help those currently considering the future of the Enterprising Britain competition or similar initiatives and to suggest a set of possible options that could be pursued depending on decisions made. In short, if the programme is to continue then a decision is required quickly if it wishes to build on the goodwill, networks and experience that has been built to date. If the programme is to be discontinued then it would help to give this certainty to interested parties and to work through the implications of any choices made.

5.13 The evaluation found an appetite among winners and stakeholders for a competition celebrating enterprise and significant levels of goodwill and 'feel good factor' among partners and participants familiar with the event. This needs to be set against the current climate.

- **Recommendation 1 – Reflect on Progress to Date and Determine the Competition's Future.** BIS and EUK may wish to consider a Strategy Day to discuss the evaluation evidence and more importantly inform BIS's thinking about the future of the competition. In either scenario continued dissemination of lessons, impacts and case studies of winners is highly desirable. If the competition is discontinued, a structured closure process will minimise disruption and give clarity to partners (particularly for RDAs/prospective entrants who may be considering applications in the coming weeks).

5.14 Effective project management is crucial to the successful delivery of events of this nature. The following recommendations are to inform the competition only if it proceeds.

- **Recommendation 2 – Review of Project Management / Options for the Future.** If the competition is continued, BIS will be considering a number of options for the future. In light of the available evidence a delivery model could be devised embracing three service strands:
  - **Competition management and intermediary development**, with a focus on developing an intermediary support programme for the competition, which might include Local Enterprise Partnerships, British Chambers of Commerce, Association of Colleges, Local Government Associations and National Council for Voluntary Organisations. This approach is likely to achieve two key objectives: repositioning the event in a post RDA world and identifying a wider range of local delivery champions for the competition; and extending its reach through more involvement of local businesses and entrepreneurs as well as other local and community partnerships. In other words shifting the focus away from local authorities to localities more generally, this is within the grain of current thinking around rebalancing the economy and encouraging social responsibility and empowering individuals and communities.
  - **PR and social media strategy**, led by a marketing specialist (resources allowing) and combining traditional media (print and broadcast – typically more expensive) with more cost effective non-traditional media (e.g. website and social media). More effective use of the website and social media (like LinkedIn, Facebook, Twitter etc) might also reduce the overall PR costs of the event, improve its profile as well as contribute to more pre and post networking among participants and potential entrants.
  - **Shared intelligence and learning programme**, providing targeted activities promoting and encouraging knowledge sharing and learning more widely among participants and other organisations that could benefit from the experience of winners. Wider learning could occur through structured 'learning visits' to local areas attended by aspiring participants, policy makers and practitioners, downloadable learning tools and thematic events/discussions. The website and social media may also be used to reinforce wider learning throughout the year.
- **Recommendation 3 – Options for Delivery.** Actual delivery might take any of the following formats:
  - In-house delivery;
  - Current delivery team;
  - Delivery through a consortium;
  - Delivery through different organisations; and
  - A mix of the above (hybrid).

5.15 Enterprising Britain has a potentially strong fit with the Coalition Government's priorities and aligns well with the agenda of improving local entrepreneurship in the UK. This provides a clear direction for the future pitch and focus of the event.

5.16 It should be noted that it will be difficult for any future competition to realise the cost efficiencies that Enterprise UK has done in the years it has been responsible for the

competition. Without the infrastructure and experience that EUK brought to the competition, the true cost of running a successful scheme is likely to be much higher.

5.17 Also of note, many respondents commented that future delivery of similar competitions has to be more long-term than operating on a one year at a time basis. Enterprising Britain ran for seven years and, in so doing, built up considerable amounts of good practice and achieved significant cost efficiencies – particularly in the years that EUK had sole responsibility for budgets. However, planning each year was significantly disrupted by the nature of BIS and EUK's contractual arrangements which effectively meant that every year the competition was re-negotiated. The competition planning cycle did not fit well with the annual planning cycle of EUK which meant that when funding arrangements were being considered the competition was unable to neatly reflect new priorities of the organisation and/or of government.

- **Recommendation 4 – Re-launch and refresh image.** BIS may wish to consider refreshing and re-launching the competition on the basis of suggested enhancements from the evaluation and to meet Coalition priorities more explicitly. There is an opportunity to realign it more closely with current policy thinking; for example the event could become an integral part of the emerging business improvement agenda, focussing on local communities and empowering individuals and communities in enterprising places. There is the potential to use the aforementioned *shared intelligence and learning programme* as a tool to provide communities with the information that they need to kick-start enterprising places programmes /activities and improve local entrepreneurship amongst partners. This will enable communities and local partnerships to obtain advice from others (winners and participants) who have delivered successful and recognised enterprise initiatives. A renewed focus on local entrepreneurship and community partnerships might also include more emphasis on showcasing factors leading to successful enterprise development with clearer recognition of businesses and individuals in successful local partnerships.

5.18 Stakeholders and winners generally agree that Enterprising Britain is good value for money. Considering the competition's achievement and its ambitious objectives, the project itself was run on a very small budget and this was worked hard. However, the current economic climate means that a funding structure solely reliant on government investment is unfeasible and therefore a focus will be needed to attract more diverse funding sources – including commercial investment and sponsorship and to ensure that funding is on a more sustainable footing with a longer-term outlook.

- **Recommendation 5 – Achieve Sustainability.** Based on the outcome of recommendation 3 about future delivery, BIS may wish to give the future delivery partner the responsibility of developing a three year funding strategy for the event. This strategy should potentially address tapering public funding and maximise new/existing sources (such as sponsorship and commercial income). BIS may wish to consider guaranteed funding for year 1 (2011) with a view to reducing public support by a certain percentage each year between 2012 and 2013. The tender could be subject to satisfactory year one performance and resource availability. This would give greater certainty to partners and allow a medium term strategy to be developed.

5.19 To summarise, the competition is a well liked event that appears to achieve significant impacts for relative modest investment but its future will be predicated on its ability to change and adapt to a new political and economic landscape.

## 6 Appendix A: Logic Model

The Logic model is a systematic and visual way to present a vision of how a programme / project works. It highlights resource inputs (e.g. funding), and relates this to the activities supported, the direct effects of this support (outputs) and the full effects of the support (impacts). It is used to ensure that the activities or interventions lead to the desired project impacts. The logic chain presented below is taken from OFFPAT guidance.

### Aims

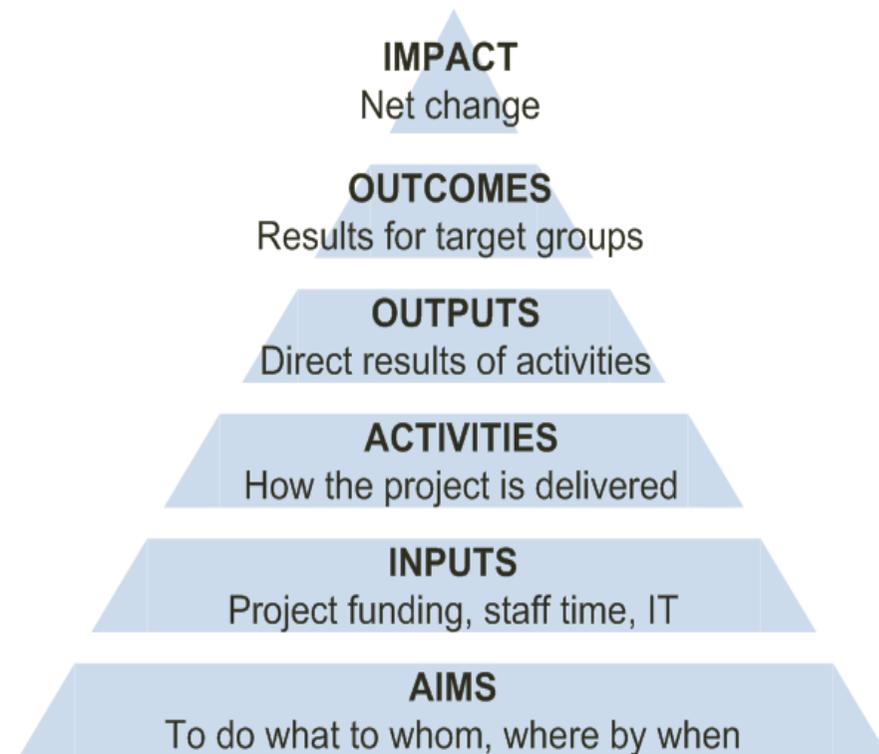
Being clear on the aims / objectives is perhaps the most important stage of project design. The objectives should be SMART and stated in such a way as to be clear what problem(s) they are hoping to address - are the objectives **specific**? Is it possible to say whether they have been achieved? - are they **measurable**? Is it possible to achieve these objectives? - are they **attainable**? Are the objectives directly related to what you are seeking to achieve? - are they **relevant**? And finally, is it clear when the objectives may be achieved? - are they **time-bound**?

### Resources or Inputs

Resources or inputs enable a project to happen and usually relate to project funding, although this can be extended to include staff / organisation time, collaborative partners or facilities. There may also be inhibiting factors, such as lack of resources, policy, attitude or regulation.

### Activities

This is what you do with the resources or inputs. This project activity may be the provision of services (advice, training, information, etc) or the development of products (marketing materials), or the provision of infrastructure (access road, premises, etc).



## **Outputs**

These are the *direct results* of the project activities. This will be the number of businesses supported with advice or training; the number of individuals trained; the square metres of premises provided; the number of events run, etc. In the case of the EB competition, the number of people directly taking part in the activities.

## **Outcomes**

Outcomes are what happen as a result from the activity; most typically the net change for the individual beneficiary e.g. the job obtained as a result of the project activity. Outcomes can also capture changes in attitudes, behaviours, knowledge, turnover and skills, etc. This applies particularly for the EB competition – participation in the competition in itself is not enough, participants' attitudes / actions need to change for enterprise to be improved.

## **Impacts**

Impacts are the changes that result from the project or programme, most typically net change in GVA for economic impacts or net reduction in greenhouse gases for resource efficiency projects. The impacts are the net change brought about by the intervention taking into consideration all other factors, such as deadweight (what would have happened anyway) and displacement (where impacts shift between beneficiaries and are not additional). Impacts should tie back to the aims outlined in the logic model. For the EB competition, the project does not set out to directly create economic / environmental benefits, rather impacts are the measurable and attributable changes resulting from participant actions (outcomes).

### Logic Model for the Enterprising Britain Competition

Aims	Inputs	Activities	Outputs	Outcomes	Impacts
<b>Identify and recognise enterprise best practice</b>	Financial / time investment	Publicising and managing competition	Teams entering the competition, being rated and scored	<ul style="list-style-type: none"> <li>Enterprise champions identified</li> <li>Activity recognised and validated</li> <li>Raised profile of winners</li> </ul>	<ul style="list-style-type: none"> <li>Recognition of enterprise best practice</li> <li>Expanded reach of Enterprise UK to new people and places</li> <li>Engagement with Enterprising Places Network</li> </ul>
		Setting entry categories	Increased suitability of teams entering the competition	<ul style="list-style-type: none"> <li>Category champions identified</li> </ul>	
<b>Raise wider awareness of the importance of enterprise</b>	Financial / time investment	PR targeted at wider public (events, press, website, etc)	Wider public actively involved in the competition bidding	<ul style="list-style-type: none"> <li>Improved attitudes towards enterprise</li> <li>Improved attitudes towards starting a business</li> <li>Improved attitudes towards enterprise among under-represented groups</li> <li>Improved social inclusion</li> <li>Recognise economic recovery as period of opportunity</li> </ul>	<ul style="list-style-type: none"> <li>Improved public perceptions towards enterprise</li> <li>Improved likelihood of starting a business</li> </ul>
			Wider public viewing PR / media coverage, including target groups (e.g. BME, young, women, disabled)		
<b>Encourage places to be enterprising</b>	Financial / time investment	PR targeted at practitioners (events, press, website, etc)	Practitioners actively involved in the competition (including participants)	<ul style="list-style-type: none"> <li>Increased partnership working</li> <li>Improved skills and understanding of enterprise best practice</li> <li>New projects stimulated</li> <li>Existing projects expanded</li> <li>Strategic alignment</li> <li>Success in other awards</li> </ul>	<ul style="list-style-type: none"> <li>Improved environment for starting a business</li> <li>Improved environment for existing businesses</li> </ul>
			Practitioners viewing PR / media coverage		
<b>Influence local, regional and national enterprise policy</b>	Financial / time investment	PR targeted at policy and funding decision makers (events, press, website, etc)	Policy and funding decision makers actively involved in the competition (e.g. Council leaders at judging visits, MPs/ Ministers at awards)	<ul style="list-style-type: none"> <li>Raised profile of competition</li> <li>Raised profile of Britain as being an enterprising place</li> <li>Improved perceptions towards enterprise policy</li> <li>Cement funding partner commitments</li> <li>Generate new enterprise investment</li> </ul>	<ul style="list-style-type: none"> <li>Sustained interest in winners' activity</li> <li>Sustained policy interest in the importance of enterprise</li> <li>Sustained policy interest in the public / private role in developing enterprise</li> </ul>
			Policy and funding decision makers viewing PR / media coverage		

## 7 Appendix B: Changes to Competition

Changes to Competition	
Application Process	<ul style="list-style-type: none"> <li>- More information on private sector input/leveraged funds (2009)</li> <li>- Introduction of online application form (2010)</li> <li>- Extension of application period (2010)</li> </ul>
Judging	<p>2009 Changes</p> <ul style="list-style-type: none"> <li>- New judging guidelines</li> <li>- Judging visits managed directly by EUK</li> <li>- EUK attends all judging visits</li> <li>- Four new judges added to panel</li> <li>- Extension of judging visits to one month</li> <li>- Formal feedback from EUK and BIS observers to judging panel</li> </ul>
	<p>2010 Changes</p> <ul style="list-style-type: none"> <li>- Reduction of judges to three</li> <li>- Judging process separated into four stages:                             <ol style="list-style-type: none"> <li>(1) Short listing of six projects based on application forms;</li> <li>(2) Six shortlisted projects present their projects to panel;</li> <li>(3) Selection of three finalists for judging visits; and</li> <li>(4) Judging panel selects national winner.</li> </ol> </li> </ul>

## 8 Appendix C: 2010 Media Coverage

	2008	2009
<b>Total Media Hits</b>	<b>556</b>	<b>182</b>
Broadcast Media Hits	37	7
National Hits	34	23
Regional Hits	351	98
Trade Hits	134	54
Source: Enterprise UK		

The extent of media coverage of the national winner has also diminished overtime, again reflecting tightening media budgets across the competition.

	2008	2009	2010
<b>Total Media Hits</b>	<b>117</b>	<b>24</b>	<b>22</b>
Broadcast Media Hits	5		1
National Hits	18	4	2
Regional Hits	44	4	11
Trade Hits	13	16	9
Source: Enterprise UK			

## 9 Appendix D: List of Consultees

### Evaluation Consultees: Partners

Name	Organisation
Ann Carter Gray	Department for Business, Innovation and Skills
Ann Rae	Department for Business, Innovation and Skills
David Chapman	North West Development Agency
Peter Ide	Yorkshire Forward
Philip Bramhall	East Midlands Development Agency
Andrew Youl	South West Development Agency
Sandra Laurie	Scottish Enterprise
Peter Wall	London Development Agency
Claire Gillon	South East Development Agency
Sharon Roberts	Department of Economy and Transport (Wales)

### Evaluation Consultees: Participants

Name	Organisation/Role
Maggie Broadly	West Kilbride (National Winner)
James Capper	North Staffordshire Regeneration Zone Limited (National Winner)
Nick Taylor	Scarborough Renaissance Partnership (National Winner)
Kevin Horne	NWES in Lowestoft (National Winner)
Carol Johns-McLeod	Go Wansbeck
Rona Mcfall	No Limits
Brian O'Neill	Team Derry
Bill Ferris	Chatham Historic Dockyard Trust
John Barker	Furness Enterprise
Andrew Ashley	Plymouth's Business Growth Project
Andy Dean	Tynedale Enterprise Network
Natalia Silver	Herefordshire Council
Sue Snowden	Bishop Auckland Town Centre Forum
Barry Shafe	Edinburgh Science Triangle
Andy MacNae	People Encouraging Enterprise in Rossendale
Stephano Thomas	Galeri Caernarfon Cyf
Libby Kingsley	Welland SSP
Jan MacCullum	Glynneath Training Centre
Sharon Quantrell	Bowthorpe BizzFizz
Paul Price	Kent Science Park
Trevor Blackman	Ape Media
Trevor Lynn	Think 3E
Jane Newport	Falkirk Council
Lisa Toland	Belfast City Council
Phil Duffield	Willow Park Housing Trust Enterprise Project
Catherine Brentnall	Rotherham Ready