



The **Centre** for Women's
Enterprise & Employment

Social Accounts 2005

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1. Introduction

Welcome to Train 2000's Draft Social Accounts for January - December 2005. These are Train 2000's fifth set of social accounts since 1998 when the social accounting process was first introduced and implemented within the organisation.

The organisation has gone from strength to strength since opening its doors in 1996 and more importantly it has been able to provide a range of award winning services to nearly 2000 women from Merseyside during the year.

Train 2000 would also like to reiterate the key role our funders and partners play in enabling us to deliver our services. Without the support of key funders such as: European Structural Funds and Phoenix Development Funds, much of our work would not have been possible. The sustainability of women's enterprise support will continue to be a key issue into the future. We would also like to take this opportunity to thank our staff team for contributing to the social accounting process and who have year on year proven that effective service delivery can be achieved and can make a real difference in the area of women's economic development on Merseyside and nationally.

Finally, Train 2000 would like to thank our clients – the women of Merseyside to whom we are committed to providing with the best quality range of enterprise, employment and education services.

2. Background and Structure

Train 2000 was established in 1996 as a non profit distributing social enterprise, in order to promote a range of high quality business support services for women. Our founder members, drawn from the voluntary, private and education sectors, recognised that the existing business support provision failed to recognise the specific needs of women seeking self employment as it was mainly inaccessible and inappropriate. Their vision of an integrated business support service laid the foundations for the way in which we now deliver our services, and has enabled it to be recognised as one of the leading women's enterprise development organisations in the United Kingdom.

Since inception, Train 2000 has delivered a range of enterprise support services and through its commitment to quality and approach to service delivery; it has emerged as the foremost organisation in Merseyside. This is demonstrated by

our achievement of Prowess (Promoting Women's Enterprise Support Services) Flagship standard of best practice, and our contribution to The Merseyside Partnership (TMP) enterprise strategy. We deliver a comprehensive range of business support services required to successfully encourage and support women, through the business start up and development stages in Merseyside.

2005 was a year of consolidation for Train 2000, enhancing the core enterprise development, employment support and executive training services provided through the POWER Programme. Key projects have been the training of the new Business Advice team, the integration of that team into the organisation; continuing to test ways to engage younger women in enterprising activities; and engaging ourselves in transnational activities to deepen our understanding of strategic development options.

At the end of 2005 calendar year, Train 2000 had twenty seven paid staff equivalent in post (Organisational chart illustrated on page 66).

3. Mission, values, objectives and activities

Train 2000's mission, values, objectives and activities are the result of a team development day, held in April 2004 and have subsequently been approved by the Board of Directors, as providing the strategic direction for the organisation.

Mission

Train 2000 is an innovative women's organisation that provides quality enterprise and employment services and influences policy, in order to improve the economic position of women.

Values

- To be *inclusive*, recognising the needs of individual women and particularly ensuring that we reach and respect the needs of disadvantaged and underrepresented women.
- To be *innovative*, continually improving the way we work and provide services by incorporating new ideas, information and methods.
- To work in *partnership*, adding value to what we do by working with others to build trust, develop mutual understanding and through reciprocal actions develop social capital.

- To strive for *quality*, committing the organisation to improvement and high standards in all aspects of its activities and working environment.

Objective One

To provide a range of quality, client sensitive enterprise and employment services for women in Merseyside.

We do this by:

1. Raising the awareness and aspirations of women across Merseyside regarding their enterprise and employment options through, for example, advertising and coverage in local media, promoting role models and organising awards
2. Developing and providing accessible services for individual women and groups of women
3. Developing and providing appropriate enterprise and employment services for individual women and groups of women
4. Strengthening enterprise networks for women through, for example, effectively working with other enterprise support organisations, banks and business networks

Objective Two

To influence local, regional, national and international policies and practices in the area of women's economic development.

By:

1. Networking with a range of appropriate organisations and government bodies, formally and informally for example participating in appropriate boards, steering groups and engaging in a range of activities
2. Gathering information, developing models, highlighting issues and identifying evidence based solutions to disseminate appropriately
3. Representing Train 2000's view on women economic development issues through, in particular, producing policy documents and responding to policy consultation, participating in policy think tanks, conferences, seminars and exhibitions

Objective Three

To maintain and develop Train 2000 as a sustainable organisation.

By:

1. Maintaining a strong structure for governance that enables effective decision making and direction giving
2. Ensuring that an effective team is in place using good practices in selection, recruitment, retention and having clear internal communications
3. Securing appropriate financial resources to allow the implementation of Train 2000's objectives
4. Implementing a comprehensive marketing strategy for Train 2000
5. Supporting all activity with appropriate quality systems and working environments

4. POWER Programme

Train 2000 delivers our core services under the branded initiative POWER (Promoting Opportunities for Women in Enterprise and Regeneration). This range of activities enables the organisation to achieve its mission and objectives and is underpinned by Train 2000's values. The POWER programme is subject to rigorous evaluation via on-going feedback from clients and as such is in a continuous state of innovation and improvement.

The details of the delivery model used during this reporting period are presented below.

Principles

The key principles applied in the design and delivery of this programme is the need for flexibility, appropriateness, quality, accessibility, client responsiveness, inter-agency partnership and the effective use of resources. The programme is therefore bespoke in nature, but also utilised the previous experience of gender specific business enterprise and education service delivery by Train 2000 and other agencies. The modular approach, provided an opportunity for women to identify at an early stage if enterprise was a viable option for them, whilst also enabling them to access some or all of the services on offer, depending on where they are on the development continuum.

Client Engagement – Taking a Proactive Approach

This element of the project has been absolutely fundamental to ensure that we can reach, deliver services and progress women into enterprise. It is particularly key, as we are seeking to engage women from target groups that have been previously under serviced and consequently have not had the opportunity to start and develop their own businesses e.g. women from black and minority ethnic (BME) or disabled communities.

We therefore have combined the following elements with our own outreach and marketing functions;

- Business Link central marketing and referral services
- Local Strategic Partnerships (LSPs) and economic development units marketing and awareness raising e.g. Business Liverpool, Liverpool Plus, Princes Trust, Banks and other funding agencies
- Specialist service providers e.g. accountants, solicitors, etc
- Specific Government initiatives such as Job Centre Plus, New Deal

Women's Enterprise Gateway

An overarching service which fielded enquiries from 1789 women across the county and which supports the outreach services provided. The Women's

Enterprise Gateway incorporated traditional and non-traditional approaches to client service, awareness raising and access. It specifically used, we believe, well designed and widely distributed information leaflets, local free press advertising, and a 'you can do it' publicity campaign which covers several women in business success stories. Other key elements of the Gateway service include:

- The provision of an initial diagnostic on a face to face basis or on the telephone by a qualified business advisor in order to identify the most the appropriate package of internal and external services and expertise
- Provision of a free-phone telephone number
- The use of translators and interpretation
- Email enquiry and information service
- LSP area based outreach service
- Initial advice clinics at related events across the county e.g. Jobs Fairs , Graduate Fairs, Sure Start and Early Years open days
- 'Key influencers': organisations were identified to work with to ensure a diverse profile of women accessing enterprise information and advice
- An out of hours service - evening - one to one diagnostics
- Special circumstance home visits

Business Start up and Development Advice Service

A one to one service with experienced business advisors for women to consider in detail the development of their business proposal. This enabled women to discuss the practicalities of business ownership. The service was delivered either on a stand-alone basis or in conjunction with an accredited business enterprise-training programme. The assigned business adviser acted as a key contact, for clients seeking additional support from the programme and where appropriate provides mentoring support, this has been especially the case for new business start-ups. The start up business advice element is also supported with a range of accredited learning materials, covering all the key aspects of business planning.

Accredited Business Enterprise Training (BET)

A number of inter-related workshop elements, which could be accessed by participants as a single eight week, accredited programme through Open College Network (OCN) or on a module-by-module basis for specific business planning skills. The programme was delivered in various modular timetables with day, evening provision and outreach delivery.

The programme consisted of high quality modules specifically designed for the start up market:

- Developing the business proposal
- Legal structures and compliance: choosing the appropriate structure, health and safety, premises etc
- If there is a market for your product or service? Market research: techniques, sources of information, plan, implementation and application

- Getting Your Customers and Keeping Them - the marketing plan: analysis of the business in terms of the product, pricing, premises, promotional activities, people involved and the competitive environment
- Financial Planning and Management: cash flow, profit and loss and balance sheet forecasts, management accounts
- Financial skills: record keeping using ICT, dealing with the bank, the Inland Revenue, the Contributions Agency etc, included a range of guest speakers
- Capacity and Growth planning: analysis of the resources needed for business start up
- The 'jigsaw': pulling together information and findings from each of the above elements and activities to produce a business plan
- Securing Finance - Funding application workshops: identification of suitable sources of funding and co-ordination of applications

Welfare Rights Advice

Specialist 'back to work' information and advice, regarding the availability of benefits to individual women returning to the labour market, either through employment or self-employment. It is provided by an experienced and specialist adviser, competent in the areas of specific Government initiatives, such as Working and Child Tax Credits and New Deal for Lone Parents and New Deal for over 50s. The service is particularly useful for women who have been unemployed, but also to those who are progressing from low pay positions into self-employment.

POWER Loan Fund

Train 2000 with the support of the Small Business Service's Phoenix Community Development Finance Initiative Fund, have developed a special loans fund directly targeting women setting up or developing a business who have traditionally been excluded from other sources of loan finance, due to a variety of factors. It seeks to contribute to the creation of new women-owned businesses and create jobs across the Merseyside region. In 2004 this loan fund model was revised as the parameters of lending between £3000 - £5000 at 50% intervention rate was not addressing the needs of our client group and as such a new structure was developed, moving from Merseyside Special Investment Fund to Bolton Business Ventures as fund managers and providing the following loans:

- Minimum of £1,000 and a maximum of £15,000 ,
- Unsecured, up to 100% project funding
- For a period up to a maximum of 3 years (incorporating a maximum of allowable capital holiday period of 6 months
- At a fixed rate of interest, currently set at 9%.

Employment, Education & Training

The EET (Employment, Education & Training) is an integral element of the Train 2000 service menu and targets women who are looking for either, a career

change, promotion, training information or to re-enter the workplace. The EET service offers:

- Confidential, impartial advice and guidance to help women choose a career that suits their skills, interests and abilities
- Up to date information on a wide range of careers information and advice on education and training opportunities
- Information on any available grants and loans to help finance individual career goals
- Assistance with an action plan, which define the steps that individuals will need to take to achieve your overall career aim.

In working with 'would be' entrepreneurs in their business planning, the EET adviser supports women in defining their personal skills and profile within a targeted curriculum vitae, and support then in identifying and securing any training required before they start up their business.

Personal POWER

Personal development training programme with added Sparkle for women

Personal Power is an accredited self-esteem building course specifically for women, using creative approaches to help women turn their life around in a supportive atmosphere. Delivered by Merseyside's World Famous Wild Woman - Clare Campbell, www.gorgeous-goddess.com.

Executive Education

Train 2000 in partnership with John Moores University (JMU) has completed two cohorts of a University Certificate in Supervisory Management. JMU deliver the taught course and Train 2000 co-ordinate recruitment activities and provide expenses and additional personal tutor support for the students. The students were women working for themselves, community enterprises and small-medium sized businesses across Merseyside. Further, in 2005 we completed the first cohort of a Masters in Enterprise programme.

Management Development Workshops

These are a range of stand-alone one-day practical management and development workshops, for women running their own businesses.

Networking

Train 2000 recognised through client feedback that opportunities for new women owner managers to meet, exchange ideas and experiences were useful. Such peer support had been identified as an effective business development support measure and presented considerable opportunities for inter trading and developing new networks. We therefore play an active role in promoting the Women's Business Network (North West) and ensuring that a proper referral system was put in place from the outset.

Additional Support Measures Provided

In order to ensure equality of opportunity, a range of additional support measures were built into the programme, which sought to ensure that women from all sections of the community have access to all parts of the programme. These resources were fully accessed and included:

- Childcare and other dependent costs
- Travel and subsistence allowances
- Translation of resource materials for those whose first language is not English
- Interpreting facilities for one-to-one business counselling
- Production of resource material on tape or large print format
- Provision of interpreters for the deaf on workshops and one-to-one business counselling
- Access to women only provision which is often a requirement for some cultural communities

5. Stakeholder Analysis

Stakeholders

Given the definition of a stakeholder as being anyone / organisation that influences or is influenced by our organisation, a comprehensive list of stakeholders was drawn up at a team meeting in June 2005, and is listed in full below. Train 2000 recognises the different relationships that we have with numerous stakeholders, and therefore, the list below is categorised into key stakeholders and other stakeholders.

Key Stakeholders

POWER Programme Clients

This stakeholder group includes women who access services through the POWER Programme, and associated activities such as The Elevator Pitch (women)

POWER Programme funders

This stakeholder group includes organisations that with Train 2000 co-finance, either through cash or in-kind, the delivery of the POWER Programme.

- Small Business Service Phoenix Development Fund
- Small Business Service Enterprise Promotion Fund
- ESF (European Social Fund) Merseyside Objective 1 Programme
- ESF EQUAL Accelerating Women's Enterprise Development Partnership
- Next Step
- Barclays Bank
- Liverpool John Moores University

Business Support agencies

This stakeholder group is made up of business support agencies from which Train 2000's enterprise clients may be able to access financial assistance, for example:

- Barclays Bank, Natwest Bank and other banks
- Princes Trust
- Business Link Merseyside
- Merseyside Special Investment Fund (MSIF)
- Business Liverpool: Financial Assistance to Business (FAB) scheme

Strategic Partners

Those organisations / agencies with whom Train 2000 works through, for example contributing to research and evidence providing to influence and affect

policy. These partners include Prowess, The Mersey Partnership and the Department for Trade and Industry (DTI) Small Business Service.

Networks

Train 2000 works within appropriate networks such as Prowess, Women's Business Network (WBN), the Social Enterprise Network (SEN) and the Development Trust Association (DTA) to ensure sharing of best practice and to collaborate on appropriate ventures.

Staff Team Members

Staff, either paid or voluntary, who contribute to the delivery of the organisation's core activities. During the period under review the Train 2000 staff team was 27 full time equivalent members and two core associates.

Board of Directors

Train 2000's voluntary Board of Directors made up of eight directors and two advisers.

Consultancy Clients

This stakeholder group includes organisations from the social economy, public and private sector that have accessed consultancy services from Train 2000. Whilst the organisation has a responsibility to generate income through the consultancy services, Train 2000 Board of Directors also accept, when resources allow, that consultancy services are provided to community organisations at a reduced fee basis.

Other Stakeholders

- Venues
- Specialist support providers
- Awarding bodies
- External tutors

Train 2000's 2004 social accounts focused on programme participants, internal stakeholders (staff and Board of Directors) and external stakeholders. In 2005 Train 2000 have utilised its limited resources in actively lobbying external stakeholders and therefore have not been able to consult with them in addition to this. Therefore, Train 2000's social accounts for 2005 reflect consultations with:

- Clients, as the driving force for our service delivery;
- Internal stakeholders, as providers of our services;

These two core stakeholder groups are those scoring highest in an Importance / Influence analysis, which considered stakeholders' different levels of importance to Train 2000 and influence over Train 2000 as agreed by the social audit team during this accounting cycle. During the period, clients maintain their high level of

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importance to the organisation and we believe, continue to have a high level of influence on our activities given the on-going range of consultation activities undertaken. Similarly, the organisation is committed to maintaining an effective team and values the views and comments of internal stakeholders.

The table below illustrates the key stakeholders that have been consulted each year of our social accounting process.

Figure 1 - Comparison of key consultation groups over last 5 years

Key Stakeholders	Period Of Social Accounting Cycle				
	Apr 99-Mar 00	Apr 00–Mar 01	Sept 01–Dec 03	Jan-Dec 04	Jan–Dec 05
POWER Clients	√	√	√	√	√
Funders & Strategic Partners	√	√		√	
Other Support Agencies		√			
Consultancy Clients		√	√		
Staff	√	√	√	√	√
Board of Directors	√	√	√	√	

6. Methodology and Scope

Why we undertake the Social Accounts

The social accounting methodology provides us with the framework to prove the value and impact of the activities that we undertake to achieve the organisation's mission, and through the findings to identify opportunities, for the ongoing improvement of the organisation and services that we provide. These are the fifth set of social accounts produced by Train 2000, and we are committed to the process, and believe it is embedded within the organisation's practice.

Scope

This report covers the period from January to December 2005. The period fits with our financial accounting year.

The accounts, report on the whole organisation, and all the objectives and activities, by drawing together existing information from embedded systems and that, gathered through additional consultation in particular with clients.

These methods include; advice evaluation undertaken with all clients during one week of every month, and a session and end of course survey for all women undertaking training. From this, we consulted; clients - regarding service delivery and their experiences and views of these, and staff - regarding the organisation's mission, values, objectives, activities and the working conditions and environment.

Omissions

In these 2005 Social accounts we have not consulted with external stakeholders other than clients. In order to ensure that Train 2000's social accounting process is truly multi-perspective, it is intended that the range of stakeholders be consulted over a period of time so that those not included in this consultation will be included in the next social accounting cycle.

In these 2005 Social Accounts we have not reported on performance against our mission or our values. This is because these underpin our organisation and we feel are reflected through the performance of the objectives.

Method

Train 2000 has defined its activity within the objectives and activities of the organisation, and in order to assess the delivery and impact of the stated objectives, performance indicators were defined within the previous social accounting period and we have continued to gather similar information so that comparative analysis can be undertaken.

In order to review Train 2000's performance both primary and secondary research methods were used, to gather both quantitative and qualitative information.

Primary research included investigating the views of key stakeholders through questionnaires for clients and staff, on going advice and training evaluations and end of training course evaluations for clients.

Secondary research included a review and analysis of existing management information, quality standards and evaluation documents and a review of relevant policy documents.

Quantitative Information

Train 2000 maintains comprehensive monitoring systems, these include:

Financial probity and control

Financial records are maintained weekly and include petty cash records, income and expenditure accounts including cash and cheque, PAYE and VAT. The SAGE financial management system complements other internal management control and financial auditing systems.

Client based activity

The client based quantitative information has been collected from analysis of an established database. The database is constructed using information from individual client files, with regard to business counselling and training activities. This information is used as a management tool for monitoring performance and ensuring that services are developed and delivered effectively, in particular in terms of achieving those targets specified by the Board of Directors for the POWER Programme.

Staff records

Staff records are maintained within a confidential personnel-filing system and include personal information, application details, timesheets, sickness and holiday records, and training records. These systems have been improved during this social accounting period as part of the organisation's commitment to maintaining the Investors in People (IIP) standard.

Qualitative information

Throughout the social accounting period, Train 2000 has collected the views of its key stakeholders, as detailed below. All data was analysed by the Social Accounting team, apart from the staff questionnaires, which were analysed by an external partner organisation.

Promotional materials

Copies of newspaper articles, photographs and other promotional materials are filed and kept for reference in the office. Client case studies and other interesting news articles are posted on our website and copies of these are on display boards to share with clients at different events.

POWER Programme clients - Advice evaluation

Since the system was introduced in August 2003, clients accessing one to one advice have been asked to complete an evaluation form, usually during the first week of every month. During the accounting period, 809 clients have accessed sessions of either EET or Business Advice, of these 127 have completed evaluation forms over the year; this represents 16% of one to one advice clients providing feedback.

In addition the Information, Advice and Guidance Partnership (Re-branded as Next Step), with which we contract, require that advice evaluation and monitoring questionnaires be sent to a sample of clients six months after their initial appointment. Although this monitoring is carried out, minimal forms are returned using this method. In this period, 113 forms were posted and feedback from 20 clients was returned and has been incorporated into the findings of this report.

Furthermore, Next Step carried out an audit in February 2005 of Train 2000 activities and this process 'Evidenced good practice in respect of client feedback'.

POWER Programme clients - Training evaluation

In 2005 the system for evaluating daily progress has changed from daily evaluation forms, to various methods of tutor assessment with notes and evidence retained within tutor files. These files reviewed by Train 2000's Quality and Training Co-ordinator as of the internal moderation process.

In addition, an end of training programme evaluation form is used at the end of every programme/course. Throughout 2005 163 women were registered on BET training courses of which 63 (37%) participants completed and returned course evaluations.

The Personal Power training programme also incorporates an end of course evaluation. In 2005, 27 forms were completed by participants (31% of the 88 women registered) and again the information has been incorporated into this report.

Comments, Compliments, Complaints Form

Train 2000 have Comments, Compliments, Complaints forms that are placed in prominent positions in the reception area and training rooms for client feedback. The form outlines the complaints procedure so that a client understands how her issue will be dealt with, should she want to raise a complaint. In the year 2005 we received no complaints. A representative sample of comments received is included in the report.

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Staff and Board of Directors

In September 2005, the staff team were consulted through e-mail and postal questionnaires, which have been analysed by the Helen Anglum, Humber and Wolds Rural Community Council (HWRCC).

Team members, who work up to a minimum of two days per week in the office environment, were consulted on Train 2000's mission, values, objectives and activities and their work with Train 2000.

25 questionnaires were returned. Where questions were not answered the reported figures are based on the actual number of responses per question. Other associates were not consulted in this period.

2005 has been a period of building and strengthening the Board. The Board agreed to undertake telephone consultation, but unfortunately due to resource constraints this was not possible in this cycle.

7. Performance Analysis

7.1. Mission

To provide quality enterprise and employment services and to influence policy, in order to improve the economic position of women.

Of those 25 staff members who were asked to complete a questionnaire, 24 agreed that the mission statement appointed by Train 2000 was the right mission for the organisation, and 1 member did not complete this question. No staff members disproved of the mission as 21 members absolutely agreed and 3 members partly agreed. We believe that this implies an overall positive and plausible result.

7.2. Values

To be inclusive, innovative, to work in partnership, and to strive for quality.

We do this by:

7.2.1. Recognising the needs of individual women and particularly ensuring that we reach and respect the needs of disadvantaged and underrepresented women.

Within the staff team, the majority of members believed that, in 2005, Train 2000 was successful in recognising and respecting the needs of individual women. 18 staff members thought that we were either successful or very successful, and 4 members were impartial.

7.2.2. Continually improving the way we work and provide services by incorporating new ideas, information and methods.

18 staff members considered us to be successful and very successful at innovation.

7.2.3. Adding value to what we do by working with others to build trust, develop mutual understanding and through reciprocal actions develop social capital.

18 staff members regarded us to be successful and very successful at what we do and 2 members considered that we were neither successful nor unsuccessful.

7.2.4. Committing the organisation to improvement and high standards in all aspects of its activities and working environment.

A total of 19 staff members felt that Train 2000 were successful and very successful in the commitment of quality and improvement in all aspects of its activities and working environment.

In the overall consultation with staff regarding mission and values, it was identified that a minority (between 2 and 4 respondents) did not consider our performance to be successful. This highlighted a number of issues and we set in place measures to ensure all staff members, particularly those who had recently joined the organisation, became aware of the breadth of Train 2000 activities that demonstrate commitment to achieving these values.

7.3. Objective One

To provide a range of quality, client sensitive enterprise and employment services for women in Merseyside.

We do this by:

7.3.1. Raising the awareness and aspirations of women across Merseyside regarding their enterprise and employment options through, for example, advertising, coverage in local media, promoting role models and organising awards.

Train 2000 have continued to pursue an aggressive and comprehensive marketing strategy to ensure that resources are fully utilised by women from across Merseyside. The organisation has implemented a multilayered marketing strategy, which ensures that:

- Services on offer reach women from across all local authority districts on Merseyside
- Services reach a diverse profile of women, which reflect the female population on Merseyside. Specific targeting has been undertaken with women from BME communities, disabled women, women graduates, women ex offenders, women with mental health issues and women who lack the confidence to access traditional mainstream service provision. Furthermore the organisation has been working to promote entrepreneurship amongst young women.
- We believe strategic and delivery partners are fully aware of what we do and the nature of services we offer, therefore improving cross referral, partnership working and value for money for our funders
- We believe that women who can act as role models for other women are effectively promoted in the press, in other media and events

In this reporting period Train 2000 undertook the following range of specific actions in delivering this activity.

Promotion and Press Coverage

During this period Train 2000 Ltd promoted the POWER Programme by advertising in the local free press across Merseyside. At least twelve Merseyside different advertisements were placed in this period.

In addition to the direct targeting of clients through these advertisements, a number of articles have also been published in the Liverpool Echo, Liverpool Daily Post and a range of newsletters and magazines. Contents of the articles are diverse, ranging from case studies of individual client success stories to the success and innovation of Train 2000 as an organisation.

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In January 2005, Train 2000 produced its first newsletter which was circulated to 5,000 women a mail shot.

Figure 2 - Comparison of promotional activity 2001-2003 and 2004

	September 2001- December 2003	Quarterly pro-rata 2001-2003	Jan-Dec 2004	Quarter Oct-Dec 2004	Jan-Dec 2005	Average Quarter 2005
Articles in local press	27	3	19	19	55	13.75
Advertising campaigns			22	5.5	12	4
<i>Total</i>	<i>27</i>	<i>3</i>	<i>41</i>	<i>24.5</i>	<i>67</i>	<i>17.75</i>

Elevator Pitch - International Women's Day

On March 8th 2005, we began the celebrations by repeating the successful 'Elevator Pitch' - a business game specifically designed to promote enterprise as an option to women. The game was funded by the Enterprise Promotion, DTI and was launched on Women's Enterprise Day during enterprise week in November 2004. The Elevator Pitch was promoted through sessions at colleges and universities and the distribution of 3000 postcards as well as press coverage. The game saw a short list of 12 women, competing for the chance to win five prizes of £500, by pitching their business ideas during a two minute (440ft high) ride, inside the elevator at Radio City Tower in Liverpool.

Celebration of Women - International Women's Day Event

A Celebration of Women was held to celebrate the success and achievements of Train 2000 clients throughout Merseyside attended by 594 clients, and joined by partners and Train 2000 staff and Board of Directors.

Throughout the evening, which was hosted by BBC Radio Merseyside presenter Claire Hamilton, there was a full programme of entertainment including music from contemporary choir Sense of Sound and Nicola Fraser who originally set up in business through Train 2000.

Thirteen Train 2000 clients who have opened up businesses in the arts and creative industries exhibited at the event. Sculptors, jewelry designers, photographers and artists displayed and sold their work at the event. Three massage therapist clients provided free massage and treatments in the relaxation corner and were fully booked all evening. In addition, a networking corner, allowing businesswomen to make new contacts was organised by WBN and was also a huge success.

"Great night – brilliant atmosphere, service was fantastic. Good speeches and disco. Great networking"

Awards were presented to the winners of the Elevator Pitch, for contribution to women's learning to Gill Moglione and for the first 'Nicky McCormick Memorial Prize for Women's Enterprise' which was awarded to Julie Morris.



Celebrating the Success of 1,000 Women

Association of Women

On March 8th 2005, Train 2000 launched its Association of Women. 450 women joined on the night and currently 667 women are registered.

Train 2000 First Annual Lecture

On May 5th 2005, Train 2000 held its first public lecture presented by Dr. Rogaia Mustafa Abusharaf, currently a professor at Brown University and Fellow at (amongst others) Harvard University (USA). The subject was the needs of women; war displaced women in relation to enterprise and employment, and was attended by 41 clients and partners.

Merseyside Women of the Year Award

Train 2000 sponsored the award for Merseyside female entrepreneur of the year, at an event that was attended by over 300 people in September 2005.

Website

In June 2004 the redesigned Train 2000 Ltd website was launched. The new site has been awarded the highest level of web accessibility, Bobby standard three, and has proved to be a well used resource. Further, in January 2006 the site was awarded a "**Quality Universal Design**" award by Accessites.org, who said:

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“The Train 2000 website speaks of its purpose as soon as you land on it. It says: ‘Hello, I’m an attractive website - but don’t let that fool you, I’m hard at work here.’ That’s what we thought, anyway. Train 2000 looks good, pleasing, respectful to its visitors, but underneath is where it really shines. Sure we found some stuff, but this is a well thought out site with a really open feel and dedicated purpose. Oh, and it’s really quite accessible which its users are bound to appreciate. To date, this is our highest-scoring submission”

The number of visits has increased from average of 2000 visits (with an average of 40,469 hits) per month in the last quarter of the year of 2004 to a monthly average of 3,390 visits (with an average of 55,707 hits). An average visitor looks at approximately 16 pages on the site.

Figure 3 - Summary comparison of website usage www.train2000.org.uk 2004 and 2005

Visit = Number of times site is opened.
Hit = Total number of pages visited.

	2004 (seven months)	2005
Hits	188,175	668,485
Visits	9,555	40,678

Impact

The net result of these awareness raising activities across Merseyside are that 1789 women accessed services from Train 2000 during the period January to December 2005 compared to 1188 in 2004.

Staff Findings

Within our organisation, 22 staff members felt that Train 2000 were successful and very successful in raising the awareness of enterprise and employment options to women in Merseyside.

7.3.2. Developing and providing accessible services for individual women and groups of women

Accessibility is a key issue for Train 2000 in the design and delivery of all of its programmes. We are particularly focused upon addressing barriers that our target group experience when seeking support from external services. We do this by highlighting the value and practice of high quality and appropriate accessibility interventions. These interventions are designed and practised to ensure that those who have care responsibilities, are on a low income, have low self confidence, are members of black and minority ethnic (BME) groups or women who have a disability, can and do, access our services.

Specific accessibility interventions designed and practised by Train 2000 include:

- *Delivery Timings*

Training sessions are held during school hours and school term time to ensure that women who care for children of school age can access training. One to one

advice sessions of around an hour are arranged at a mutually convenient time between 9.30am and 4.30pm. Later sessions can be agreed in certain circumstances.

- *Carers and childcare support*

All training is supported with care allowances so that clients can access financial support to pay for care costs for young children or other dependents.

- *Interpretation and translation*

For clients whose first language is not English or who are hearing impaired, Train 2000 ensures that appropriate translation or interpretation services are provided.

Train 2000's core promotional leaflet now has access information in four additional languages incorporated into the text, which include Chinese, Arabic, Urdu, Bengali and Somali.

Further in 2005 we developed three new leaflets one in Arabic language, one on Urdu and one bi-lingual Chinese and English.

- *Targeted activity*

Specifically in 2005, Train 2000 continued to work with women whose first language is not English, specifically targeting work within the BME communities to further strengthen links and ensure access. This work included partnership events with Refugee Action, the Pakistani Centre and Muslim Enterprise Development Service (MEDS).

Targeted adverts were placed during 2005 describing the organisation as open to women with offending records.

- *Accessibility of training materials and styles*

In response to client feedback, as highlighted in the previous set of Social Accounts, Train 2000 now produce an annual timetable of core training that assists in planning and participant in training.

The workbooks and other resource materials that are used to support the business training and one to one advice are also available in e-versions, for clients to use with appropriate software as necessary and all documents can be produced in large print.

Out of the 127 completed evaluation forms over the year, 100% respondents to our advice evaluation survey in 2004 stated that they were very satisfied or satisfied with handouts / workbooks.

During 2005, Train 2000 spent £32,099 (3% total expenditure) on providing measures, to support clients to have full access to our range of services including

childcare and subsistence allowances for those clients accessing training programmes.

- *Accessible venues*

All Train 2000 programmes are delivered from accessible sites. The hub delivery site operates from offices and training rooms on the 5th floor, Wellington Buildings, The Strand, Liverpool. The Wellington Buildings are fully accessible and located in the city centre close to public transport links. We acknowledge that parking can be difficult and expensive as with any city centre location, but allowances are paid to clients accessing training to overcome any of the barriers associated with travel costs, which include car-parking fees.

Within the Train 2000 office premises quiet rooms are prioritised for prayer space, as required by staff or clients

99% respondents to our advice evaluation survey in 2005 stated that they thought the location (Wellington Buildings) was accessible; 1% thought it was not. 100% were very satisfied or satisfied with the privacy of where their meeting was held.

Services are also delivered on an outreach basis and Train 2000 will always aim to use fully accessible venues. Training has been held across a range of sites in this accounting period thus ensuring a good geographical spread.

Impact

Client profile:

- 23% of women accessing the POWER Programme are lone parents
- 18% of women were black, or from minority ethnic groups (2.7% of Merseyside population are from BME groups)
- 9% of women have described themselves as being disabled (3.1% of Merseyside population are disabled)
- Approximately 15% of women were under 25; 76% were between 25 and 49 and 10% were over 50.
- 56% of women were employed, 40% unemployed and 4% students at entry to the programme
- 34% (35% of Merseyside population live in Pathways areas) clients accessing services are from Pathways areas of Merseyside.
- 5% women who accessed the programme (between Oct and Dec) declared an offending record

The client profile indicates that to date we have been successful in recruiting women from our target group of black, minority ethnic and disabled women compared with the Merseyside population.

Staff Findings

23 staff members regarded Train 2000 an organisation that is successful and very successful at developing and providing accessible services to our clients.

7.3.3. Developing and providing appropriate enterprise and employment services for individual women and groups of women

Train 2000's enterprise and employment services are packaged in the POWER Programme, detailed above in Section 4. The achievements of the POWER Programme in 2005 are summarised below.

Impact

Figure 4 - Overall Programme Achievements

POWER Programme Achievements	Annual pro-rata 2001-03	Jan –Dec 2004	Target 2005	Actual 2005	Target 2006
	Number of women	Number of women	Number of women	Number of women	Number of women
Accessing Gateway support	1022	1188	1500	1789	2000
Accessing 1-1 business counselling	317	560	400	656	500
Undertaking BET Training	230	210	200	285	250
Accessing Welfare Rights Advice	45	123	75	94	75
Accessing POWER Loan Fund	12	18	40	33	40
Total POWER Loan Fund Borrowing	£57,429	£68,565	£120,000	£195,325	120,000
Accessing EET support	180	132	200	153	200
Accessing Personal POWER Training	73	57	72	113	72
Achieving OCN accreditation as a result of training and distance learning	98	150	150	211	200
Undertaking JMU Certificate in Supervisory Management	45	34	20		20
Undertaking Masters Level Training	None	19	0	0	20
Accessing Enterprise and Education events	Not applicable	36	20	0	0
Establishing new businesses, including community businesses	89	99 (86+13)	120	136	200
Number of jobs created through business start up	123	136	200	151	300

Train 2000 is pleased with the achievements and impact of the POWER programme activities in 2005. They reflect an overall increase in activity and associated impact from the annual pro-rata figures presented in our last social accounts (shown in the shaded column) and meets the organisation's annual targets.

Figure 5 - Profile of women accessing Train 2000 services and starting their own enterprise

Profile	Merseyside population	Women accessing POWER services	Women accessing POWER Loan Fund	Women starting their own businesses
Employed and already in business	63.2%	56%	57%	59%
Economically inactive	33.8%	40%	30%	36%
Students	5%	4%	3%	5%
Lone parents	15%	23%	33%	22%
Black or from minority ethnic background	2.7%	18%	14%	13%
Disabled in the workplace	3.1%	9%	9%	9%
Below 25 years	30.4%	14%	9%	17%
Between 25-49 years	33.4%	76%	88%	77%
Over 50 years	36.1%	10%	3%	6%
Live in Pathways Areas	35%	34%	54%	29%

Figure 6 - Levels of confidence before and after accessing Train 2000 services

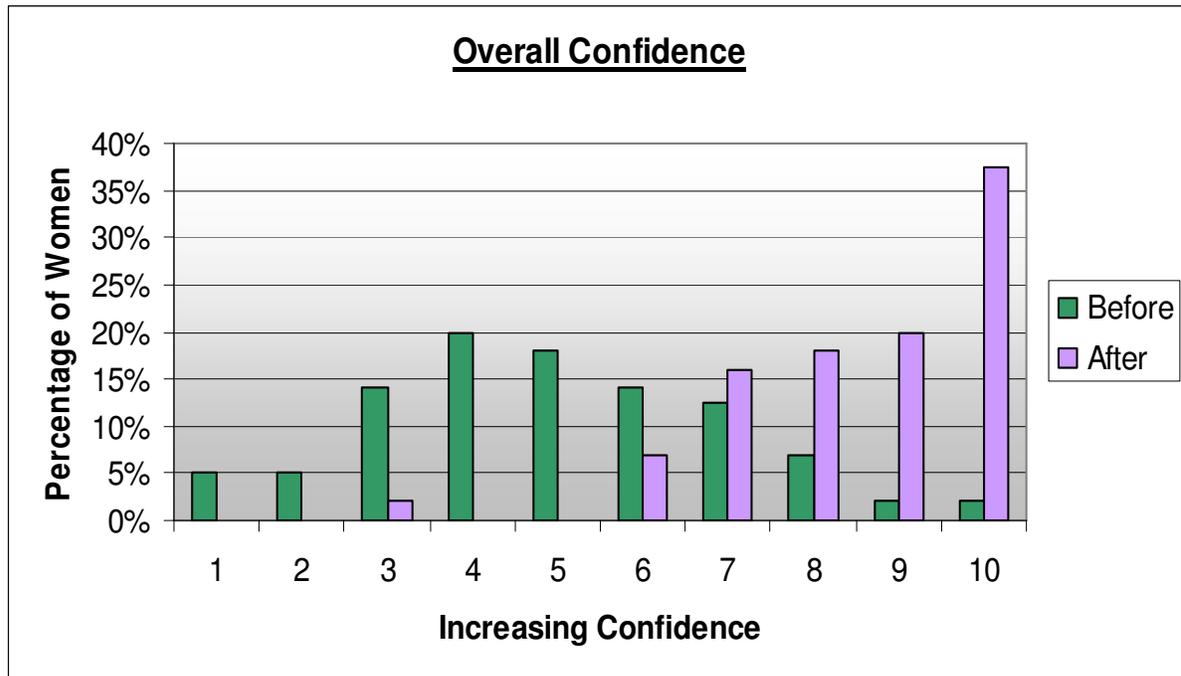
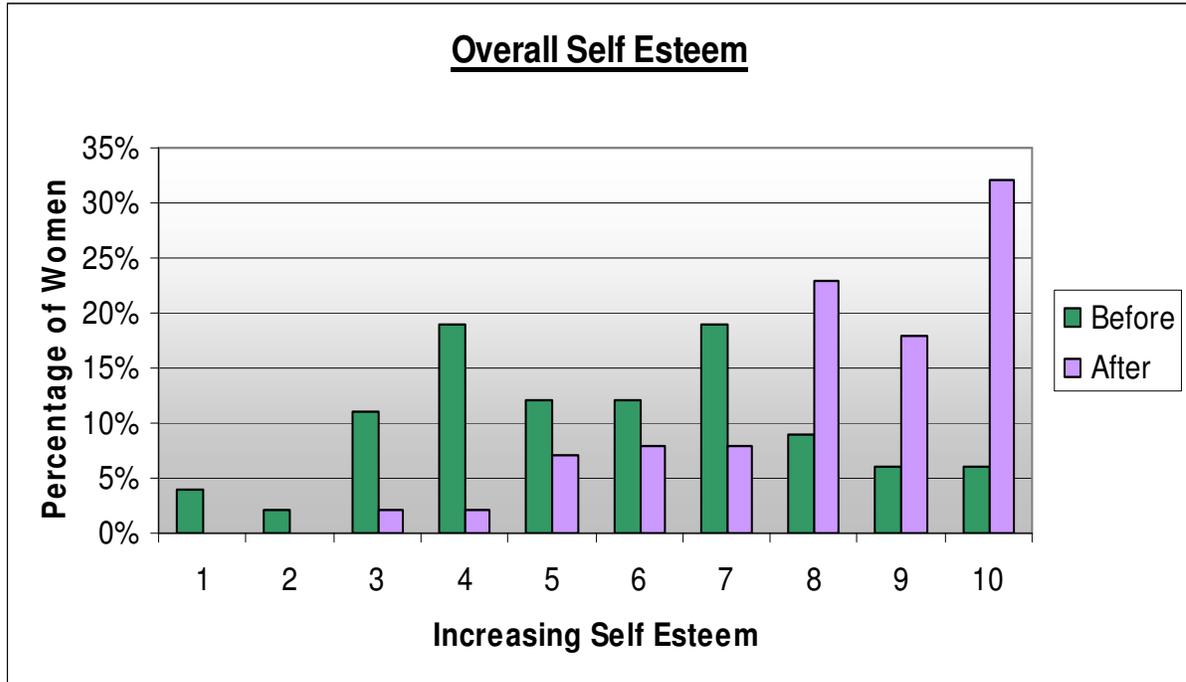
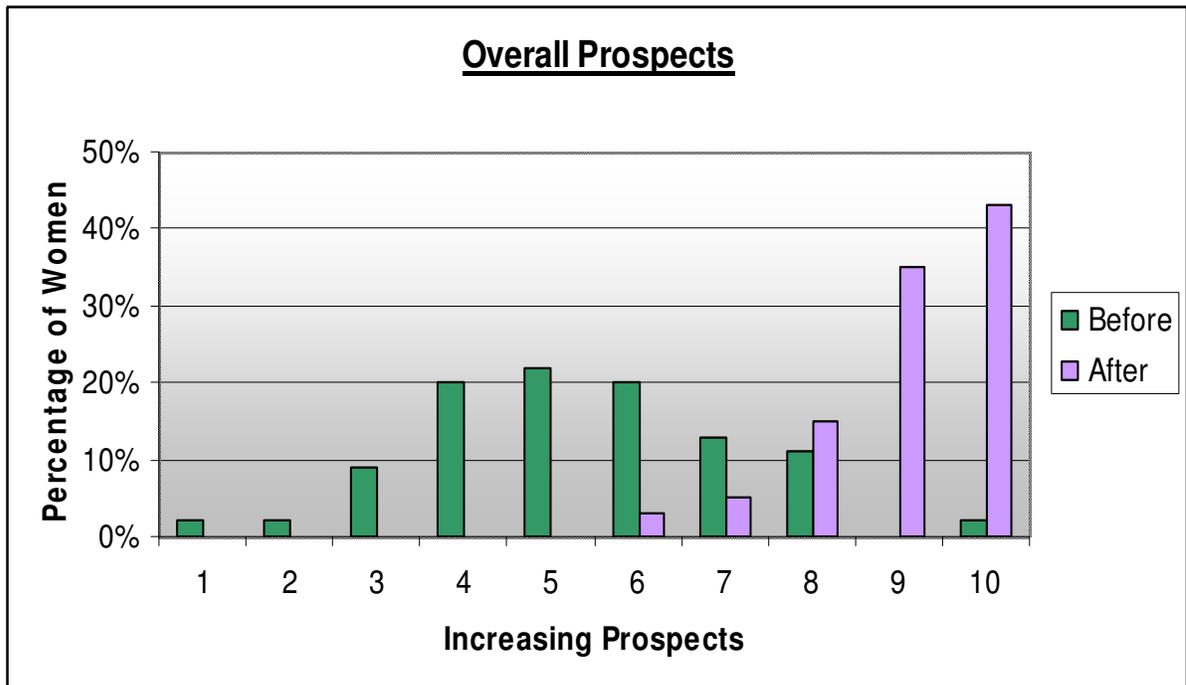


Figure 7 - Levels of self-esteem before and after accessing Train 2000 services



"The trainers help you to understand practical issues. Interacting with other course members also builds self esteem"

Figure 8 - Prospects before and after accessing Train 2000 services



The course has enabled me to focus my ambitions and dreams into a real, workable business (47)

Staff Findings

22 staff members agreed that our organisation was successful and very successful at developing and providing appropriate enterprise and employment to individual women and also groups of women.

7.3.4. Strengthening enterprise networks for women through, for example, effectively working with other enterprise support organisations, banks and business networks

Train 2000 promotional activities include a considerable amount of liaison, with other enterprise and employment support organisations, community based organisations and other organisations that come into contact with women who could benefit from Train 2000 services. As such, team members participated in open days, exhibitions, informal meetings etc, as the opportunities arose.

The Business Advice Trainee team have also contributed greatly to this activity, developing their own networks whilst strengthening the links with partner organisations across the county. Events that they have worked jointly on, or represented Train 2000 at, include:

Princes Trust
Business Link
Knowsley Council
Action for Blind People
Refugee Action
Sefton Council
Employment Services
Sefton CVS
TNG
Barclays Bank
Nat West Bank
Lloyds TSB Bank
Bank of Scotland
May Logan Centre
Creative Bias
Liverpool Chamber of Commerce
Empathy Communications
Eldonians
Knowsley Borough Council
Knowsley Enterprise Academy
Merseyside Social Enterprise Initiative
Women's Business Network
Merseyside Disability Federation
Everton Development Trust
Kensington Community Learning Centre
Kensington Vision
Kensington Job Bank

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Kensington Neighbourhood Centre
Muslim Enterprise Development Service
Kumba Imani Centre
Pagoda Centre
Refugee Action
Pakistani Centre
Al Ghazali Centre
Picton Resource Centre
Sure Start
Hindu Cultural Centre
Malayale Cultural Association
Liverpool University
John Moores University
St Helens College
Liverpool Community College
Innovations Factory
Granby Toxteth Development Fund
Arncliffe Centre, Halewood
Halewood EET
Speke EET
Sahir House
Greenbank Academy
Shaw Trust
Somali Women's Group
Business Liverpool
Halewood Credit Union
Liverpool CVS
Dove Designs
Speke Chinese Community
Wirral Borough Council
Wirral Biz
SMART
MSIF
St Helens Starting Point
Merseyside Probation Services
Granby Somali Women's Group

Impact

By having a wide and varied network of support work organisations, Train 2000 staff can ensure that clients are linked to and connected with a package of appropriate enterprise support.

What the clients' say:

A sample of feedback gathered during the social accounting period relating primarily to 7.3.2 and 7.3.3

Start up & Development Advice (Advice Evaluation Report):

"It's a pity no space exists for me to build my ideas up away from home responsibilities" (Apr)

"Accessible but trouble parking"

Easily accessible. Plenty of buses on route (July)

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Open, approachable yet professional approach ensures a comfortable relationship (Jan)

Jackie is very encouraging and provided many research options towards my business idea (Feb)

I got much more than I expected in terms of advice, information and contacts. Thank you! (Apr)

Extremely efficient and able to cover potentially complicated and lengthy ground in short clear steps. Helpful and approachable (July)

BET Programme (End of course evaluations):

I was pretty confident in my business idea before I came, in fact did not think I needed to use the training. I was, however wrong and have learned a great deal about what I need to do before and while I start. I feel very encouraged and now more able to start my business. (Bet 56)

I started the course not knowing where my dream will take me. But now I realised and have more confidence to see my dream come true.

Self-esteem has improved as I now feel more capable and have a sense of achievement

An excellent course. I feel encouraged by the amount I have achieved in a short space of time. The course has also provided help to give focus and a sense of direction. The facilitators are very helpful and friendly, their support and advice has been invaluable.

The course was a great help. Thank you very much; you have opened my eyes to the business world

I feel more confident as time went on. It was the first thing I had done in a few years and everyone was really nice and supportive (55)

I feel more confident now. When I began the course, I didn't have a clue about business plans now I have more confidence in my ability to produce my own (52)

Though things can go wrong with everybody, I am ambitious, have drive and determined. I know my business and confidence has risen thanks to Train 2000 (51)

I came on Train 2000 for the purpose of learning about Vat, tax credits, wages and insurance but I came away with some knowledge about marketing, planning and business planning (50)

Train 2000 has been a great source of support, information and advice. It would be nice to have the contact details of the other participants for future opportunities to cross trade (50)

Room could do with air conditioning, as when window is open it is noisy (48)

Being an ex drug addict I came to Train 2000 lacking a lot of confidence in all areas. Since doing the 7 weeks I have gone from no confidence to being fully confident with myself and ability (48)

Very good advice given, concise and clear. Would have liked a lot more time on financial matters and more work thoughts on book keeping, cash flow etc (48)

The staff as a whole have all been thoroughly helpful and have made me feel as though my business really mattered despite the number in the class (48)

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Very good also offering childcare expense to give single mums, working families the opportunity to attend (47)

I have found the course extremely helpful and supportive. I have appreciated it, especially the prompt replies I have received via email. The advice and quality of information has been fantastic Very patient staff! (47)

I would recommend Train 2000 to any other woman wanting to start her own business. I never thought I could do this and I am now ready to start my own shop. (47)

Having been made redundant for the 3rd time, having taken companies I have worked for forward, I have realised my ability and am now going to move myself forward and create my own success instead of working for managers who have created my redundancy through their incompetence (46)

I feel I now have a more structured view to start and complete my business plan. Knowing there is ongoing support also aids confidence in setting up alone (45)

EET:

I am delighted with my CV and the information I received. Thank you (Mar)

Jenny has been really helpful with my CV. She has given me lots of information i.e. courses for further training (Mar)

Information was accessed for me from the internet, which was very useful (Mar)

Really useful and professional advice given in a pleasant and accessible manner (Apr)

So experienced and helpful to clarify creating a concise resume for business plan purpose (Apr)

The EET advisor is very helpful, well informed, and really easy to get on with. She has a good way of conveying information (May)

Attended Food Hygiene course and due to attend Health and Safety course as a result of a meeting with the EET advisor. Advice has always been excellent may

I found talking very useful and felt at ease. Very good questions made me think (July)

Personal POWER:

I had been staying home alone, being creative but now since meeting with others at Train 2000, I feel I can make, sell and communicate with other craft people (pp36)

Meeting all the women on my Personal Power Course and talking through personal issues helped me raise my self-esteem (pp36)

I feel more resilient, stronger since doing the Personal Power Course 36

My experience on the Personal Power Course was invaluable and the difference between me taking my business forward or giving it up (36)

An excellent course - especially helpful. It's the fact that it's free and includes travel expenses (otherwise I wouldn't be able to take part) (36)

Friendly, approachable, without mocking. Learning to think again for yourself can be quite scary (36)

I did feel supported and encouraged in a positive way to make changes, which would be right for me in my life (36)

Examples and exercises given to do were excellent and will remember and use most of them in the future. Relaxing and highly beneficial course (36)

A wonderful course. I think it is very important to continue this course as I feel women often lack confidence and self esteem which holds them back and stops them fulfilling their potential. This course supports women in the areas they need which is life-enhancing (37)

Anyone with depression, self doubt or low self-esteem would get so much out of it. Clare should be prescribed on the NHS instead of antidepressants (38)

My business knowledge skills and effectiveness have increased and the prognosis for the business is much more positive. As a person I am much more positive. As a person I am much more 'solid' which will improve the life expectancy of the business. I have been able to employ someone, which I would not have been able to do otherwise (confidence issue) (39)

The value to myself, my business and my financial future is beyond physical valuation. The members of the Train 2000 team provide an accepting, enabling environment, making positive outcomes almost guaranteed. All the people I have met have been honest, hardworking, skilled and competent (39)

Thank you. You will never know just how much this has improved all aspects of my life. Watch this woman grow (39)

I can already see the impact that my new self-belief and confidence is having at work and in meetings. I am working more creatively and using my talents more effectively, relating better with team members and feel less hesitant with managers. I am making my mark (41)

Suggestions & room for improvements: On the whole, Train 2000's consultation with clients has provided positive feedback and this information is reviewed by the management team on an on-going basis. End of course evaluations and advice evaluations provide the opportunity for feedback on our wider services and ask the clients to reflect on their experience with us.

Where issues are raised and opportunities for improvement detailed we consider the implications and act to address them where appropriate. Client's criticisms have focused on venue and operational systems and during 2005 we have introduced a number of measures to address these areas:

Access to IT and Internet Access: It was identified through advice evaluation (AE 68) that computer access for clients during advice sessions would be useful.

Response: In addition to the laptops available for advisers stand-alone computers have been located in an interview room and a training room for client use.

Rooms too hot: It was identified that certain rooms facing the river are too hot due to intensive sun on the windows. These include administration room; staff room; advisers' office and a training room.

Response: We investigated options for cooling the rooms. Air conditioning was impracticable. However, a solution to reflect the sunlight was identified and installed in summer 2005. Further, additional fans were purchased.

Staff Findings

A total of 21 staff members felt that Train 2000 were successful and very successful at strengthening enterprise networks to provide a range of quality client sensitive enterprise and employment services.

Conclusions - Objective One

1. Targeted and varied marketing has continued to be effective in raising our profile throughout 2005. We have been particularly effective in engaging with women from black and minority ethnic groups.
2. On-going targeted awareness raising was undertaken with partner organisations and has proven to work well in ensuring that Train 2000 services are accessed by more women from across the sub region.
3. The Elevator Pitch, again, proved to be an effective way in which to engage with a new group of clients, who had not previously accessed Train 2000 services. It was also a useful way for the organisation to promote itself with partner organisations.
4. The website continues to prove itself as a useful tool to promote our services, promote women entrepreneurs with their own success stories and as a provider of information and advice (via the on-line training programme) allowing us to effectively share best practice.
5. The measures adopted by Train 2000 to ensure women from different cultures, areas, ages etc have access to the services on offer appear to be working well and are borne out in the profile of our clients. This is an area that requires on-going monitoring and innovation when trying to reach women that face particular disadvantages and we continue to do this with a growing number of partner organisations.
6. The Power Programme packages together, a range of complementary enterprise and employment support measures. We are able to respond to clients needs and to the changing environment, to ensure that each of the elements remains appropriate and can be further added to. The overall demand for each of the elements demonstrates its effectiveness.

7. The impact of the Power Programme is substantial not only in quantifiable outputs such as new businesses created, but also the increase in levels of confidence, self-esteem and prospects, which contribute to the overall improvement of women's economic position.
8. Partnership working at different levels is key to the successful delivery of the Power Programme and these relationships need to be maintained and developed on an on-going basis to ensure effective services for clients. The increased capacity resulting from the expanded Train 2000 team continues to broker such relationships.

7.4. Objective Two

To influence local, regional, national and international policy and practices in the area of women's economic development

This year Train 2000 moved into its tenth year of gender specific business enterprise and economic development service design and delivery on Merseyside. Over the past 10 years there is evidence that more women are in employment and accessing third level education opportunities but there are marked deficits in terms of the overall economic progress women on Merseyside. Specific issues of grave concern for women in the county include the alarming high rates of incapacity benefit dependency, low rates of entrepreneurship coupled with the absence of any qualifications amongst almost one quarter of the economically inactive women which is also linked to the high rates of part time low wage work currently being undertaken by women.

On reviewing the most recent data Train 2000 concluded that the Merseyside economy may have more women participating in employment but they are predominately occupying lower paid and part time positions and the rates of entrepreneurship amongst women remained low even by national standards. The review of the data led us as an organisation to reflect upon what and how the situation for women could be improved. Train 2000 after nearly a decade of successful service design and delivery questioned why we had not seen a marked change in the levels of enterprise start up amongst women, as year and on year the organisation had achieved a significant number of enterprises start up's along side a 76% enterprise sustainability rate after three years. Train 2000 have long suspected that the continuing poor levels of female entrepreneurship can be traced to a multiplicity of underlying reasons and addressing one without the other would not progress the position of women in term of employment enterprise or economic prosperity. This view had also been backed up by independent research in the area and the collective experience of our client group, which was communicated, to us via the social accounting process. It attempting to understand why no significant shift has been achieved and how that might be tackled going forward we have borrowed an integrated model from the health care sector to help us in our role as influencers.

In adapting a health care system model mainstream service for would be women entrepreneurship, we identified that policy and practice could be chronologically identified as:

- Separatism, where each agency and profession plans and delivers its own contribution in isolation from the contribution of others;

- Competition, where purchasing is separated from providing, and providers are placed in a competitive relationship to one another;
- Partnership, where agencies and professionals participate in specific and ad hoc collaborative relationships.

The extent to which would be women entrepreneurship services have shared this chronological journey is mixed. However having a reviewed a 'whole systems working' approach it would appear to offer opportunities to reduce the female entrepreneurship deficit. Furthermore the whole system approach would appear to address previously identified issues within and without our social accounts such as:

- Different understanding of the problem, barriers and support needs of women entrepreneurs
- Poor or lack of information sharing between support mainstream specialist agencies to provide the best possible package of support
- Women receiving assessments from different agencies which duplicate rather than complement each other and then no effective follow up to meet needs
- Several professionals/ agencies in contact with a woman over time, but no single person/agency provides continuity or coordinates services;
- Several agencies spending some money on the a women rather than one agency spending an appropriate amount on a coordinated package of support;
- Services disagreeing about whether a women falls into their categories and trying to pass on difficult cases to other organisations; (e.g. perceived low value businesses)
- Professionals and services based in different locations and with different objectives rather than co-located;
- Services planned and commissioned to focus on one particular objective such as business growth child rather than looking across the whole system

The clear implication of all of this is that enterprise services need to work as a 'system' rather than as a collection of autonomous agencies and fragmented policy areas. This research and reflection process has led Train 2000 to conclude that a successful 'whole system' approach would not only drive up not only the quantity but also the quality of female enterprises. The system would require some key elements:

- A shared vision rooted in the views that female entrepreneurs are an economic necessity and its base need to be expanded and diversified
- That women are not a homogenous group and therefore will have specific support needs;
- A comprehensive range of services delivered by flexible, multi professional teams/ organisations

- A way of guiding women entrepreneurs through the system to make sure they receive what they need, when they need it.

The 'whole system approach' is therefore not merely a collection of organisations which need to work together, but a mix of different people, professions, services and products which have as their unifying concern, and deliver a range of services in a variety of settings to provide the appropriate package.

It is within the context of a whole system approach Train 2000 undertook a significant communication, dissemination and influencing exercise as our reflections and data review process demonstrated that progress was too slow and that many more stakeholders needed to be convinced of the economic benefits and necessity of increased levels of female entrepreneurship.

Train 2000 has therefore continued to build upon previous year's policy and practice through:

- Providing clear evidence that there are issues and problems in terms of mainstream enterprise service design, accessibility, gender sensitivity, and diversity profiles
- Sharing the success stories of sustainable women's enterprises thereby contributing to the compilation of a strong evidence base that gender specific models work in terms of addressing current barriers faced by would be and developing women entrepreneurs
- Contributing to the development of a robust infrastructure and strategic partnerships, which raise awareness and support the creation of social enterprises as an entrepreneurial option for women
- Providing leadership and vision in the creation and sustainability of gender specific support infrastructure, which raise standards and levels of service provision for women entrepreneurs and act as on going policy influencer at a regional, national and European level

We achieve this objective by:

7.4.1. Networking with a range of appropriate organisations and government bodies, formally and informally for example participating in appropriate boards, steering groups and engaging in a range of activities

During 2005 work in this area covered was:

PROWESS

Helen Millne continued to serve as a PROWESS board member. In her role as a director Helen has sought to ensure that the issues and barriers still faced by

would be women entrepreneurs and specialist delivery agencies are effectively communicated to a range of stakeholders at a national and regional basis and that PROWESS is accountable to its core membership.

The Women's Enterprise Panel

The Women's Enterprise Panel was set up by the Chancellor Gordon Brown to seek effective ways of ensuring that the levels of female entrepreneurship increased in the UK. Tricia Dinan of Train 2000 was a panel member contributing to the debate and providing evidence of how effective current practice was under treat. The panel comprised of senior civil servant from the Small Business Service, Treasury and representatives from the private and social economy sectors.

The Gender Agenda Steering Group

Maggie O' Carroll from Train 2000 continues to contribute to the steering group in order to developing an action plan for Merseyside in order to address long term issues of economic inequality which exist for women. The purpose of the group is to act an influencer with other key stakeholders such as local authorities and the Regional Development Agency. The group currently comprises members from the Merseyside Partnership, EU Objective 1 secretariat, Learning Skills Council, voluntary and social and enterprise sectors, specialist support providers, Higher Education and Chamber of Commerce.

The Women's Enterprise Coalition

Women's enterprise agenda had benefited from a clear commitment by senior Government ministers since the publication of the Strategic Framework in 2003. In 2005 the agenda suffered a set back with the Secretary of State for the DTI Patricia Hewitt move to Heath after a cabinet reshuffle. The loss of a key champion began to impact negatively in the middle of the year in terms of how regional development agency infrastructure viewed and planned their investment in women's enterprise. As a result of a series of disturbing responses from RDA's across the country and the apparent lack of a coherent and timely message from our trade association Train 2000 and 9 other leading women enterprise providers came together to raise awareness and lobby members of the house of lords, ministers, elected members –MP's and MEP's, civil servants and other key stakeholders including local authorities and the press. Train 2000 coordinated evidence gathering, information sharing and a campaign to raise the issue that RDA's were largely ignoring the women's enterprise support delivery sector forcing many to close due to lack of investment favouring the Business Link model which had and continues to fail would women entrepreneurs.

Women's Enterprise Advocacy

Train 2000 have been advocating on behalf of its clients and women enterprise since it's opened its doors in 1996. In 2005 it was appointed by the NWDA as the Merseyside women's enterprise advocate which made a small contribution to the costs of the organisations advocacy work.

WBN

Train 2000 and WBN (Women's Business Network North West) have maintained close working relationships during 2005, and Train 2000 have provided staff time to enable Lisa Mc Mullan to participate as chair person on the WBN Board of Directors. WBN continues with its work across the region but this year saw the redundancy of its staff due to a lack of funding.

Staff Findings

Within our staff team, 18 members confirmed that Train 2000 were successful and very successful at our role in networking with organisations and governmental agencies in an attempt to influence local, regional, national, and international policy and practices.

Impact

By effectively networking with a broad range of organisations at local, regional and national level, and by building our credibility with these organisations we can ensure that our experiences are shared and can inform the development of policies.

7.4.2. Gathering information, developing models, highlighting issues and identifying evidence based solutions to disseminate appropriately

Train 2000 continues to respond to documents and papers issued by government departments and other organisations; calls for evidence by various committees, commissions; enquiries; calls for conference proposals etc.

A range of this type of work undertaken during this reporting period is presented below:

- Provided specific face to face and written evidence to senior civil servant from the DTI, SBS, ODPM, and the Treasury
- Written response to Regional Economic Strategy in the North West via the Gender Agenda Group, CDFA, and PROWESS
- Written policy briefing papers to the following:
 - Baroness Wall
 - Baroness Prosser – Women at Work Commission
 - Geoffrey Norris – Prime Ministers Enterprise Strategy Advisor
 - Richard Price Head of Enterprise, HM Treasury
 - Mark Gibson – DG Dti Business Group
 - Ann Carter Grey Small Business Service
 - Mike Hill – Business Link Contracts Manager NWDA
 - PROWESS - Economic and Cost Benefit Case -
 - Frank Field MP
 - Maria Eagle MP
 - Angela Eagle MP

- Louise Ellman MP
- Arlene McCarthy MEP
- Eddie O Hara MP
- Jane Kennedy MP
- Constituency case studies (2 per MP) were produced and circulated to all Merseyside MP's
- Salford University Research programme- Barriers to BME Women into Enterprise
- Community Development Finance Initiative Survey
- Contributed to research undertaken by Manchester Metropolitan University on Finance for Women Business Start Up's

Staff Findings

At Train 2000, 19 staff members felt that we successfully gathered information to develop models, highlight issues and identify solutions to problems.

Impact

Train 2000 has a range of evidenced based reports and indicators that can be used to demonstrate the organisation's performance and the importance of women's enterprise activities.

7.4.3. Representing Train 2000's view on women's economic development issues through, in particular, producing policy documents and responding to policy consultation, participating in policy think tanks, conferences, seminars and exhibitions

During this reporting period Train 2000 has continued to be involved in a number of key developments within the field of women's enterprise and economic development.

Conference Contributions

Within this accounting period Train 2000 have supported delegate attendance and contributions at the following conferences:

Figure 9 - Conference Contributions 2005

Conference	Subject	Contribution
Central European Initiative Conference Slovenia	Effective Women's Enterprise Support – Policy and Practice	Key speaker
Learning is not a Crime	Learning for Ex Offenders	Participant
Phoenix Development Fund Conference – Nottingham	Promoting Female Entrepreneurship	Participant Case Study Video Contribution
Institute Small Business and Entrepreneurship	Promoting Female Entrepreneurship	Contributor Workshop Chair
Community Development Finance Conference	Promoting Female Entrepreneurship via female friendly finance	Participant
PROWESS Summit	State of the Regions	Participant

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Cambridge University Social Enterprise Conference	Measuring Social Impact	Contributor
BURA (Liverpool Seminar)	Promoting Female Entrepreneurship via LEGI	Contributor
The Gender Agenda Debate	Promoting Female Entrepreneurship	Workshop chair
The Mersey Partnership	Merseyside Economic Review	Participant
Accelerating Women's Enterprise Conference	Promoting Female Entrepreneurship	Speaker Participant
Train 2000 Lecture by Dr Rogaia Mustafa Abusharaf	Developing Effective Strategies for Attaining Economic Rights amongst Migrant and Displaced Women	Train2000 hosted this event

International – Sharing Of Best Practice

Within this accounting period Train 2000 team members have been actively involved in a number of awareness trans-national activities, which had a truly international flavour.

- AWE Development Partnership: as co-ordinator for this national partnership's transnational activities the Train 2000 team has participated and contributed to a number of events across Europe.
- Innova sme (Leonardo Programme): as a key partner in this project we have been involved in sharing practice and learning between Austrian, Slovenian and UK projects and developing models to support those working with new and emerging businesses

Staff Findings

A high number within our staff team i.e. 22 members, positively regarded our organisation to successfully represent our view on economic development in relation to women.

Impact

Train 2000 is able to promote the women's enterprise and economic development agenda to a wide range of relevant agencies.

Conclusions: Objective Two

1. 2005 combined a period of reflection and action for Train 2000 in relation to policy influencing. The policy landscape saw a seismic shift from a position of high level national support with some clear investment to a regional management framework with co clear plans on the needs of women's enterprise or investment requirements. Train 2000 have redesigned its approach to communicating its message and has begun to use a whole systems approach to communicate what is needed and the value and need for specialist support.
2. We will use the next social account cycle to report on specific elements and progress of our whole system approach which will include an assessment:

- Ideological Consensus: The extent to which there is agreement regarding the nature of the task of increasing the levels of female entrepreneurs between Train 2000 and Government bodies and other key influencers
- Work Coordination: The extent to which autonomous partners e.g. Business Links, Job Centre Plus and RDA's are prepared to align working patterns to meet the need of women
- Fulfillment of Programme Requirements: The degree of compatibility between the goals of Train2000 and the goals of the individual stakeholders e.g. Business Link RDA's
- Maintenance of a Clear Domain of High Social Importance - The extent to which there is support for the objectives of what Train 2000 does from the range of affected constituencies
- Maintenance of Resource Flow: The extent to which there is adequate funding for the objectives of the Train 2000

7.5. Objective Three

To maintain and develop Train 2000 as a sustainable organisation

We do this by:

7.5.1. Maintaining a strong structure for governance that enables effective decision making and direction giving

Train 2000 is a company limited by guarantee managed by a board of voluntary directors. The board in 2005 was made up of nine directors, one of whom is the Executive Director, and two advisers. This complies with our articles of association, which require at least six members but no more than eleven.

The Board of Directors in 2005 were:	
Jackie Williams	Chair (resigned January 2005)
Pat Shea-Holson	Chair
Rita Bebbington	Secretary
Tina Kavanagh	
Alison Price	
Jeanette Traynor	
Sharon Dinsmore	
Maya Vivian	
Maggie O'Carroll	Executive Director
Ruth Livesey, Women's Business Network	Adviser
Maria Brannigan, Barclays Bank	Adviser

Board meetings are held at quarterly intervals, with ad hoc sub groups operating as required for human capital and other issues. Both the Executive and Programme Directors present reports to the board, giving information on; strategic issues, analysis of performance to date, and recommendations and requests for decisions.

In addition during 2005 two members of the Board of Directors have participated in the working of the organisation by attending team and management meetings, and providing management support and supervision to the senior team.

In March 2005 the secretary of Train 2000's Board of Directors Rita Bebbington was recognised for the difference she has made to the lives of others when she was presented with a Making a Difference Award by Cherie Blair.



Making a Difference Awards - March 11th 2005

Staff Findings

A total of 20 staff members confirmed that Train 2000 were successful and very successful at maintaining a strong structure for governance.

Impact

Train 2000 has a strong board comprising of women who have a thorough understanding of the issues facing our clients and a clear vision of how they may be addressed.

7.5.2. Ensuring that an effective team is in place using good practices in selection, recruitment, retention and having clear internal communications

Train 2000's approach to be an inclusive organisation is based upon the understanding that to genuinely include individuals then each person needs to be 'enabled' or 'empowered' to participate. This ethos is equally important within the staff team as for clients and our aspiration is that each member of the team feels able to contribute to the development of Train 2000. In 2005 the impact of the doubling the staff team and organisational changes and cultural shift associated with that have become apparent. This has been a learning experience for all involved.

The Organisation

9/20 respondents feel able to influence the decision making of the organisation, 2 partly feel able and 9 don't feel able.

18/20 respondents state that morale is generally high at Train 2000 Ltd, 2 stated partly.

Recruitment, Selection and Retention

Train 2000 is committed to, and operates, equal opportunities within recruitment and selection procedure. In 2005 we recruited to three posts; two senior business advisers and an Employment, Education and Training Adviser. The analysis below shows

- The difficulty of recruiting experienced business advisers and reconfirms the need for the Business Adviser Training programme

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- That we are reaching both BME people through our recruitment, but applicants from disabled people is less consistent
- That although men were welcome to apply to three of the four posts they did not chose to do so

Figure 10 - Analysis of response to recruitment in 2005

Post	No. Enquiries	Female %	Return Rate %	Female %	BME %	Disabled %	No. Short Listed	Female %
Employment & Training Adviser	57	86%	39%	100%	14%	0%	6	100%
Trainee Business Adviser	54	96%	44%	92%	13%	17%	4	100%
Senior Business Adviser x 2	5	100%	100%	100%	40%	0%	2	100%

Train 2000 intends to provide good employment opportunities underpinned by family friendly terms and conditions. A comprehensive staff handbook collates all of the organisations policies and procedures and is given to, and used with, each new staff member as part of their induction.

In the first quarter of 2005 the Board implemented its decisions resulting from the external Pay Review exercise.

During 2005 two members of the team left the organisation. Debbie Elliot Brown (Quality and Training Co-ordinator) took a maternity break in 2005 and in December 2005 Kelly Barton (Marketing) commenced her maternity leave.

The profile of the staff team in December 2005 shows a team representative of the women that we work with, i.e.

- 100% women
- 30% black or minority ethnic origin
- 11% disabled

Staff feedback about terms and conditions, including pay

21/23 respondents stated that the terms, conditions and policies underpinning their employment are good. 2 partly.

15/17 respondents feel able to contribute to and /or influence the development of employment policies and practice, 2 partly.

12/23 respondents feel secure in their employment with Train 2000, 10 feel partly secure and one did not.

17/22 respondents feel free from bullying, harassment and discrimination within their work, 3 partly and 2 not.

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18/23 respondents consider that Train 2000 pays them a fair wage compared to other employers/contractors, 1 partly, and 4 not.

15/21 respondents consider that Train 2000 pays you a fair wage compared to what other people within the organisation earn, 6 did not.

15/20 respondents are satisfied with the pay they receive, 4 were not and 1 partly.

Each member of the team has a defined job description or contract, which is reviewed formally on an annual basis through the Joint Progress Review (JPR) process.

“The JPR process is very helpful. It increases my confidence. We look back and also forward to see what else I need to do” (IIP)

Staff feedback about their roles

19/24 respondents agreed their job is interesting, 5 said partly.

15/22 responded that their role had developed or become more varied in the last year, 3 said not and 4 said partly.

15/22 felt that their work is valued within the organisation; 4 said partly and 3 said not.

Communications and support

All staff participate in regular team meetings, which are designed to share information about individuals' activity and to raise awareness of future issues. The sequence of full team meetings has settled as a fortnightly event. Functional team meetings in the advice, admin and finance and management teams complement the full team meetings.

Line managers aim to be approachable, and to offer support as required in addition to regular informal meetings. However, Train 2000 aims to be a learning organisation and so encourages within its work practice both informal and peer support and learning from each other's mistakes.

In April 2005 we held a team (staff and board) Away Day in which ideas were generated to inform future plans for the organisation.

“The away day was great. We were all encouraged in different teams to come up with suggestions and improvements. Since then some of our ideas have been actioned, e.g. We have all now got responsibility for some part of Merseyside for actively promoting Tran 2000” (IIP)

Staff feedback about shared learning and involvement

21/24 respondents feel part of a supportive team, 2 said not and 1 partly.

19/20 respondents feel they get honest feedback on their performance from their line manager, 5 partly.

21/24 respondents get positive support from other staff members, and 4 partly.

21/24 respondents understand the work that is undertaken by different teams within Train 2000 Ltd, and 3 partly understand.

13/24 respondents said they have control over their own area of work, 4 partly and 7 not.

16/23 respondents have a clear sense of their responsibilities, 6 partly and 1 not.

13/24 respondents agree that they are involved in decision-making about their own area of work, 9 said partly and 2 not.

15/24 are satisfied with their involvement with decisions that affect their work, 7 were partly satisfied and 2 not.

18/24 respondents feel their ideas and contributions are taken seriously, 3 partly and 1 not.

"I feel valued because there is always support here. There is a no blame culture. If we get something wrong it is seen as an opportunity to make suggestions to put things right." (IIP)

Training and Development

Train 2000 is committed to the development of its team to support the quality and innovation within the services we provide, and for the personal development of the individuals working within the organisation.

Staff have been supported to undertake a combination of short courses; accredited programmes; to participate in conferences and transnational activities and to participate in the running of other organisations to assist in their development within Train 2000.

Further in 2005 we secured additional resources to develop a 'Diversity Programme' a flexible programme (each event run twice at different times) of awareness raising, skills development and influencing attitudes accessible to all staff members over the following year.

"The diversity programme really helps us to understand the differing needs of our clients. This can only improve our levels of service" IIP
In addition all advisers not

Train 2000 seeks to maximise appropriate learning opportunities for staff development; these may include formal or informal training, action learning, peer support, mentoring, and opportunities to attend conferences and networking events.

Staff feedback about development within the organisation

15/22 respondents felt that they have been supported in undertaking training connected to their work, and 4 partly and 3 not.

12/23 felt that their work allows them opportunity to overcome challenges and for personal learning, 7 responded partly and 4 not

“Recently I attended training on the Trainers course. This has confirmed that I have been doing a good job all along. In addition I learnt about new ways of going about things” (IIP)

“There is every opportunity to learn and develop. If we need training to do our job it is available” (IIP)

Staff Findings

Overall, 17 staff members felt that Train 2000 had an effective team in place to maintain and develop our organisation as sustainable.

Impact

Train 2000 has a diverse and well qualified staff team.

7.5.3. Securing appropriate financial resources to allow the implementation of Train 2000’s strategic objectives

Funding

The POWER Programme is funded through a package of contracts with public sector agencies, and some private sector support. The combination has been fluid through the accounting period.

European Social Fund

Train 2000 has been successful in securing European Social Fund (ESF) from the Merseyside Objective One Programme to support the POWER Programme under Priority 2 Measure 17 of the Programme Complement which is specifically focused upon women's economic development.

For the period September 2002 to March 2005 ESF supports the elements of the programme that support employed women only.

Phoenix Development Fund

Train 2000 has been successful in securing funds to support both the POWER Programme and the POWER Loan Fund in the initial round of the Phoenix Development funding (September 2001 - March 2004) and have provided continuing investment in the Building on the Best funding around, to facilitate the continuation of this innovative delivery model; to further focus targeting of the work and to pilot the Business Adviser Trainee programme model from April 2004 to March 2006.

EQUAL

Accelerating Women's Entrepreneurship (AWE) Development Partnership is a national partnership supported through EQUAL funding, which has working relationships in equivalent partnerships across Europe. Train 2000 has been a member since the partnership commenced in 2001. This partnership allows the members to share learning and understanding of the issues affecting women in enterprise and to ensure that effective practice can be translated into best practice across the participating organisations and in the longer term in the mainstream. The AWE transnational collaboration has allowed Train 2000 to contribute to knowledge exchange on a wider European basis. Train 2000 has given presentations at European Conferences, participated in exchange visits and contributed to thematic working groups to develop practice in specific enterprise subjects. The AWE Development Partnership has approved match funding until May 2005.

Enterprise Promotion Fund

The Enterprise Promotion Fund is designed to encourage creativity in promoting enterprise awareness across all sections of society. It supported Train 2000 (March 2004 – March 2005) in testing out new ways to show women what enterprise is all about and give them the understanding and enthusiasm to try out enterprise for themselves.

Next Steps

Next Steps was established as a delivery partnership through the Greater Merseyside Learning and Skills Council for the delivery of quality career advice and information. The partnership provides information, advice and training to support individuals to identify their career goals, develop action plans, to access training or education and ultimately secure rewarding employment.

Train 2000 secured our third annual contract with the Next Steps in August 2005.

Barclays Bank

Barclays Bank supports the POWER Provision through provision of staff time to support clients, and through cash contributions, for example, for prizes for client achievement awards.

Liverpool John Moores University (LJMU)

Train 2000 works closely with LJMU for the provision of management training for women. In the reporting period the university has contributed staff time and accreditation costs to the POWER Programme funding package.

Consultancy

Train 2000 has been providing research and consultancy services to the social economy sector since 1995. This income generating activity allows the organisation to work towards its mission of delivering quality enterprise services, and at the same time securing sustainability for the organisation by raising the

reputation and profile. Train 2000 is able to utilise the income generated to maintain the organisation's core base, and to provide match funding for the gender specific European funded programmes.

The range of consultancy services offered by Train 2000 includes:

- Project monitoring and evaluation
- Project research and development
- European project co-ordination
- Community business development
- Business training and counselling
- Personal development workshops
- Organisational reviews
- Funding opportunity identification and applications
- Feasibility studies
- Social accounting training; mentoring and panel chairs

Staff Findings

In all, 17 members felt that we successfully secured financial resources to allow the implementation of our strategic objectives in 2005.

Impact

Train 2000 is now in its ninth year of trading and has been successful in securing a range of contracts and funds to ensure that its strategic objectives are met.

7.5.4. Implementing a comprehensive development and marketing strategy for Train 2000

Strategic Development

The organisation's business plan was agreed in February 2004. Consequently, the Board of Directors instigated research into the need for Women's Enterprise Centre in Merseyside. This process commenced with the commissioning of Professor Tom Cannon and development of a research steering group; undertaking a comprehensive consultation with key stakeholders including policy makers, partners and clients; drafting of a report and research visit to Cariocca Enterprises, Manchester, and to Wisconsin, USA. Wisconsin has more business incubation centres than any other state in the USA, and has invested significant resources in developing the physical infrastructure to support business development. In May 2005 a further trip to Kompass a Business Incubation Centre in Frankfurt concluded the research.

The findings cite the need for a central women's enterprise hub. The Board consider that the current premises provide this knowledge centre, but would seek an alternative centre in the future. The findings also confirm the need for women friendly incubator space in the different boroughs of Merseyside. This is a development opportunity for the organisation in the future.

However, the strategic development of the organisation will be influenced directly by the impact of the activities that have been undertaken through objective two, and the availability of appropriate contracts for the delivery of women's enterprise support in the future.

Marketing

We believe that Train 2000 has been successful in applying marketing principles within the design, delivery and promotion of its services, but has identified the need for a more strategic approach to marketing within the organisation. During this reporting period the approach to developing this strategy has included investigating both our current practice and new models for marketing, and identifying resources to support the capacity of the organisation to initially implement such a strategy.

In 2005 the organisation has fully utilised its new corporate identity including the new logo and strap line 'The Women's Centre for Enterprise and Employment'. In 2005 the organisation also invested in wall-mounted pictures of women in business role models through out the Liverpool training hub. In addition, portable 'pop up' stands provide inspiring images at outreach provisions.

Staff Findings

The majority of our staff team i.e. 23 members, agreed that Train 2000 were successful and very successful at implementing a comprehensive development marketing strategy.

Impact

Train 2000 is a recognised brand and has established a reputation for providing quality services and contributing to the wider economic development of Merseyside and beyond.

7.5.5. Underpinning all activity with appropriate quality systems and working environments

Train 2000 is committed to quality within its services and its working environment. This commitment to continuous improvement can be evidenced through the external verification of awards and qualifications

Awards and Quality Standards

In 2005 the organisation was reaccredited as an Investor in People organisation.

In 2004 we received the Matrix Quality Standard (Guidance Accreditation Board) for the quality of its systems and service to staff and clients.

In addition, Train 2000 has been recognised as a model of good practice by the European Commission in both 1999 and 2003. The first presentation of the

Prowess Flagship Awards also acknowledged Train 2000 as a leader in Women's Enterprise Development in November 2003.

The organisation was a winner of the Inner Cities 100 Award in 2001 for achieving outstanding levels of growth since 1996 as a social enterprise operating in an inner city. Train 2000's consultancy services were recognised as a leader in the field in 2002 when our client WEETU received the first Barbara Castle Award for Equal Pay as a result of our work.

Accreditation

In 2004 Train 2000's training secured SFEDI (Small Firms Enterprise Development Initiative) Accreditation as well as being underpinned by verification through the Open College Network (OCN).

Quality Working Environment

Train 2000 recognise the importance of providing a quality-working environment for the team to work in. In response to issues raised by staff Train 2000 continue to ensure a quality work environment.

In 2004 Train 2000 secured funds to lease additional floor space and new furnishings to ensure that every member of the team has a spacious workstation. In addition we invested circa £40,000 in a new ICT infrastructure which included new server based system and new and or upgraded equipment for each work station as well as the most up to date resources for the new training suite. This was in direct response to the issues identified by staff and clients in the 2001-2003 Social Accounts.

Environment

23/25 respondents stated that they are provided with the facilities that they need to do their job, 12 felt they are partly provided.

19/22 respondents said that they work in a comfortable and safe environment, 2 said partly.

Staff Findings

Within our staff team, 19 members felt that we successfully underpinned all activity with appropriate quality systems and working environments.

Impact

Train 2000 ensures that appropriate quality measures and indicators are in place.

Conclusions: Objective Three

1. In 2005 we are pleased with the newly strengthened Board and their commitment to the organisations development shown through regular participation in events, meetings and team away days, in addition to the support provided to the management team in challenging times. As a new

team they have agreed that they can more effectively contribute through the consultation process in 2006.

2. Rigorous recruitment and selection processes in place, which has been effective in ensuring a diverse team within Train 2000.
3. Overall, staff members are happy with terms and conditions. We aim to implement fair practices and any issues that have arisen have been addressed either through regular supervision sessions; JPRs (Joint Progress Reviews) or individual meetings.
4. Upon reflection the considerable changes involved in doubling the staff team has been a challenging time for new and existing member of the team. We feel this has been expressed in the staff questionnaire, but are confident that the key issues have been addressed and are optimistic for 2006.

8. Compliance

Train 2000 complies with the statutory requirements associated with providing a safe and suitable work environment for its employees. In 2005 the organisation consulted on, and agreed, a Redundancy Policy as stated in the 2004 accounts. The following policies and procedures are in place:

- Anti-Harassment Policy
- Disciplinary Policy & Procedure
- Environmental Policy
- Dependants Leave Policy
- Equal Opportunities Policy
- Grievance Policy & Procedure
- Health & Safety Policy
- Holiday Leave Policy
- Maternity Policy
- Parental Leave Policy
- Recruitment & Selection Policy
- Sickness Absence Policy
- Smoking Policy
- Special/Compassionate Leave Policy
- Staff Training & Development Policy
- Flexi time and time off in lieu Policy
- Volunteer Policy
- Stress in the workplace
- Religion and Belief Systems in the workplace
- Redundancy Policy

Train 2000 is flexible in its operations and proactive in providing an accessible environment for disabled people and satisfies the requirements of the Disability Discrimination Act.

Similarly, Train 2000 complies with Data Protection legislation.

9. Environmental Performance and Economic Impact

Environmental Performance

Train 2000 recognises that it can contribute to environmental sustainability through taking steps within the organisation's own practice. In 2005 we reviewed our internal practices and made the following 'green' improvements.

- Introduced glasses instead of plastic cups for staff to use at the water fountains
- Purchase (whenever possible) fair-trade drinks products for use in the staff room

Staff members are committed to identifying ways in which Train 2000 can improve its contribution to environmental sustainability and are encouraged to present their ideas at team meetings.

Within 2005 Train 2000 recycled 100% of its waste paper and 100% of its printer cartridges, with the latter contributing towards the NSPCC Charitable Fund.

Also, the POWER Programme supports women entrepreneurs to develop their business plan and encourages them to consider environmental sustainability within their planning.

Economic Impact

Train 2000 operates a 'green' procurement policy, although this is limited by budget priorities. However it does also have a commitment to spending locally wherever possible. During 2005, Train 2000 spent a total of £1,163,902. Of this expenditure only £70,002 was made to suppliers outside of the Merseyside sub-region and included utility payments.

Train 2000 undertook a Money Trail exercise (figure 10) to ascertain its impact on the local economy, following guidelines from NEF (New Economic Foundation) Local Multiplier model. This calculation suggests that Train 2000 generate a total of £ 2,435,395 for the local economy, and that for every £1 of income for Train 2000 generates £2.09 for the local economy.

The model assumes 40% of Train 2000 salary expenditure is re-spent locally; 100% of Train 2000 beneficiary expenses i.e. travel and subsistence allowances are re-spent locally; and 15% of our other expenditure is re-spent locally.

Figure 11 - Calculation of Train 2000's LM3 score

2005	£	£
Train 2000 total income		1,163,902
Train 2000 total spent locally		936,565

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Staff	668,637	
Beneficiary	32,099	
Other	235,829	
Respend		
Staff @ 40%	267,455	
Beneficiary @ 100%	32,099	
Other @ 15%	35,374	334,928
Total generated for the local economy		£2,435,395

Using the LM3 formula: $\frac{1,163,902 + 936,565 + 334,928}{1,163,902} = 2.09$

This compares well with social enterprise organisations participating in the New Economics' Foundation pilot projects published in The Money Trail 2005.

Figure 12 - Comparison of LM3 scores within Social Enterprise Sector

Benchmarking organisation	NEF Sector	LM3 Score
Train 2000 Ltd, Merseyside (2005 Social Accounts)		2.09
Train 2000 Ltd, Merseyside (2004 Social Accounts)		2.28
Eden Community Outdoors, Appleby, Cumbria	Social Enterprise	1.87
LOCAL, Longley, Sheffield	Social Enterprise	1.67

In 2005 Train 2000 supported 136 women to start up in business. It is estimated that these businesses will contribute £10,200,000 gross value added (GVA) to the economy in their first year. The calculations and assumptions are outlined in figure 13 below.

Figure 13 - Calculation of Gross Value Added and Net Value Added contribution to the economy of businesses created through Train 2000 in 2004

2004	2005
<p>Gross Value Added The GVA is calculated from the 99 new businesses created in 2004 having an average annual turnover of £50,000, therefore providing a turnover growth of £4,950,000.</p> <p>The Net Value Added has been calculated as advised by Government Office for the North West Estimated Gross Value Added in 2004 £4,950,000</p> <p>Net Value Added Turnover growth: £4,950,000 Cost of sales estimated at 50% of GVA £2,475,000 Adjustment for dead weight x 0.3 = -£ 742,500 £1,732,500 Adjustment for displacement x 0.3 = -£ 519,750 £ 1,212,750 Adjustment for multipliers x 1.15 = £1,394,662.50 Estimated Net Value Added in 2004 £1,394,662.50</p>	<p>Gross Value Added The GVA is calculated from the 136 new businesses created in 2005 having an average annual turnover of £75,000, therefore providing a turnover growth of £10,200,000.</p> <p>The Net Value Added has been calculated as advised by Government Office for the North West Estimated Gross Value Added in 2005 £10,200,000</p> <p>Net Value Added Turnover growth: £10,200,000 Cost of sales estimated at 50% of GVA £5,100,000 Adjustment for dead weight x 0.3 = -£ £3,570,000 Adjustment for displacement x 0.3 = -£ £ 2,462,250 Adjustment for multipliers x 1.15 = £3,748,500 Estimated Net Value Added in 2005 £3,748,500</p>

Of the 136 businesses started up, 36% were by women who had previously been economically inactive. The table below shows the assumptions upon which the net savings to the treasury of £1,097, 157 over three years was calculated.

Figure 14 - Analysis of net savings to the treasury of women becoming economically active through self-employment

Assumptions based upon 2004 rates:

Annual income of woman living alone, in average RSL property, in receipt of JSA and associated benefits £6,683.56

Annual income of single parent with two children, in average RSL property, in receipt of JSA and associated benefits £9, 867.52

Annual income of single disabled woman, in average RSL property, in receipt of incapacity benefit and associated benefits £7,736.56

2004	2005
<p>In 2004 Train 2000 supported 39 economically inactive women to join the labour market through self employment. 27% were lone parents (10 women) and 6% disabled (2 women)</p>	<p>In 2005 Train 2000 supported 49 economically inactive women to join the labour market through self employment. 22% were lone parents (30 women) and 9% disabled (12 women)</p>
<p>Therefore in the first year estimated net savings to the treasury of 39 women becoming economically active through self employment is</p>	<p>Therefore in the first year estimated net savings to the treasury of x women becoming economically active through self employment is</p>
<p>27 single women = 27x £6,683.56= £180,456.12 10 lone parents = 10x £9, 867.52 = £ 98,675.20 2 disabled women = 2 x £7,736.56 = £ 15,473.12</p>	<p>7 single women = 7x £6,683.56= £45,448 30 lone parents = 30x £9, 867.52 = £ 295,236 12 disabled women = 12 x £7,736.56 = £ 94,695</p>
<p>Estimated net saving year one = £294,604.44</p>	<p>Estimated net saving year one = £435,380</p>
<p>Train 2000 business sustainability rate over three years is 76%</p>	<p>Train 2000 business sustainability rate over three years is 76%</p>
<p>Year two net saving = £294, 604.44 x 76% = £233,899.37</p>	<p>Year two net saving = £435,380 x 76% = £330,889</p>
<p>Year three net saving = £294, 604.44 x 76% = £233,899.37</p>	<p>Year three net saving =£435,380 x 76% = £330,889</p>
<p>Total net saving over three years = £742,403.18</p>	<p>Total net saving over three years = £1,097,157</p>

With an average support cost of £4,000 per business started Train 2000 show considerable value for money.

To support these 49 women from economic inactivity to self employment cost £196,000 which is 45% of what would have been paid in benefit in their first year of business.

This is the first time that Train 2000 has undertaken these three calculations within the social accounts and will incorporate these indicators into future social accounting cycles so that comparative performance can be measured.

Additional

Train 2000 collects all incoming stamps for Wales Cancer Research Laboratories.

Conclusion: Environmental and Economic Performance

1. Using the economic impact indicators has proven to be very useful, both as an internal management tool and in securing Train 2000 as a provider of quality information, which contributes to the overall evidence base for the development of the sector.

10. Summary Conclusions and Points for Action

Conclusions: Objective One

1. Targeted and varied marketing has continued to be effective in raising our profile throughout 2005. We have been particularly effective in engaging with women from black and minority ethnic groups.
2. On-going targeted awareness raising was undertaken with partner organisations and has proven to work well in ensuring that Train 2000 services are accessed by more women from across the sub region.
3. The Elevator Pitch, again, proved to be an effective way in which to engage with a new group of clients, who had not previously accessed Train 2000 services. It was also a useful way for the organisation to promote itself with partner organisations.
4. The website continues to prove itself as a useful tool to promote our services, promote women entrepreneurs with their own success stories and as a provider of information and advice (via the on-line training programme) allowing us to effectively share best practice.
5. The measures adopted by Train 2000 to ensure women from different cultures, areas, ages etc have access to the services on offer appear to be working well and are borne out in the profile of our clients. This is an area that requires on-going monitoring and innovation when trying to reach women that face particular disadvantages and we continue to do this with a growing number of partner organisations.
6. The Power Programme packages together, a range of complementary enterprise and employment support measures. We are able to respond to clients needs and to the changing environment, to ensure that each of the elements remains appropriate and can be further added to. The overall demand for each of the elements demonstrates its effectiveness.
7. The impact of the Power Programme is substantial not only in quantifiable outputs such as new businesses created, but also the increase in levels of confidence, self esteem and prospects which contribute to the overall improvement of women's economic position.
8. Partnership working at different levels is key to the successful delivery of the Power Programme and these relationships need to be maintained and developed on an on-going basis to ensure effective services for clients.

The increased capacity resulting from the expanded Train 2000 team continues to broker such relationships.

Point for Action

We will continue to build on our positive delivery experiences and resulting impact to ensure we reach and engage with women.

Conclusion: Objective Two

9. 2005 combined a period of reflection and action for Train 2000 in relation to policy influencing. The policy landscape saw a seismic shift from a position of high level national support with some clear investment to a regional management framework with co clear plans on the needs of women's enterprise or investment requirements. Train 2000 has redesigned its approach to communicating its message and has begun to use a whole systems approach to communicate what is needed and the value and need for specialist support.

Point for Action

We will use the next social account cycle to report on specific elements and progress of our whole system approach and how this is viewed by external stakeholders, regarding for example:

- a) The extent to which there is agreement regarding the nature of the task of increasing the levels of female entrepreneurs between Train 2000 and Government bodies and other key influencers
- b) The extent to which autonomous partners e.g. Business Links, Job Centre Plus and RDA's are prepared to align working patterns to meet the need of women
- c) Fulfillment of Programme Requirements: The degree of compatibility between the goals of Train 2000 and the goals of the individual stakeholders.
- d) The extent to which there is support for Train 2000's objectives.
- e) The extent to which there is adequate funding for the objectives of Train 2000.

Conclusions: Objective Three

10. In 2005 we are pleased with the newly strengthened Board and their commitment to the organisations development shown through regular participation in events, meetings and team away days, in addition to the support provided to the management team in challenging times. As a new team they have agreed that they can more effectively contribute through the consultation process in 2006.
11. Rigorous recruitment and selection processes in place, which has been effective in ensuring a diverse team within Train 2000.
12. Overall, staff members are happy with terms and conditions. We aim to implement fair practices and any issues that have arisen have been addressed either through regular supervision sessions; JPRs (Joint Progress Reviews) or individual meetings.
13. Upon reflection the considerable changes involved in doubling the staff team has been a challenging time for new and existing member of the team. We feel this has been expressed in the staff questionnaire, but are confident that the key issues have been addressed and are optimistic for 2006.

Point for Action

We will seek to build on our successes in 2005 and ensure the breadth of skills and experience of Board members and staff team are utilised effectively to strengthen the organisation as a whole.

Conclusion: Environmental and Economic Performance

14. Using the economic impact indicators has proven to be very useful, both as an internal management tool and in securing Train 2000 as a provider of quality information, which contributes to the overall evidence base for the development of the sector.

Point for Action

We will seek to improve our environmental performance and introduce measures that demonstrate our economic and environmental impact.

11. Acknowledgement of Partner Support

The work of Train 2000 is supported by:

- The European Community – Objective One and EQUAL
- The Small Business Service – Phoenix Development Fund and CDFI;
- The Small Business Service – Enterprise Promotion Fund
- The EU Innovative Action Programme and North West Development Agency – Brain Programme
- IAG Partnership (rebranded Next Steps in 2005)
- Barclays Bank PLC
- Liverpool John Moores University
- Merseyside Welfare Rights and Resource Centre

Train 2000 Ltd also wishes to acknowledge the range of other organisations that provide vital support in the delivery of our services.

12. Social Audit Process & Next Steps

Train 2000 recognises the social accounting and audit process as a learning opportunity and seeks to incorporate its findings into the organisation's development.

The social accounting systems are embedded within the organisation, therefore simplifying the process of information collection, collation and reporting making but now in our 4th social accounting cycle. We feel that we are able to collect and use the information in a more sophisticated manner. This helps us overall in the future planning of the organisation and in the detail of our activities working directly with clients and indeed policy influencers.

Train 2000 is committed to continuing the social accounting and audit process and will take direction from the social audit panel and further discussion with the Board of Directors as to the focus of its next set of social accounts for the year 2005.

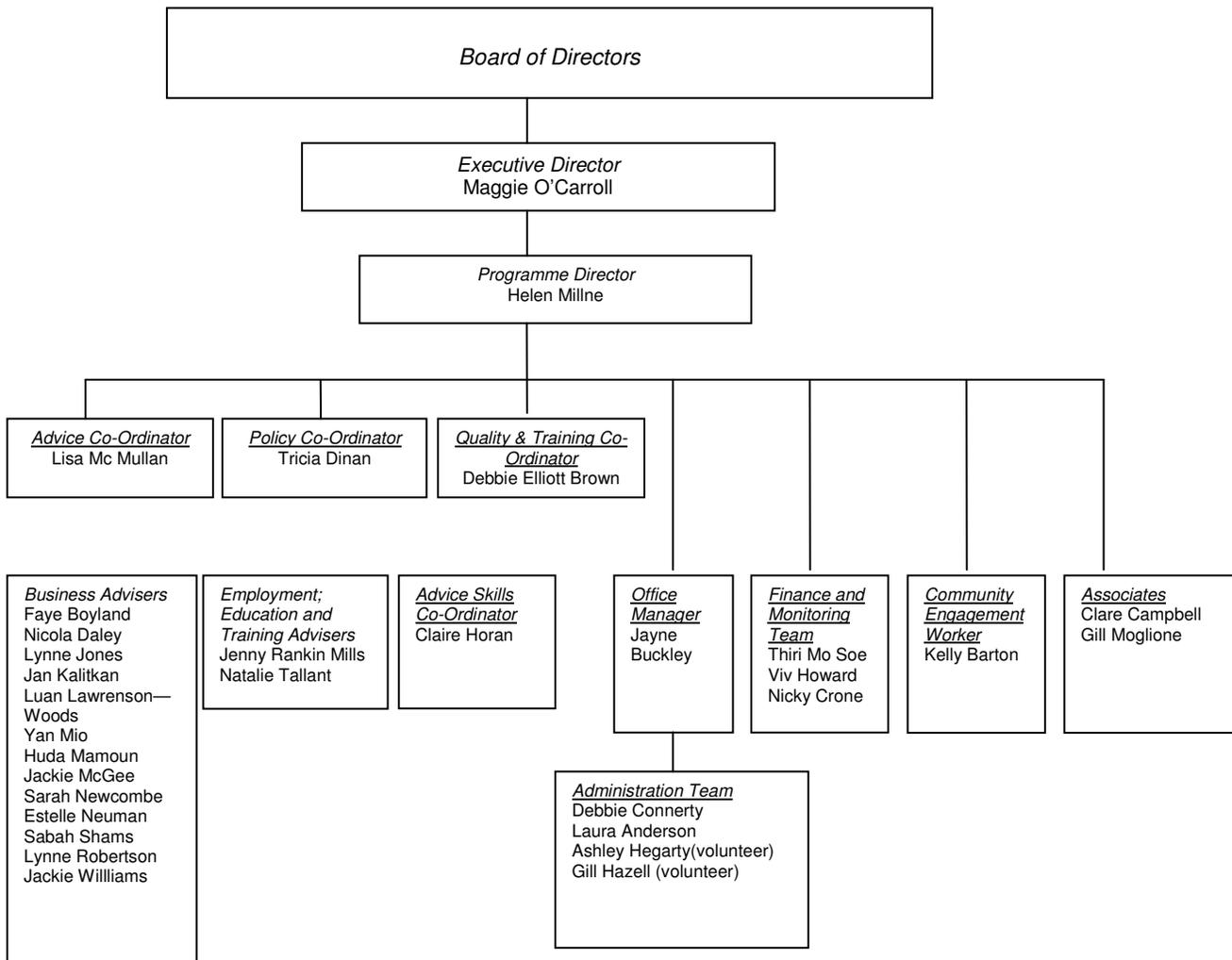
Upon verification by the panel and approval by its Board of Directors Train 2000's 2005 social accounts will be placed upon the web site and circulated to funders, staff and Board of Directors. We also intend to print two summary versions of our social accounts, one that will be more widely circulated and targeted at past and current clients, and the second regarding economic impact to be circulated to strategic partners and policy makers. .

Copies of both the full report and summary document will be available on our website www.Train 2000.org.uk

Helen Millne
Lisa McMullan

Appendices

Train 2000 Organisational Chart for 2005



Train 2000 Staff Team Questionnaire

You will know that Train 2000 regularly reports on its performance through the social accounting process. As part of this process we are seeking the views of our main stakeholders. The staff are part of these important stakeholders and so we are interested in your views about our objectives, our working conditions and how we operate.

We would be grateful if you could complete this questionnaire and return it to Helen in an envelope marked staff questionnaire no later than Friday 11th February. The questionnaires will be treated in confidence and collated by a person external to the staff team.

We have made the questionnaire as quick and easy to complete as possible but please add comments in the spaces provided and add any other points you may wish to make.

Thank you for your co-operation!

1. Working for Train 2000

The following questions ask you about your feelings about your job, your terms and conditions and about training.

Please tick one box for each question, and use the comments section to explain or expanding on your answers.

Pay

Do you consider that Train 2000 pays you a fair wage compared to other employers/contractors?

Yes No

Do you consider that Train 2000 pays you a fair wage compared to what other people within the organisation earn?

Yes No

Are you satisfied with the pay you receive?

Yes No

Comments:

Terms and conditions

Train 2000 intends to provide good employment opportunities underpinned by family friendly terms and conditions.

Are the terms, conditions and policies underpinning your employment good?

Yes No Partly

Do you feel able to contribute to and /or influence their development?

Yes No Partly

Do you feel secure in your employment with Train 2000?

Yes No Partly

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Comments:

Environment

Are you provided with the facilities that you need to do your job?

Yes No Partly

Do you work in a comfortable and safe environment?

Yes No Partly

Do you feel free from bullying, harassment and discrimination within your work?

Yes No Partly

Comments:

Development within the organisation

Have you been supported in undertaking training connected to your work?

Yes No Partly

Does your work allow you opportunity to overcome challenges and for personal learning?

Yes No Partly

Comments:

Work areas

Do you have control over your own area of work?

Yes No Partly

Do you have a clear sense of your responsibilities?

Yes No Partly

Are you involved in decision-making about your own area of work?

Yes No Partly

Are you satisfied with your involvement with decisions that affect your work?

Yes No Partly

Do you feel your ideas and contributions are taken seriously?

Yes No Partly

Comments:

Your Role

Is your job interesting?

Yes No Partly

Has your role developed or become more varied in the last year?

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Yes No Partly

Do you feel that your work is valued within the organisation?

Yes No Partly

Comments:

Shared learning

Do you feel part of a supportive team?

Yes No Partly

Do you get honest feedback on your performance from your line manager?

Yes No Partly

Do you get positive support from other staff members?

Yes No Partly

Do you understand the work that is undertaken by different teams within Train 2000 Ltd.?

Yes No Partly

Comments:

The Organisation

Do you feel able to influence the decision making of the organisation?

Yes No Partly

Is morale generally high at Train 2000 Ltd?

Yes No Partly

Comments:

2. Thinking about things that influence your happiness or motivation in work, please choose five factors from the list below and rank them in order of importance to you (1 being the most important).

- Pay
- Terms and conditions of employment
- Job security
- Comfortable workspace and appropriate facilities
- Safety from discrimination, bullying and harassment

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- Ability to grow and be challenged through work
- Involvement in decision making and control over own work
- Praise, recognition and appreciation of work done
- Opportunities to develop and advance in your role, or in other roles in the organisation
- Shared learning and communication

3 Values and Key Objectives

Mission

Train 2000 is an innovative organisation that provides quality enterprise and employment services for women and influences policy in order to improve the economic position of women.

Is this the right mission for Train 2000?

Yes No Partly

Comments:

Values

Please score each specific value on the 1-2-3-4-5 scale according to how you think Train 2000 has performed since the beginning of the POWER Programme. Please circle one number: 3 means OK - neither particularly successful, nor especially un-successful; 1 means very unsuccessful; and 5 means very successful.

To be *inclusive*, recognising the needs of individual women and particularly ensuring that we reach and respect the needs of disadvantaged and underrepresented women.

1 2 3 4 5 DK

To be *innovative*, continually improving the way we work and provide services by incorporating new ideas, information and methods.

1 2 3 4 5 DK

To work in *partnership*, adding value to what we do by working with others to build trust, develop mutual understanding and through reciprocal actions develop social capital.

1 2 3 4 5 DK

To strive for *quality*, committing the organisation to improvement and high standards in all aspects of its activities and working environment.

1 2 3 4 5 DK

Objectives and activities

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Please score each specific activity under the five objectives on the 1-2-3-4-5 scale according to how you think Train 2000 has performed since the beginning of the POWER Programme. Please circle one number: 3 means OK - neither particularly successful, nor especially un-successful; 1 means very unsuccessful; and 5 means very successful. If you do not know, please circle DK

Please use the comments section to add any other comments explaining or expanding on the score you have given.

Objective 1

To provide a range of quality, client sensitive enterprise and employment services for women in Merseyside.

We do this by:

5. Raising the awareness and aspirations of women across Merseyside regarding their enterprise and employment options through, for example, advertising and coverage in local media, promoting role models and organising awards

1 2 3 4 5 DK

6. Developing and providing accessible services for individual women and groups of women

1 2 3 4 5 DK

7. Developing and providing appropriate enterprise and employment services for individual women and groups of women

1 2 3 4 5 DK

8. Strengthening enterprise networks for women through, for example, effectively working with other enterprise support organisations, banks and business networks

1 2 3 4 5 DK

Comments

Objective 2

To influence local, regional, national and international policy and practices in the are of women's economic development

By:

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4. Networking with a range of appropriate organisations and government bodies, formally and informally for example participating in appropriate boards, steering groups and engaging in a range of activities

1 2 3 4 5 DK

5. Gathering information, highlighting issues and identifying evidence based solutions to disseminate appropriately

1 2 3 4 5 DK

6. Representing Train 2000's view on women economic development issues through, in particular, producing policy documents and responding to policy consultation, participating in policy think tanks, conferences, seminars and exhibitions

1 2 3 4 5 DK

Comments

Objective 3

To maintain and develop Train 2000 as a sustainable organisation

By:

6. Maintaining a strong structure for governance that enables effective decision making and direction giving

1 2 3 4 5 DK

7. Ensuring that an effective team is in place using good practices in selection, recruitment, retention and having clear internal communications

1 2 3 4 5 DK

8. Securing appropriate financial resources to allow the implementation of Train 2000's strategic objectives

1 2 3 4 5 DK

9. Implementing a comprehensive marketing strategy for Train 2000

1 2 3 4 5 DK

5. Supporting all activity with appropriate quality systems and working environments

1 2 3 4 5 DK

Comments

4 Additional Comments

Please add any further suggestions you may wish to make about other objectives you should be tackling; operational practices; or anything else which might help us to improve our social benefit performance.

Comments

If you would be willing to discuss any of your responses further please give your name here.....

Thank you very much for your help with the social audit!

Train 2000 POWER Programme End of Course Survey

Train 2000 Ltd is an organisation, which aims to provide a [quality](#) service to its users at all times. We are carrying out an evaluation of our services and would be very grateful if you could complete this short questionnaire. It has been designed to record the thoughts and feelings of women who are directly affected by the project. This questionnaire will be analysed and form part of the Train 2000 Ltd Social Accounts.

Thank you for taking the time to fill in this questionnaire, your responses will be treated in confidence but we have asked you to put your name on the questionnaire to enable us to respond if necessary.

A About you...

Name:	
Tel No:	

B About the services Train 2000 provides...

Please tick in [column Q1](#) which of these services have you used

Then, [in column Q2](#) please rate the standard of the services that you have used - with 5 being an excellent standard and 1 being the lowest standard. Write 1, 2, 3, 4 or 5 in the Q2 column.

	Q1 (service used)	Q2 (standard of service experienced)
Pre start up support on a 1:1 basis		
Accredited Work Book Materials		
Business Enterprise Training Programme Daytime		
Business Enterprise Training Programme Evening		
On-line learning		
Jobs Enterprise & Training Services		
Personal POWER Programme		
Community Enterprise Programme		
Access to finance (POWER loans, micro-credit)		
Preparing/assisting with applications for finance		
Assistance with Financial Forecasting		
Assistance with market research		
Assistance with business planning		
Information on book-keeping and accounts		
Advice on publicity and promotion		
Help with legal requirements and company registration		
Post start-up advice, mentoring or support		

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Business Skills workshops (food industry, marketing etc.)		
Welfare Rights Advice service		
Barclays Bank advice service		
Attendance at networking events		
Attendance at conferences		
Study visits		
Formal training courses		
Have you benefited from childcare / carer expenses?		
Have you benefited from travel or other expenses?		
Have you benefited from any other support service such as translation, sign language, and support with access problems?		

Are there other services or help which you would have expected to get from Train 2000 but which we have not been able to provide? (Please tick the appropriate box)

Yes

No

If yes, please detail below:

C About business counselling and support...

If you had business advice

Approximately how many appointments/meetings with a Business Advisor have you had? (Please circle the appropriate response)

1-3 4-10 10-20 20-30 more than 30

Generally, how did you find the service provided by the Train 2000 Business Advisor? (Please circle the most appropriate response)

Not useful Some what useful Useful Very useful

D About the overall service...

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In addition, there are a number of outcomes for women entrepreneurs referred to as the "soft" indicators: **confidence, prospects, self-esteem, attitudes,**

How long have you been with Train 2000?

.....years.....months... .. weeks

Overall do you feel that Train 2000 has helped you to increase confidence, prospects and self-esteem? (Please tick the appropriate box)

Yes

No

Mark in Row A how you felt before you started with Train 2000 and in Row B how you feel now using the scale 1 - 10.

Confidence

Row A - Before

No confidence	1	2	3	4	5	6	7	8	9	10	Fully confident
---------------	---	---	---	---	---	---	---	---	---	----	-----------------

Row B - After

No confidence	1	2	3	4	5	6	7	8	9	10	Fully confident
---------------	---	---	---	---	---	---	---	---	---	----	-----------------

Why have you given these marks?

Self-esteem

Row A - Before

No self-esteem	1	2	3	4	5	6	7	8	9	10	Masses of self-esteem
----------------	---	---	---	---	---	---	---	---	---	----	-----------------------

Row B - After

No self-esteem	1	2	3	4	5	6	7	8	9	10	Masses of self-esteem
----------------	---	---	---	---	---	---	---	---	---	----	-----------------------

Why have you given these marks?

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Prospects

Row A- Before

No prospects	1	2	3	4	5	6	7	8	9	10	Masses prospects	of
--------------	---	---	---	---	---	---	---	---	---	----	---------------------	----

Row B - After

No prospects	1	2	3	4	5	6	7	8	9	10	Masses prospects	of
--------------	---	---	---	---	---	---	---	---	---	----	---------------------	----

Why have you given these marks?

Additional Comments...

Please add any comments you may have about the support you have received from Train 2000 which you think would be helpful in this evaluation.....

Comments:

Thank you very much for your help with this evaluation.

Progress Report on conclusions in 2005 Social Accounts

Action Agreed	Completed	Ongoing	Postponed
Mission and Values			
Given that the organisation's mission, values and objectives were revised and agreed in 2004 we would expect understanding and buy in from those involved in the process. It is heartening to see that our external stakeholders also recognise the appropriateness of our purpose and the effectiveness with which we work toward this.	√		
There is of course always room for improvement and we should ensure that team members have the opportunity to feed their ideas and suggestions to management so that the organisation can improve what it does in terms of inclusivity, innovation, quality and partnership working in a systematic way.		√	
Objective 1			
Targeted and varied marketing has been effective in raising our profile and expect this to be reflected in 2005 social accounts. We have been particularly effective in engaging with women from black and minority ethnic groups and this should be maintained.		√	
On-going targeted awareness raising is needed and further partnerships built with other organisations to ensure that Train 2000 services are accessed by more young women and disabled women in particular		√	
The Elevator Pitch proved to be an effective way in which to engage with a new group of clients who had not previously accessed Train 2000 services. It was also a useful way for the organisation to promote itself with partner organisations.	√		
The website has proved itself as a useful tool to promote our services, promote women entrepreneurs with their own success stories and as a provider of information and advice (via the on-line training programme).		√	
The measures adopted by Train 2000 to ensure			

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women from different cultures, areas, ages etc have access to the services on offer, appear to be working well and are borne out in the profile of our clients. This is an area that requires on-going monitoring and innovation when trying to reach women that face particular disadvantages.		√	
The Power Programme packages together a range of complementary enterprise and employment support measures. We are able to respond to clients needs and to the changing environment to ensure that each of the elements remains appropriate and can be further added to. The overall demand for each of the elements demonstrates its effectiveness.		√	
The impact of the POWER Programme is substantial not only in quantifiable outputs such as new businesses created but also the increase levels of confidence, self esteem and prospects which contribute to the overall improvement of women's economic position.		√	
Partnership working at different levels is key to the successful delivery of the Power Programme and these relationships need to be maintained and developed on an on-going basis to ensure effective services for clients. The increased Train 2000 advice team has helped to broker such relationships		√	
Objective 2			
2004 saw Train 2000 developing its activities in this area, forging new relationships with policy influencing organisations and being recognised as valuable contributors to policy development. This is demonstrated in different members of the team being involved at different levels.			
This has had significant impact for the organisation in terms of ensuring that Train 2000's development is enhanced by a clear understanding of the strategic environment and therefore how it is best placed to work effectively within the environment. The knock on effect of this work is an improved service for clients and a			

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stronger economic situation for women's businesses both locally and nationally.			
The stakeholder consultation showed that 2 members of the staff team were consistent in their views that the organisation has not been performing well in these areas. This may be due to a lack of knowledge of what their colleagues' work involves and this is not unreasonable given that some of the team completing the surveys were in post for only 2 months in 2004. However, it does raise the issue of sharing information and communication within the organisation and this shall continue to be addressed through regular team meetings that provide the opportunity for activity updates.		√	
Objective 3			
Disappointing return of Board questionnaires but during 2004 arrangements were in place to strengthen Board and results of this have materialised in 2005.		√	
Rigorous recruitment and selection processes in place, which has been effective in ensuring a diverse team within Train 2000.		√	
Overall, staff are happy with terms and conditions. We aim to implement fair practices and any issues that arise are generally dealt with at JPRs (Joint Progress Reviews) or individual meetings. The pay review conclusion implemented in 2005 may have addressed some of the inequities caused through our previous growth.		√	
We are encouraged by how the staff team feel supported, but recognise the need to ensure that team members understand how they and their contributions fit within the organisations.		√	
Train 2000 experienced a period of consolidation before its growth with the introduction of the BAT Programme. It has consistently demonstrated its ability to secure appropriate financial resources to ensure the organisation continues to provide innovative, quality enterprise and employment services for women		√	
Train 2000 has initiated exciting strategic developments for the future.		√	

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The marketing campaign is effective as part of the overall strategy that will continue to be built upon.			
Conclusions: Compliance			
A further review of contracts is currently being under taken and a written redundancy policy will be developed.	√		
Environmental and Economic Performance			
Train 2000 will incorporate the LM3, GVA and 'savings to the treasury' indicators into future social accounting cycles so that comparative performance can be measured.	√		