External Verification Certificate

Train 2000: The Centre for Women's Enterprise & Employment

Social Audit Statement 2004

The Social Audit Panel has examined the draft Social Accounts submitted to us and discussed them in detail with Helen Milne and Lisa Macmullan of Train 2000 at the Social Audit Panel meeting held on 26 May 2005. I have examined the revised Social Accounts which were prepared following the Social Audit Panel meeting and which have taken into account various points identified in the notes of the Social Audit Panel Meeting*. We also examined a sample of the data and the sources of information on which the Social Accounts have been based.

We believe that the process outlined above has given us sufficient information on which to base our opinion.

We are satisfied that, given the scope of the social accounting explained in the revised draft and given the limitations of time available to us, the Social Accounts are free from material mis-statement and present a fair and balanced view of the performance and impact of Train 2000 as measured against its stated values, social, environmental and economic objectives and the views of the stakeholders who were consulted.

In the notes of the Social Audit Panel meeting we identified a number of important issues to be taken into consideration during the next social audit cycle. In particular we would refer to the following:

i. That Train consider developing its stakeholder analysis in such a way that changing relations with different stakeholder groups can be tracked;
ii. That Train consider finding ways of consulting in greater depth with certain sub-groups of stakeholders in future social accounting cycles: possibly in the first instance partners with mutual clients and specific groups of clients;
iii. That Train extend its reporting on the economic impact that the Centre achieves.

The members of the Social Audit Panel were:

a) John Pearce, Community Enterprise Consultancy & Research (Chair)
b) Yvonne Sampson, Regional Women's Enterprise Co-ordinator NWDA
c) Tracey Mawson, The Mersey Partnership

Signed: ..... Dated: 1 August 2005
Chair of the Social Audit Panel

* The notes of the Social Audit Panel meeting form part of the Social Accounting and Auditing process and may, by arrangement, be inspected along with the full social accounts at the offices of Train 2000 at Wellington Buildings, The Strand, Pier Head, Liverpool L2 0PP. Members of the Social Audit Panel have acted in an individual capacity.

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1. Introduction

Welcome to Train 2000's Social Accounts for January - December 2004.

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 over 1000 women from Merseyside during the year.

There have been many significant developments during 2004, including the increase in the number of women from black and ethnic minority and disabled communities starting and developing their own businesses. There is no doubt that many women, in particular women from BME communities and women who are disabled often find enterprise as one of the only options that enables them to manage work and family life and also as a route to financial independence.

Also, during 2004 Train 2000 launched its two year Positive Action Business Adviser Training (BAT) Programme with the recruitment of 10 Positive Action Advisers and an Advice Skills Co-ordinator to manage the project. This is an exciting development for the organisation that not only provides training and employment for a group of diverse women but also will increase the number of women working in the business support sector in the longer term.

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 the EU structural funds and Phoenix Development Funds much of our work would not be possible. 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 U.K.

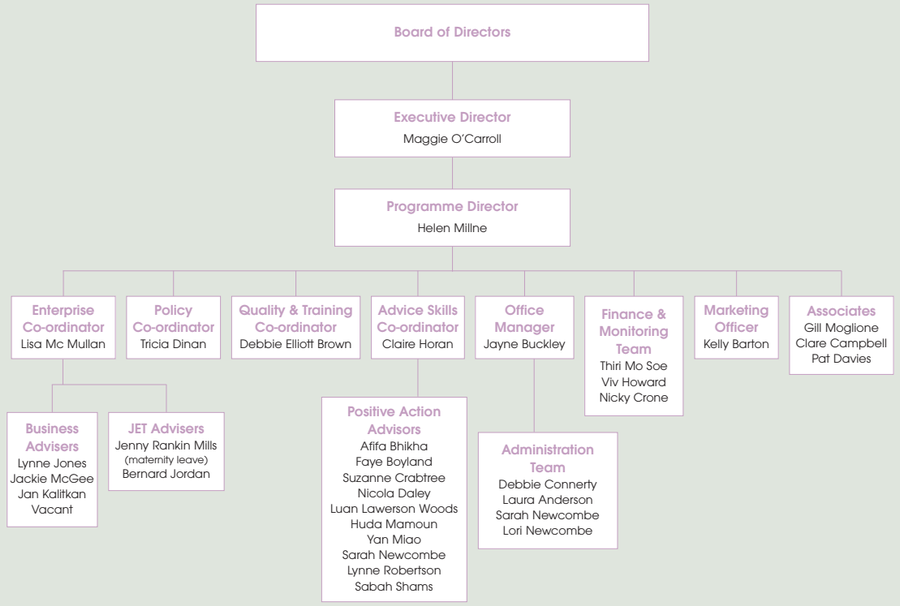
Since inception, Train 2000 has delivered a range of enterprise support services and through its commitment to quality and approach to service delivery it has emerged as the foremost organisation in Merseyside, delivering the comprehensive range of business support services required to successfully encourage and support women, through the business start up and development stages in Merseyside.

Train 2000's Executive Director Maggie O'Carroll is pictured with two Elevator Pitch competitors

2004 was a year of further development for Train 2000, enhancing the core enterprise development, employment support and executive training services provided through the POWER Programme. Key projects undertaken during the year include the exploration of on-line learning, as an accessible form of enterprise support for isolated women; the investigation of appropriate gender sensitive training for business advisers through the launch of an innovative pilot programme to develop ten women from diverse backgrounds to become business advisers; testing of new methods to engage younger women in enterprising activities; transnational activity and launching the innovative elevator pitch award which had a tremendous response in terms of the numbers of new female owned businesses created and supported.

The increased activities that have been supported with resources have allowed the recruitment of fourteen new members to the paid staff team. At the end of 2004 calendar year, Train 2000 had twenty seven paid staff (full time equivalent) in post, and recruitment underway to fill the one vacant business adviser post (to which we subsequently successfully recruited Estelle Neuman in 2005).

Figure 1. Train 2000 Ltd Team Structure December 2004



3. Mission, values, objectives and activities

Train 2000's amended 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 1

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 2

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 3

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. Underpinning all activity with appropriate quality systems and working environments

4. POWER Programme

Train 2000 delivers its 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, provides an opportunity for women to identify at an early stage if enterprise is 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 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 1188 women across the county and supports the outreach services provided. The Women's Enterprise Gateway incorporates traditional and non-traditional approaches to client service, awareness raising and access. It specifically uses, we

Train 2000's Lisa McMullan gives business development advice to client Stephanie Swain

believe, well designed and widely distributed information leaflets, local free press advertising, 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
- 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 advisers for women to consider in detail the development of their business proposal. This enables 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 acts 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 Certificate

A number of inter-related workshop elements, which can be accessed by participants as a single eight week, accredited programme 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

Fashion Designer Nicola Price started up her own business through the support of Train 2000's Power Loan Fund.

Bridging the Benefits Gap

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 previous 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 £5,000 ,
- 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%.

Jobs Education and Training

The JET (Jobs, 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 JET 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

Building their confidence; women enjoy a session on Train 2000's Personal Power Programme.

- 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 JET 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. Train 2000 Ltd delivered eight Personal Power courses in 2004.

Executive Education

Train 2000 in partnership with Liverpool John Moores University (JMU), has delivered 2 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 women students. The students were women working for themselves, community enterprises and small-medium sized businesses across Merseyside.

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 and agreed by Train 2000's social audit team Helen Millne and Lisa McMullan.

POWER Programme Clients

This stakeholder group includes women who access services through the POWER Programme, and associated activities such as The Elevator Pitch (1188 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
- Learning & Skills Council
- ESF (European Social Fund) Merseyside Objective 1 Programme
- ESF EQUAL Accelerating Women's Enterprise Development Partnership
- Information Advice & Guidance 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, a national organisation that promotes women's enterprise support services, The Mersey Partnership and the DTI's 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 grew to 29 members and three core associates.

Board of Directors

Train 2000's voluntary Board of Directors made up of nine 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 e.g. Kirkby Unemployed Centre
- Specialist support providers
- Awarding bodies
- External tutors

Train 2000's previous social accounts focused on programme client and internal stakeholders (staff and Board of Directors) and it was noted and recommended by the Social Audit Panel for the period 2001-03 that additional consultation is carried out in this cycle to include external stakeholders.

Therefore, Train 2000's Social Accounts for 2004 Reflect Consultations with:

- clients, as the driving force for our service delivery;
- internal stakeholders, as providers of our services; and
- policy makers, as external agencies that we have worked with in the period.

These 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 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.

2004 was also a year that Train 2000 placed priority on contributing to and influencing policy to build on the momentum, generated by the launch of the Strategic Framework for Women's Enterprise in May 2003.

6. Methodology

6.1 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. This is the fourth 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.

6.2 Scope

This report covers the period from January to December 2004. 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 external stakeholders.

6.3 Omissions

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.

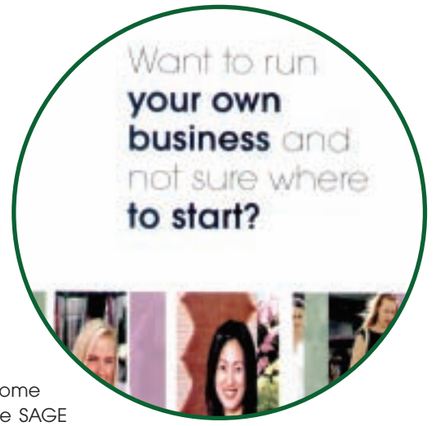
6.4 Method

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, staff and Directors, on going advice and training evaluations, end of training course evaluations for clients, and email survey for external stakeholders.

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



This is just one of Train 2000's promotional items.

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 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. The staff questionnaires were analysed by one member of the team, and the records kept confidential, due to resource issues at the time of collation.

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, clients accessed 692 sessions of either JET or Business Advice, of these 84 have completed evaluation forms over the year; this represents 12% 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, 39 forms were posted and feedback from 7 clients were returned and have been incorporated into the findings of this report. Furthermore, Next Step carried out an audit in February 2005 of Train 2000 activities throughout this social accounting period and this process 'evidenced good practice in respect of client feedback'.

POWER Programme Clients - Training Evaluation

Clients, who undertake business enterprise, personal power or community enterprise training, complete training evaluation sheets on a regular basis. These forms are collated and reviewed by Train 2000's Quality and Training Co-ordinator, who is then responsible for addressing any concerns raised. These completed forms are filed alongside other documentation related to that particular training session / course.

In addition, an end of BET training programme evaluation has now been introduced and mirrors the information contained within Train 2000's previous social accounts, which have been collated by external evaluators for the AWE (Accelerating Women's Enterprise) Development Partnership. In 2004, 27 end of course evaluations were completed and the information provided allows for comparative analysis of the impact of the BET training between the periods.
This evaluation system was introduced during 2004 in September and the 27 evaluations are from the three courses which ran between then and the end of the year.

The Personal Power training programme also incorporates an end of course evaluation. In 2004, 31 forms were completed by participants and again the information has been incorporated into this report.

Comments, Compliments, Complaints Form

Train 2000 have a Comments, Compliments, Complaints form which 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 2004 we received two complaints and they are reported on later in the report.

Train 2000 members of staff at the November Elevator Pitch

Staff and Board of Directors

In February 2005, the staff team were consulted through e-mail and postal questionnaires, which have been analysed by the Programme Director.

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.

20 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.

Board of Directors and advisers were consulted on Train 2000's mission, values, objectives and activities only. 2 responded, despite telephone prompting, to request the return of the postal surveys. Again, reported figures are based on the actual number of responses per question. It should be noted though, that during 2004 a number of Board members were inactive due to their personal circumstances and this has been addressed in 2005 with the resignation of some and appointment of new Directors.

A Strategic Partners questionnaire was circulated by email to 44 organisations. 6 (13.6%) were returned and the findings are incorporated into this report.

7. Performance Analysis

7.1 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.

100% respondents believed the mission statement to be appropriate for our organisation.

Comments from Strategic Partners:

'I am aware of Train 2000's excellent reputation and know about the quality service it provides'

'From my knowledge I would say that Train 2000 are dedicated to and work extremely hard striving to achieve their mission'

7.2 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**

The findings from stakeholder consultation are summarised in the tables below, where 1 is not successful and 5 is very successful at achieving this activity:

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
Staff Team	1		3	7	9	
Board of Directors					2	
Strategic Partners				1	4	1

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
Staff Team		2	2	7	9	
Board of Directors				1	1	
Strategic Partners				1	1	4

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
Staff Team		2	2	7	9	
Board of Directors					2	
Strategic Partners				2	3	

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
Staff Team		1	3	2	13	
Board of Directors					2	
Strategic Partners				2	4	

Comments from Strategic Partners:

'Train 2000 has always delivered quality work. The organisation is innovative and works in partnership effectively'

'Train 2000 operate amongst many service providers that are gender blind despite their good intentions. It's good to see intention come into fruition in one organisation'

Conclusions

1. 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.

2. 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.

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.

The findings from stakeholder consultation is summarised in the table below, where 1 is not successful and 5 is very successful at achieving this activity

	1	2	3	4	5	DK
Staff Team	1			6	13	
Board of Directors					2	

Amanda Tisdale; Just one of Train 2000's clients who appeared in the press this year. Amanda has a physical disability

Train 2000 have pursued 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:

- We believe our services on offer reach women from across all local authority districts on Merseyside
- We believe our 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 19 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.

Figure 2. Comparison of Promotional Activity 2001-2003 and 2004

	September 2001-December 2003	Quarterly Pro-rata 2001-2003	January - December 2004	Quarter Oct - Dec 2004
Articles in Local Press	27	3	19	19
Advertising Campaigns			22	5.5
Total	27	3	41	24.5

Merseyside Women of the Year Award

Train 2000 sponsored the award for Merseyside female entrepreneur of the year, at an event which was attended by over 600 people in September 2004. Sharon Hilditch, Managing Director of Crystal Clear International, scooped the award to recognise her success in starting and growing a truly international beauty products company. Sharon is a positive role model and has gone on to appear in the local press and make presentations at business conferences.

Elevator Pitch

In November 2004 Train 2000 launched its '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 13 women, competing for the chance to win five prizes of £500, by pitching their business ideas whilst taking a 440ft high speed ride, inside the elevator at Radio City Tower in Liverpool.
Short-listed competitors, who had been chosen to take part after showing true entrepreneurial flair in the application process, had just two minutes to pitch their business idea to Train 2000's Executive Director, Maggie O'Carroll, whilst taking a ride in the fast moving elevator.

Train 2000's Tricia Dinan starts the first round of the Elevator Pitch

Partnership Promotion

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:

- Park Road Neighbourhood Learning Centre, Liverpool 8
- Halton Enterprise Fair
- Al Gazali Centre Exhibition
- Sure Start Winter Festival

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. The number of visits has increased from 601 (with 6758 hits) in its first month to an average of 2000 visits (with an average of 40,469 hits) per month in the last quarter of the year.

Figure 3 Usage www.Train 2000.org.uk May – December 2004

Summary by Month

Month	Daily Avg		Monthly Totals							
	Hits	Files	Pages	Visits	Sites	KBytes	Visits	Pages	Files	Hits
Dec 2004	1002	375	622	66	549	87787	2063	19301	11646	31087
Nov 2004	1466	669	915	60	532	146482	1801	27463	20098	44003
Oct 2004	1493	729	958	69	462	393165	2159	29707	22604	46291
Sep 2004	1292	454	886	42	453	162047	1268	26582	13642	38785
Aug 2004	474	262	325	25	318	48473	800	10086	8141	14696
Jul 2004	210	146	158	27	278	27811	848	4923	4534	6537
Jun 2004	225	178	162	20	199	31889	601	4880	5345	6758
May 2004	1	1	1	1	14	31	15	18	18	18
Totals						**897685**	**9555**	**122960**	**86028**	**188175**

Impact

The net result of these awareness-raising activities across Merseyside is that 1188 women accessed services from Train 2000 during the period January to December 2004 compared to 1022 the previous year.

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

The findings from stakeholder consultation is summarised in the table below, where 1 is not successful and 5 is very successful at achieving this activity:

	1	2	3	4	5	DK
Staff Team	1			9	10	
Board of Directors					2	

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. Specifically in 2004 Train 2000 continued to work with women whose first language is not English and provided a translated course for Arabic, Hindi and Urdu speaking women.

In addition, 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.

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 84 completed evaluation forms over the year, 65% respondents to our advice evaluation survey in 2004 stated that they were very satisfied with handouts / workbooks; 7% satisfied and 13% felt it was not applicable.
During 2004, Train 2000 spent £38,763 (5% 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

Holistic Therapist Julie Morris Received business development advice during 2004.

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

93% respondents to our advice evaluation survey in 2004 stated that they thought the location (Wellington Buildings) was accessible; 4% thought it was not. 92% were very satisfied with the privacy of where their meeting was held; 8% were satisfied.

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
- 22% of women were black, or from minority ethnic groups (2.7% of Merseyside population are from BME groups)
- 6% of women have described themselves as being disabled (3.1% of Merseyside population are disabled)
- Approximately 11% of women were under 25; 74% were between 25 and 49 and 15% were over 50.
- 55% of women were employed, 41% unemployed and 4% students at entry to the programme

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.

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

The findings from stakeholder consultation is summarised in the table below, where 1 is not successful and 5 is very successful at achieving this activity:

	1	2	3	4	5	DK
Staff Team	1		2	3	14	
Board of Directors					2	

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 2004 are summarised below.

Impact

Figure 4. Overall Programme Achievements

POWER Programme Achievements	Annual pro-rata 2001-03 Number of women	Targets 2004	Jan –Dec 2004	Target 2005
Accessing Gateway support	1022	1000	1188	1500
Accessing 1-1 business counselling	317	250	560	400
Undertaking BET Training	230	120	210	200
Accessing Welfare Rights Advice	45	50	123	75
Accessing POWER Loan Fund	12	40	18	40
Total POWER Loan Fund Borrowing	£57,429	£120,000	£68,565	£120,000
Accessing JET support	180	200	132	200
Accessing Personal POWER Training	73	60	57	72
Achieving MOCN accreditation as a result of training and distance learning	98	150	150	150
Undertaking JMU Certificate in Supervisory Management	45	20	34	20
Undertaking Masters in Enterprise	None	20	19	0
Accessing Enterprise and Education events	Not applicable	20	36	20
Establishing new businesses, including community businesses	89	100	99 (86+13)	120
Number of jobs created through business start up	123	150	136	200

Train 2000 is pleased with the achievements and impact of the POWER programme activities in 2004. They reflect an overall increase in activity and associated impact from the annual pro-rata figures presented in our last social accounts, and meet the organisation's annual targets.

The achievements also reflect that during the accounting period that our JET service operated at a reduced level as part time support was recruited to cover the full time adviser's maternity leave. Also in this period, the project funding for Executive Education delivered in partnership with JMU came to an end and therefore we were unable to maintain the higher level of activity in this area.

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	63.2%	55%	35%	60%
Economically inactive	33.8%	41%	59%	39%
Students	5%	4%	6%	1%
Lone parents	15%	23%	53%	27%
Black or from minority ethnic background	2.7%	21%	18%	18%
Disabled in the workplace	3.1%	6%	6%	6%
Below 25 years	30.4%	15%	6%	12%
Between 25-49 years	33.4%	72%	94%	81%
Over 50 years	36.1%	13%	0%	7%

The percentage of employed women Train 2000 worked with has remained at a similar level, as during our last social accounting cycle (55% in 2003). There has been a decline in the number of employed women accessing the POWER Loan Fund (from 54%) but an increase in the numbers of employed women moving into self employment (from 53% to 60%).

Similarly, the percentage of economically inactive women Train 2000 worked with has remained at a similar level as during our last social accounting cycle (42% in 2004). However, there has been a marked increase in the numbers of unemployed women accessing the POWER Loan Fund and this could be a result of how the loan fund model changed, to have more flexible criteria during the period. The actual percentage of economically inactive women setting up their own business has declined to 39% from 45% previously.

Train 2000 continues to consistently reach representative numbers of lone mothers and 2004 saw a significant increase in the number of these women accessing the POWER Loan Fund, from 38% in 2003 to 53% in 2004. Again, this may be related to the change of loan fund criteria in the period.

As mentioned before, Train 2000 is particularly pleased that it's targeted marketing and promotional activities have resulted in 21% of all clients being black or from minority ethnic backgrounds. Seeing a marked increase in the number of these women accessing the POWER Loan Fund (18% compared to 4% previously) and starting their own businesses (18% compared to 14% previously).

1022 women accessed Train 2000 in 2001-03, out of this 15% were disabled women, showing that 153 disabled women accessed Train 2000 gateway service however, fewer disabled women accessed Train 2000 services during 2004 were this figure dropped from 15% in the previous social accounting period to 6% were 1188 women accessed Train 2000 out of this 71 were disabled women.

The age range of women accessing services has remained constant but during 2004 we saw more young women set up their own businesses.

Train 2000 also recognises the impact of its activities is not always quantifiable and so also seeks to measure alternative outcomes, in particular how individual clients feel that they have progressed as a result of our intervention. Specifically, end of course evaluations ask clients to rate themselves in terms of confidence, self esteem and prospects before and after their time with Train 2000. The results are presented below

Figure 6 Levels of Confidence before and after accessing Train 2000 services

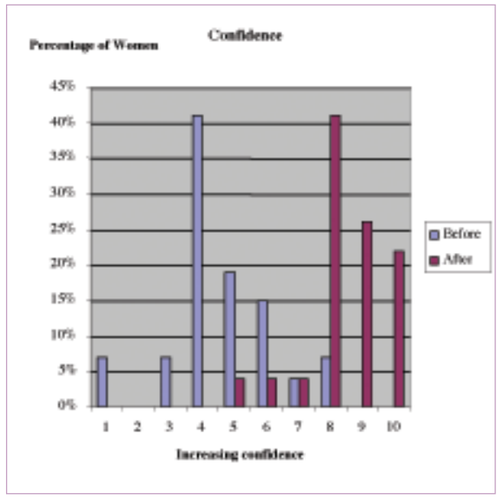


Figure 7 Levels of self esteem before and after accessing Train 2000 services

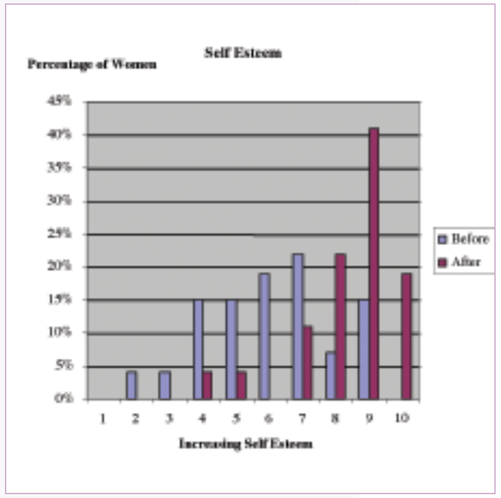
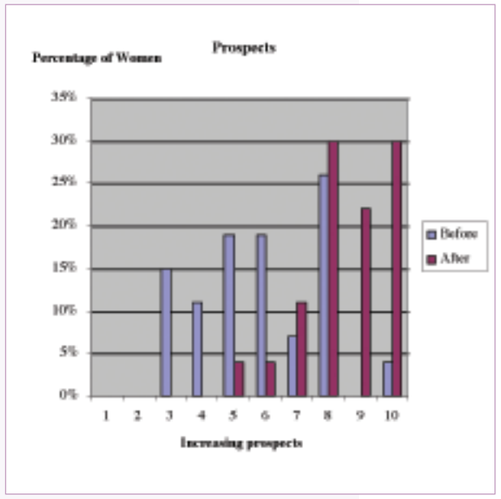


Figure 8 Prospects before and after accessing Train 2000 services



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

The findings from stakeholder consultation is summarised in the table below, where 1 is not successful and 5 is very successful at achieving this activity:

	1	2	3	4	5	DK
Staff Team	1		1	9	10	
Board of Directors				1	1	

Partnership Working

This has always been an integral part of Train 2000 programmes.

2004 has seen the following sample of activity being undertaken:

- Re–opening of dialogue with Liverpool City Council in area of women's enterprise. We expect that specific actions in relation to further investment in women's enterprise from these negotiations in early 2005.
- On going discussion with Business Link Merseyside as to how they should effectively commission women's enterprise support services. At an operational level, members of Train 2000's business advice team met with Business Link colleagues in December 2004 to share information and strengthen the working relations. As a result of this meeting, advisers have direct contacts within Business Link for different specialist areas and referrals between the agencies are now being systematically recorded and collated.
- By working more closely with the Princes' Trust, we are now able to offer all eligible Train 2000 clients a £500 grant and are piloting a system whereby clients applying for both POWER Loan and Princes Trust funding need only attend one panel meeting.
- Liverpool John Moores University (JMU) is the key delivery partner with Train 2000 for Executive Education. The two organisations have benefited from this arrangement with an overall increase in the number of women participating in management level education.

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):

'Sincere, genuine, positive, actually bothered to listen and be interested, friendly & innovative'

'My adviser made it very easy to understand my workbooks and next steps'

'Have used other specialist organisations, the approach here is much more supportive and personal, felt encouraged and uplifted, inspired and ready to move forward'

BET Programme (End of course evaluations):

'When I first started these sessions I just had an idea in my head which seemed just that! Now I actually believe that I can put it into action and succeed'

'Before I came on the course I had ideas now I have the confidence to open my own business and be my own boss'

'I have completed a business degree but it was very generic and I did not have a lot of confidence to start a business. The in depth knowledge, group discussions and brilliant training and confidence building really helped – I feel supported now and when running the business'

JET:

'Excellent advice and support – no pressure, just guidance'

'Thanks to you, your training and support, I've just been appointed.....so I'm back in full time employment and loving it. I'm sure I'm only one of your success stories but your service really did help to make a difference in my life – I can't thank you enough.'

Personal POWER:

'Getting a clearer direction back in my life to move forward' – the most valuable aspect of the course for one client

'I have been to many doctors with depression, even taken tablets. I have never felt good about myself until now....I can now face a future'

'Teaching method was different to anything I have experienced before...it was relaxed whilst also being controlled in a good way. I found it a most helpful way of teaching self development & I consider that it has helped me to have different viewpoints on problems and to approach aspects of life in many and various ways'

'Uplifting, Inspirational, Supporting'

Rachel Kearney has accessed both the JET service and one-to-one business advice.

Suggestions and 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 2004 we have introduced a number of measures to address these areas:

Space: it was identified that some of our meeting space was very small and uncomfortable and that the training room was also at times too small for the group with poor light and ventilation.

Response: during 2004 Train 2000 was able to acquire additional office, meeting and training space. Wherever possible, training is timetabled to make maximum use of the new facilities. Also, the very small meeting room has had a change of use and is now used for storage.

Room Availability: appointments had been arranged for clients but there was not available space in Train 2000 to have the meeting.

Response: the immediate response was to find an alternative meeting place, either within the building in neighbouring businesses or to have the meeting in a local coffee shop. However, recognising that this is far from ideal, and combined with having secured additional space a central diary and room booking system was introduced in this period and the situation appears to be resolved.

Handouts and Workbooks: it was identified that some of the handouts given to clients was of poor quality.

Response: we began the process in October 2003 and continued throughout 2004 to have our workbooks for both Business Enterprise Training and Personal Power to be printed. This has helped us maintain a high level of quality and consistency in information provided to clients.

Out of Normal Working Hours Service: it was identified that clients may find it difficult to attend meetings or training during normal working hours.

Response: Train 2000 have always delivered evening training programmes (BET and Personal Power) and recognise the need to maintain this. Although it is not normal practice to offer early evening advice sessions to clients, when requests have been made business advisers have been accommodating. A further element of flexibility has also been introduced in 2004 with on-line business advice and support. This programme is being piloted and evaluated in 2005.

IT Training Needs: it was identified that some clients could benefit from IT training.

Response: by ensuring that clients are cross referred between the different elements of the POWER programme in particular to the JET service, clients can be advised as to how to best access training that we do not currently offer in house.

One complaint was received in February 2004 and one in October 2004, both were dealt with in accordance with our complaints procedure. One issue was resolved with on going support provided by a different team member to the satisfaction of the client. The other client has not responded to management's formal response but did continue to access our services after her initial complaint was made. This suggests that she was happy with the way in which her concerns were dealt with.

Conclusions

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.

2. 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.

3. 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.

4. 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).

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.

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 has helped 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

Train 2000 has invested time and resources in developing a range of local, national and EU linkages and partnership. We are the only agency in the North West of England with the sole purpose of promoting women's entrepreneurship and have been identified along with a handful of other agencies, such as WEETU in Norfolk, as flagship designers and deliverers of women's enterprise programmes in England. (As evidenced by being the first organisation to receive the PROWESS Flagship Award)

The Train 2000 team have in 2004 strengthened our links and have a direct working relationship with key Government Departments, such as the DTI SBS, Home Office, DFES, DWP and the NWDA. We believe that Train 2000 have directly influenced the development of policy at a regional, national and EU level. We have and continued to develop a working relationship with a number of MPs and MEPs representing Merseyside constituencies. Furthermore the organisation has been a key agent in the establishment and on going development of PROWESS a UK-wide trade association for the promotion of women's enterprise support.

Train 2000 is well positioned to continue to influence the women's enterprise development agenda. We are committed to working with SBS centrally, SBS franchisees, LSC's and RDA's on a sub regional, regional and national basis ensuring that mainstream can benefit lessons learnt though our delivery experience. Furthermore we are well placed to liaise and share practice with a range of other intermediaries such as Job Centre Plus, banks and neighbourhood providers.

This process of influencing and partnership building, is an integral part of our work and has been specifically catered for within our changing hearts and minds activities which we have undertaken in this year.

In order to make a real and lasting impact in terms of women's economic development Train 2000 recognise that it has a key role to play in influencing policy and practice. It is the evidence base developed from delivery success and failures that provides valuable data which needs to be disseminated to and actioned by a range of private, public and third sector institutions, in order to achieve greater equality for women in enterprise and the employment. In May 2003 the Government launched the first Strategic Framework for Women's Enterprise. This strategy was influenced by Train 2000 and the experiences gained through innovative programme development and delivery. The publication of the strategy was a pivotal point in the recognition of the economic value of women's enterprise in the UK. The challenge continuing to face women's enterprise is not however convincing key Government departments of its value, but that of the institutions of Government such as the Regional Development Agencies, local government and local strategic partnerships. The transfer of decision making powers and devolved budgets from central Government, has meant that many of the regional economic development, equality and social inclusion strategies and implementation plans required a gender focus and therefore Train 2000's approach to this objective has been multi pronged and as sought to build upon previous experience.

Specifically Train 2000 have achieved this objective by:
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

The findings from stakeholder consultation is summarised in the table below, where 1 is not successful and 5 is very successful at achieving this activity:

	1	2	3	4	5	DK
Staff Team	1		1	7	10	
Board of Directors					2	
Strategic Partners				2	4	

Overall, the consultation indicates that 23 out of the 27 respondents felt that Train 2000 was undertaking activities successfully or very successfully.

During 2004 work in this area covered was:

North West Women's Regional Enterprise Steering Group
Helen Millne, Programme Director at Train 2000 as a representative of PROWESS joined this group in November 2004 to co-ordinate consultation and feedback with members in the region. The purpose of the group is to identify the most effective ways of promoting women's enterprise in the North West. By participating in this task group Train 2000 will be able to directly inform the NWDAs (North West Regional Development Agency) strategy for enterprises. This is however an on going process which will be continued in 2005.

The Northern Way
Train 2000 contributed to the work of this task group as a representative of women's enterprise intermediary support providers in identifying and meeting the needs of would be women entrepreneurs in the Northern Way region. This process is on going and is expected to ensure that additional resources are made available for the delivery of enterprise support for women.

Self Employment Providers Group
Established by DWP (Department for Work & Pensions) the group brings together organisations who are delivering a range of government programmes most notably the New Deal for Self Employment. The Group are influential so far as they inform DWP of the issues affecting the delivery of such programmes. In recent times the group has broadened to encompass other delivery organisations such as Business Link etc.

They are keen to maintain the status quo, so do not see the necessity for a radical change in programme delivery or design. The group meets once every quarter and Tricia Dinan attends these meetings.

The Merseyside Social Enterprise Initiative (MSEI)
In 2004 Maggie O'Carroll continued to support the work of MESI and was the chair of the MSEI steering group up until November 2004. The Train 2000 management team played an active role in the strategic development and management of the MSEI through supporting a Merseyside audit of social enterprises, delivery of social auditing training and attending consultation meetings in the following areas: business support and workforce development for social enterprises.

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

The findings from stakeholder consultation is summarised in the table below, where 1 is not successful and 5 is very successful at achieving this activity:

	1	2	3	4	5	DK
Staff Team		1	1	6	11	1
Board of Directors				1	1	
Strategic Partners				4	2	

Once again, overall, the consultation indicates that 25 out of the 28 respondents felt that Train 2000 was undertaking activities successfully or very successfully.

The key activity undertaken by Train 2000 in this area is the introduction of its Phoenix Development Funded two year BAT (Business Adviser Training) Programme. This innovative programme provides the opportunity for Train 2000 to test a model for supporting and increasing the number of women and black minority ethnic business advisers. This is a learning activity for the organisation and key findings and lessons will be gathered regularly and disseminated to other practitioners and policy makers.

The programme began on 1st November 2004 with the recruitment of 10 Positive Action Advisers and an Advice Skills Co-ordinator to manage the project. The Advisers were recruited from diverse backgrounds to reflect the aim of an inclusive positive action programme. This included women from BME communities, speakers of English as a second language, and women who have disabilities. The advisers also have a wide range of experiences and specialisms between them.

- 5 of the 10 women are white British; 1 is white other; 1 is Pakistani; 1 is Indian; 1 Chinese and 1 black African
- 4 of the women are aged 31 years or under; 4 are between 32 and 41 years; 2 are over 42 years
- All of the women have either level 3 or 4 qualifications (level 4 is degree equivalent)
- 2 of the women have a disability
- 5 of the women speak a second language; their combined skills bring 10 new languages to the organisation

The focus of the initial stage of the programme has been to immerse the BATs in Train 2000's operations and provide interactions with our key stakeholders – clients, partners, relevant organisations and staff. These objectives have been fulfilled through a combination of classroom training, service delivery, networking and independent research.

The induction period focused on the values and objectives of the organisation, and in thoroughly getting to know Train 2000 products and staff. This was followed by a combination of theoretical and applied training including Train 2000's Business Enterprise Training course. Each trainee selected a business idea and began working through the programme as a client would to complete workbooks and a business plan (due in 2005). Additional sessions have included Equal Opportunities and Diversity; Women's Economic History; Work and Self Employment in the UK; Barriers to Women Entering Self Employment; Team Building; Communication; Confidentiality; Skills and Qualities of the Business Adviser; Advice Standards; Personal Development.

Members of the Business Advice Team on their training programme.

In this period the BATs contact with stakeholders has included promoting Train 2000 and networking with other business support organisations; Sure Start; The Prince's Trust; Young Enterprise; and a variety of local funding and support organisations. The team have also been working closely with the senior advisers by providing research support, for business plans and other tasks for clients.

This first stage of the programme has enabled the trainees to get a full understanding of the values, services and working practices at Train 2000. They have also participated fully across the organisation, contributing to service delivery and company objectives through client contact, networking and cross-team projects. This investment has now prepared the team for development and growth during their progression towards becoming fully fledged business advisers.

Additionally and as in the previous social accounting period, a key feature of Train 2000's policy influencing work involves responding 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:

- Written response to Enterprise and the Informal Economy – ODPM
- Written response to Business Link Merseyside Business Strategy
- Contributed to the Masters in Social Enterprise – John Moores University
- Drafted and distributed issue paper on Greater Merseyside Learning and Skills Council and Objective 1 Co-financing
- Policy papers were developed and forwarded to the following elected representatives and government officials : Jane Kennedy MP, Arleen Mc McCarthy MEP, Maria Eagle, MP, Louise Ellman MP , Patricia Hewitt Secretary for State for Trade and Industry and Martin O Neill Chair of the Dti Select committee, Policy Office – SBS , Social Inclusion Unit – SBS, PROWESS, Women and BME unit – SBS
- Response to the Phoenix development fund (pdf) projects: links with `mainstream' business support
- London Metropolitan University Research programme- Women into Enterprise
- Community Development Finance Initiative Survey

- Small Firms Impact Test - Making Safeguarding Everybody's Business – Post Bichard Vetting Scheme
- Contribution to the Gender Agenda Report – The Mersey Partnership
- Contribution to the Northern Way Report – The Mersey Partnerships Response

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

The findings from stakeholder consultation is summarised in the table below, where 1 is not successful and 5 is very successful at achieving this activity:

	1	2	3	4	5	DK
Staff Team	1	1	1	5	11	
Board of Directors					2	
Strategic Partners				3	2	1

One Strategic Partners did not know (DK) or feel able to comment on this activity and this could reflect the different level and nature of the relationships with each of the Strategic Partners. Responses are similar as before with all but 2 members of the staff team believing Train 2000 not to be successful in this area of work.

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. Specifically we have contributed to the development of the following:

Huda Mamoun; one of the Business Advice Team at work.

The Gender Agenda Report – The Mersey Partnership

The report considers whether there is a demonstrable gender-based differential in economic participation in Merseyside. It uses official, national, statistics and presents crucial indicators – employment and unemployment; economic activity levels; qualifications and educational attainment; pay levels and representation in public life – on a gender basis.
The report takes a long, careful look at the position of women in the Merseyside economy and makes a number of robust and realistic recommendations.

Small Business Service, Phoenix Development Fund: Sharing Best Practice

Train 2000 has been active in sharing our experiences in the delivery of women's enterprise support services under our POWER programme. Specific activities have included:

- Hosting 2 visits from other gender specific or social enterprise providers from across England
- Participating in 8 information sharing / evaluation events
- Organising and hosting a SBS consultation event at the Crowne Plaza.
- Contributing to the Prowess Phoenix Development Fund Best Practice Sharing Event in Birmingham

Conference Contributions

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

Figure 7. Conference Contributions 2004

Conference	Subject	Contribution
Gathering of the Networks -	Effective Women's Enterprise Support	Key speaker
Leeds Met University Graduate Enterprise Consultation	Promoting Entrepreneurship amongst graduates	Workshop participant
Phoenix Development Fund	Promoting Female	Workshop Leader
Conference – Birmingham	Entrepreneurship	
National Small Business Forum	Promoting Entrepreneurship	Convenor
European Research Group – JMU	Work Life Balance	Steering group member
Gender and the Reality of Regeneration	Female Participation in Regeneration	Participant

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

Development of Women Enterprise Support Infrastructure

Train 2000 has continued to participate in supporting the development of the wider Women's Enterprise Support Infrastructure. In particular, and continuing from the situation in 2003, Tricia Dinan has continued to act as the chair person for Prowess in 2004, this time has been facilitated by Train 2000 Ltd. Prowess's vision is to create an environment where equal numbers of women and men are starting and growing businesses. In order to make this possible there needs to be appropriate business support available to women throughout the UK, and this requires a positive attitude towards women business owners and an awareness of the barriers they can face.

Similarly, Train 2000 and WBN (Women's Business Network North West) have maintained close working relationships during 2004, and Train 2000 have provided staff time to enable Tricia Dinan to participate as chair person on the WBN Board of Directors. WBN continues with its work across the region to:

- Encourage and support networking amongst women entrepreneurs
- Identify and raise awareness of the challenges and barriers faced by women in business
- Create an equitable business environment for women through representation and influence
- Offer an accessible and inclusive service to women from all communities

Women's Enterprise Panel

Late in 2004, the Chancellor and Secretary of State for Trade & Industry established the Women's Enterprise Panel, an expert panel, brought together to advise Government on the content of a new Action Plan in support of its Women's Enterprise agenda and to consider options for the establishment of a national Women's Business Council. Tricia Dinan was invited to join this group and continues to represent the experiences of those working with women entrepreneurs at its meetings in 2005.

What our Strategic Partners said:

'Women and enterprise is a highly political arena, particularly in the North West where there are many instances of organisations attempting to take control of the agenda.....instead of preferring a more democratic approach incorporating a transparent forum which all could feed into to produce policies that are successful in helping those they are aimed at....Train 2000 are operating successfully in this arena feeding into contentious agenda and should be applauded for their results'

'Train 2000 ...continue to be a source for knowledge of best practice'

'Train 2000 support our objectives of introducing business ownership monitoring and public sector procurement targets from women owned businesses'

'Train 2000 seem passionate and hardworking about their work and are well connected with various decision makers. Keep going, you're doing a great job'

Conclusions

1. 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.

2. 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. We believe the knock on effect of this work is an improved service for clients and a stronger economic situation for women's businesses both locally and nationally.

3. 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.

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

Jackie Williams: Chair of Train 200's Board of Directors

The findings from stakeholder consultation is summarised in the table below, where 1 is not successful and 5 is very successful at achieving this activity:

	1	2	3	4	5	DK
Staff Team	1		2	7	10	
Board of Directors					2	

Train 2000 is a company limited by guarantee managed by a board of voluntary directors. The board in 2004 was made up of nine directors, one of whom is the Executive Director, and two advisers. This complies with our articles of association which requires at least six members but not more than eleven.

The Board of Directors in 2004 were:

Jackie Williams	Chair
Huda Mamoun	Vice chair (resigned Oct 2004)
Rita Bebbington	Secretary
Tina Kavanagh	
Alison Price	
Jeanette Traynor	
Margo Cox	(resigned February 2005)
Pauline Hogg	(resigned February 2005)
Maggie O'Carroll	Executive Director
Ruth Livesey, Women's Business Network	Adviser
Maria Brannigan, Barclays Bank	Adviser

Rita Bebbington: Train 2000's Board of Directors Secretary.

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 2004 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.

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

The findings from stakeholder consultation is summarised in the table below, where 1 is not successful and 5 is very successful at achieving this activity:

	1	2	3	4	5	DK
Staff Team	1	2	1	5	11	
Board of Directors					2	

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.

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. 2004 was a busy, and successful, year in terms of recruitment to the staff team.

We successfully recruited Kelly Barton as Marketing Adviser, Laura Anderson to join the Administration Team; Claire Horan from the Advice Team to be the new Trainee Co-ordinator; ten trainee business advisers Afifa Bhikha, Faye Boyland, Suzanne Crabtree, Nicky Daley, Luan Lawrenson-Woods, Huda Mamaon, Yan Miao, Sarah Newcombe, Lynne Robertson, Sabah Shams, and one senior business adviser Jan Kalitkin, the process of recruiting to the second senior business adviser post was completed in January 2005 with the selection of Estelle Neuman. The analysis of applicants below indicates that there has been varied success in promoting the opportunities for employment at Train 2000 to the wider community.

Figure 9 Analysis of Response to Recruitment in 2004

Post	No. Enquiries	Female %	Return rate %	Female %	BME %	Disabled %	No. Short listed	Female %
Advice Skills Co-ordinator	77	100%	10%	100%	0%	0%	4	100%
Positive Action Trainees	168	99.9%	13%	100%	50%	7%	22%	100%
Programme Administrator	169	98%	21%	100%	1%	1%	6	100%
Senior Business Adviser	79	87%	17%	43%	38%	33%	4	84%
Marketing Adviser	364	67%	9%	79%	18%	6%	4	100%

In addition Jayne Buckley rejoined the team as office manager and we have also recruited a specialist consultant Luna Frank Riley to work with us until March 2005 in support for the development of the Women's Enterprise Centre project.

Jenny Rankin Mills (Jobs Education and Training Adviser) took maternity leave in 2004, and was covered by Bernie Jordan on a short term contract. We would like to thank Bernie Jordan for his commitment to the organisation during the maternity cover contract.

The profile of the staff team in December 2004 shows a team representative of the women that we work with, ie:

- 100% women
- 37% black or minority ethnic origin
- 11% disabled

Tony Saunders of the TUC was commissioned to undertake an independent job evaluation and pay review for Train 2000. He completed the work in January 2005 when his recommendations were considered by the Board, and their decisions implemented in the first quarter of 2005.

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.

Staff Feedback about Terms and Conditions, including Pay

All of the respondents stated that the terms, conditions and policies underpinning their employment are good.

17/20 respondents feel able to contribute to and /or influence the development of employment policies and practice, 3 partly.

13/20 respondents feel secure in their employment with Train 2000, 7 feel partly secure and one did not.

19/20 respondents feel free from bullying, harassment and discrimination within their work, 1 partly.

All respondents consider that Train 2000 pays them a fair wage compared to other employers/contractors.

18/20 respondents consider that Train 2000 pays you a fair wage compared to what other people within the organisation earn, 2 did not.

17/20 respondents are satisfied with the pay they receive, 2 were not and 1 partly.

'it's refreshing to work in a supportive and fairly relaxed environment'

'the reality of life is to always more money but it is a fair wage'

Happy at work; Senior Business Adviser Jan Kalitkin.

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.

Staff feedback about their roles

19/20 respondents agreed their job is interesting, 1 said partly.

11/20 responded that their role had developed or become more varied in the last year, 2 said not and 4 said partly and 3 said not applicable because of their recent start.

17/20 felt that their work is valued within the organisation, 3 said partly.

'as the organisation has developed so my role has to reflect changes'

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.

Train 2000 Power Administrator and Receptionist Debbie Connerty.

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 others mistakes.

In April 2004 we held a team Away Day in which the mission, values, aims and objectives of the organisation were revisited.

Staff feedback about shared learning and involvement

18/20 respondents feel part of a supportive team, 2 said partly.

All (20) respondents get honest feedback on their performance from their line manager.

9/20 respondents get positive support from other staff members, 9 partly and 2 not.

18/20 respondents understand the work that is undertaken by different teams within Train 2000 Ltd., and two partly understand.

15/20 respondents said they have control over their own area of work and 5 partly.

18/20 respondents have a clear sense of their responsibilities, and 2 partly.

11/20 respondents agree that they are involved in decision-making about their own area of work, 8 said partly and 1 not.

17/20 are satisfied with their involvement with decisions that affect their work, 3 were partly satisfied.

19/20 respondents feel their ideas and contributions are taken seriously and 1 partly.

'feel that my skills have developed through interaction with other staff members'

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 trans national activities and to participate in the running of other organisations to assist in their development within Train 2000.

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

15/20 respondents felt that they have been supported in undertaking training connected to their work, and 4 partly and 1 not.

17/20 felt that their work allows them opportunity to overcome challenges and for personal learning, 1 responded partly and 2 not.

'my work is of a varied nature that tests all my skills and allows me to identify weaknesses... allows me to meet those challenges and explore new learning'.

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

The findings from stakeholder consultation is summarised in the table below, where 1 is not successful and 5 is very successful at achieving this activity:

	1	2	3	4	5	DK
Staff Team		1		7	11	1
Board of Directors					2	

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.

Greater Merseyside Learning and Skills Council/-
Local Initiative Fund and Learning in Deprived Neighbourhoods Fund.
Train 2000 has been working through the Learning in Deprived Neighbourhood Fund on the Levelling Up project to encourage women leaving further and higher education to consider enterprise as an option. This pilot ran between March 2003 and August 2004, and linked with the beginning of the Enterprise Promotion Fund programme.

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.

Home Office - Active Communities Unit
The Active Communities Unit was a part of the Home Office with a remit for addressing issues of participation and involvement, particularly within deprived communities. Train 2000 were successful in securing funds for three years (April 2001 - March 2004) to support work with community and social enterprises and particularly women from BME communities.

The Active Communities Unit was restructured in 2003, its strategic priorities shifted, and the funding available could no longer support the need identified within the POWER Programme, consequently there has been no continuation within this funding stream.

Information Advice and Guidance Partnership
The Information, Advice and Guidance Partnership (IAG) 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 second annual contract with the IAG in August 2004.

Barclays Bank
Barclays Bank support 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

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

The findings from stakeholder consultation is summarised in the table below, where 1 is not successful and 5 is very successful at achieving this activity:

Wisconsin Women's Business Incubation Centre (WWBIC) November 2004

	1	2	3	4	5	DK
Staff Team	1			3	16	
Board of Directors					2	

Strategic Development

The organisation's business plan was agreed in February 2004. Consequently, the Board of Directors have instigated research into the need for Women's Enterprise Centre in Merseyside. This process has included 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 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.

The research and development process is ongoing into 2005 and will be reported on then.

Marketing

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 2004 the organisation has adopted a new corporate identity utilising a new logo and strap line 'The Women's Centre for Enterprise and Employment'. In August 2004 Kelly Barton came into post as a Marketing Adviser and has made a significant impact upon the implementation of the marketing strategy within the organisation.

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

The findings from stakeholder consultation is summarised in the table below, where 1 is not successful and 5 is very successful at achieving this activity:

	1	2	3	4	5	DK
Staff Team	1	1	1	6	14	
Board of Directors					2	

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 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 has been recognised for the Investors in People Award 2002 and 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 Merseyside Open College Network (MOCN).

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 work station. 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

19/20 respondents stated that they are provided with the facilities that they need to do their job, 1 felt they are partly provided.

18/20 respondents said that they work in a comfortable and safe environment, 2 said partly.

Conclusions

1. Disappointing return of Board questionnaires but during 2004 arrangements were in place to strengthen the Board and results of this have materialised in 2005.

2. Rigorous recruitment and selection processes in place, which has been effective in ensuring a diverse team within Train 2000.

3. 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.

4. 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.

   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.
   11/20 staff feel only partly supported by other members of the team. (explanation for this is due to the fact many staff were shortly in post before the consultation and it would be expected that this finding will have changed during the year following).

Lynne Robertson and Suzanne Crabtree of the Business Advice Team, at work.

5. 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.

6. Train 2000 has initiated exciting strategic developments for the future.

7. The marketing campaign is effective as part of the overall strategy that will be continue to be built upon.

8. Compliance

Train 2000 complies with the statutory requirements associated with providing a safe and suitable work environment for its employees. 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

In 2004 Mace and Jones Solicitors undertook a legal health check of the organisation's policies and procedures. Overall the organisation is in good legal shape. Following the review the Board of Directors have approved new policies relating to

- Stress in the workplace
- Religion and Belief Systems in the workplace

The health check also recommended a further review of contracts and a written redundancy policy, which are currently being undertaken.

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.

'I have worked in other organisations where policies are simply written documents. At Train 2000 they are actually implemented'

9. Environmental Performance and Economic impact

9.1 Environmental Performance

Train 2000 recognises that it can contribute to environmental sustainability through taking steps within the organisation's own practice. Our intention as stated in 2001-2003 social accounts was to undertake a fully costed environmental audit, we were not successful in achieving that goal due to capacity issues. However, Train 2000 does operate an environmental policy to minimise waste and resource consumption. Staff 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 2004 Train 2000 recycled 100% of its waste paper and 100% (26) 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.

9.2 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 2004, Train 2000 spent a total of £766,217. Of this expenditure only £28,731 was made to suppliers outside of the Merseyside sub-region and included utility payments.

Train 2000 undertook a Money Trail exercise 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 £1,745,106 for the local economy, and that for every £1 of income for Train 2000 generates £2.28 for the local economy.

Figure 10. Calculation of Train 2000's LM3 score

2004	£	£
Total income		766,338
Total spent locally		
Staff	522,638	
Other	214,848	737,486
Respend		
Staff @ 40%	209,055	
Other @ 15%	32,227	241,282
Total generated for the local economy		1,745,106

Using the LM3 formula: $\frac{766,338 + 737,486 + 241,282}{766,338} = 2.28$

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

Figure 11. Comparison of LM3 scores within Social Enterprise Sector.

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

In 2004 Train 2000 supported 99 women to start up in business. It is estimated that these businesses will contribute £4,950,000 gross value added (GVA) to the economy. The calculations and assumptions are outlined in figure 12 below.

During 2004 Michelle Bennett received one-to-one business advice.

Figure 12. Calculation of Gross Value Added and Net Value Added contribution to the economy of businesses created through Train 2000 in 2004.

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.

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**
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**

Of the 99 businesses started up, 39% were by women who had previously been economically inactive. The table below shows the assumptions upon which the net savings to the treasury of £742,403.18 over three years was calculated.

Additional

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

Figure 13. Analysis of net savings to the treasury of women becoming economically active through self employment.

Economic inactivity costs the government:
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.

In 2004 Train 2000 supported 39 economically inactive women to join the labour market through self employment. Of these 39 women 27% were lone parents (10 women) and 6% disabled (2 women).

Therefore in the first year estimated net savings to the treasury of 39 women becoming economically active through self employment is.

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
Estimated net saving year one		**= £294,604.44**

Train 2000 business sustainability rate over three years is 76%.

Year two net saving	= £294, 604.44 x 76%	= £233,899.37
Year three net saving	= £294, 604.44 x 76%	= £233,899.37
Estimated net saving in year two and three		**= £447,798.74**
Total net saving over three years		**= £742,403.18**

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.

10. Summary Conclusions

2004 saw Karen Boyd and Carol Worthington start up their own business Bags of History, with the support of Train 2000.

Conclusions: Mission and Values

1. 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.

2. 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.

Conclusions: Objective 1

3. 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.

4. 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

5. 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.

6. 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).

7. 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.

8. 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.

9. 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.

10. 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.

Conclusions: Objective 2

11. 2004 saw Train 2000 developing its activities in this area, forging new relationships with Strategic Partners and being recognised as valuable contributors to policy development. This is demonstrated in different members of the team being involved at different levels.

12. 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 stronger economic situation for women's businesses both locally and nationally.

13. The stakeholder consultation showed that two 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 two 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.

Conclusions: Objective 3

14. Disappointing return of Board questionnaires but during 2004 arrangements were in place to strengthen Board and results of this have materialised in 2005.

15. Rigorous recruitment and selection processes in place, which has been effective in ensuring a diverse team within Train 2000.

16. 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.

17. 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.

18. 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

19. Train 2000 has initiated exciting strategic developments for the future.

20. The marketing campaign is effective as part of the overall strategy that will continue to be built upon.

Conclusions: Compliance

21. A further review of contracts are currently being under taken and a written redundancy policy will be developed.

Conclusion: Environmental and Economic Performance

22. 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.

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 and 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 Strategic Partners.

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 2004 social accounts will be circulated to strategic partners, funders, staff and Board of Directors. We also intend to print a summary version of our social accounts that will be more widely circulated and targeted at past and current clients.

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

This report was compiled and written by **Helen Millne** and **Lisa McMullan**.

Appendices

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 ☐

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?
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
- 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

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:

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

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.Underpinning 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 Management Committee Questionnaire

You will know that Train 2000 is undertaking a Social Audit. As part of the Social Audit process we are seeking the views of our main stakeholders. The management committee are an important stakeholder group and so we 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.

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!

As you know the staff team, and some management committee members, had a development day in April this year, at which the mission, values, objectives and activities of the organisation were discussed. As a result the following revised statements are proposed for use by the organisation. We are seeking your views as to the appropriateness of these, and how well so far you feel that Train 2000 achieves these statements.

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

Are these the right values for Train 2000?
Yes ☐ No ☐ Partly ☐

Comments:

Objectives and Activities

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 in 2004. 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:

9. 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

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

1	2	3	4	5	DK

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

1	2	3	4	5	DK

12. 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:

7. 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

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

1	2	3	4	5	DK

9. 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:

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

1	2	3	4	5	DK

11. 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

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

1	2	3	4	5	DK

13. Implementing a comprehensive marketing strategy for Train 2000.

1	2	3	4	5	DK

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

1	2	3	4	5	DK

Comments

Are these the right objectives and activities for Train 2000?
Yes ☐ No ☐ Partly ☐

Comments

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 Influencing Policy Questionnaire

Train 2000 regularly reports on its performance through the social accounting and audit process. As part of this process we are seeking the views of our main stakeholders. Policy makers are a key stakeholder group, and we are particularly keen to understand how Train 2000 is performing in its objective to influence policy around women's enterprise and economic development.

We would be grateful if you could complete this questionnaire and return it to
Helen Millne,
Programme Director
Train 2000
5th floor, Wellington Buildings
The Strand
Liverpool, L2 OPP, no later than Friday 15th April. The questionnaires will be treated in confidence and used to help the organisation to improve and develop.

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. Mission and Values

Train 2000's objective to influence the policy agenda is directed by our mission and underpinning values, can you please give us feedback on these:

Our 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.

Where you previously aware that this was Train 2000's mission?
Yes ☐ No ☐

Do you think we live up to this mission?
Yes ☐ No ☐

Comments:

Our Values

The following are the values we try to follow, please score each from your interaction with us on the 1-2-3-4-5 scale according to how you think Train 2000 has been successful in achieving each specific value in 2004. 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

Comments:

Objectives and Activities

Please score each specific activity under the objective on the 1-2-3-4-5 scale according to how you think Train 2000 has performed in 2004. 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 2 - To influence local, regional, national and international policy and practices in the area of women's economic development.

By:

10. 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

Comments

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

1	2	3	4	5	DK

Comments

12. 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

Specific Activities

Have you received any policy or performance information from Train 2000?
Yes ☐ No ☐

If so was it useful?

1	2	3	4	5	DK

Comments

Has a Train 2000 team member participated in any board, working group or development activity in which you were involved?
Yes ☐ No ☐

If yes could you briefly describe it.

Please grade the contribution.

1	2	3	4	5	DK

Comments

Additional Comments

Please add any further suggestions you may wish to make about how Train 2000 can contribute to developing policy, supporting women's economic development. If any, what further information could we provide which would assist you to more effectively project the case for Women's Enterprise?

Comments

Thank you very much for your help by completing this questionnaire.

Advice Evaluation Sheets

Train 2000 Ltd is committed to developing and improving its services using feedback from our clients. Pease complete the following:

(Please √ all that applies)	**Business Adviser**	**JET**	
Please indicate which of the advice services you have used:	☐	☐	
	1-3	4-6	6+
Total Number of one to one appointments:	☐	☐	☐

How would you rate you Adviser on the following:

	Excellent	**Good**	**Satisfactory**	**Poor**
Helpfulness	☐	☐	☐	☐
Approachability	☐	☐	☐	☐
Knowledge	☐	☐	☐	☐
Providing you with information	☐	☐	☐	☐

Please add any further comments you have regarding the Adviser/s:

Did you understand the purpose of the meeting? Yes ☐ No ☐

Did you feel encouraged to discuss your options and next steps? Yes ☐ No ☐

Did your feel that you were given appropriate information to make an informed decision about your business idea, business development, job or training course?
Yes ☐ No ☐ Not Applicable ☐

How satisfied were you with any materials produced i.e: CV, written application:
Very satisfied ☐ Dis-satisfied ☐

Satisfied ☐ Not Applicable ☐

How satisfied were you with handouts provided or workbooks given to you?

Very satisfied ☐ Dis-satisfied ☐

Satisfied ☐ Not Applicable ☐

Please add any further comments you may have regarding the handouts/materials:

Did you find the location accessible? Yes ☐ No ☐

How satisfied were you with the privacy of the place were the meeting was held?

Very satisfied ☐ Dis-satisfied ☐

Satisfied ☐ Not Applicable ☐

Please add any further comments regarding the venue:

If you were referred onto another organisation was the referral useful to you?

Yes ☐ No ☐

Do you have any further suggestions, comments, compliments or complaints?

We appreciate your time in completing this form and all feedback can remain confidential. If you are happy for us to contact you regarding your comments please print your details below:

Name:_____
(Please Print)

Address:_____

_____

(Postcode):_____**Date:**_____

Would you like a reply to your comment/s? if yes we will contact you as soon as possible.

Yes ☐ No ☐

Train 2000 Ltd
POWER Programme Evaluation

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 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, 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 counseling 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...

On a scale of 1 to 5 how do you rate the overall service provided? (Circle the appropriate response - DK means "don't know")

Totally Satisfied	1	2	3	4	5	Completely Satisfied	DK

Train 2000 Ltd aims to provide a high quality service, which is responsive to the needs of the clients.

Please say how much you agree with the following statements. Please circle one of (1) to (5) where (1) means you disagree very much, (2) means you disagree; (3) means you are neutral; (4) means you agree; and (5) means you agree very much. Circle DK if you do not know or have no opinion.

The staff of Train 2000 are approachable and friendly

1	2	3	4	5	DK

Train 2000 staff are always prompt to respond

1	2	3	4	5	DK

Train 2000 staff really understand our needs

1	2	3	4	5	DK

The work of Train 2000 is technically competent

1	2	3	4	5	DK

Train 2000 has high standards of professionalism in its work

1	2	3	4	5	DK

Comments (Please add any comments you may have about the range or the quality of the service offered by Train 2000 and any improvements you would recommend):

E. About the difference Train 2000 has made...

What degree of difference has Train 2000 made to your plans and ambitions? (Please circle the most appropriate response where 1 is not difference at all; 5 is a huge difference; and DK is "don't know")

No difference at all	**1**	**2**	**3**	**4**	**5**	**A huge difference**	**DK**

Would you recommend Train 2000 to other women in business, or those that want to start a business? (Please tick the appropriate box)
Yes ☐ No ☐

F. About the "softer" Indicators.....

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?

Prospects

Row A- Before

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

Row B - After

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

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 Actions Agreed in 2001- 2003 Social Accounts

Action Agreed	Completed	Ongoing	Postponed
Mission and Values			
Organise a shared development day between staff and Board of Directors to concrete each others understanding of the mission and values of the organisation.	✔		
Train 2000 will continue to ensure that the values are incorporated into the selection and induction process of staff and committee.	✔		
Objective One			
Continue to promote the POWER Programme in local press and through local networks	✔		
Implement a co-ordinated proactive approach to promoting individual clients through newspaper and other published features, nominations for awards and participation in appropriate events	✔		
Ensure that its website is kept up to date with information on services and women's success stories	✔		
Support clients in acting as positive role models, by working with Women's Business Network (North West) in particular to ensure that women have the appropriate skills and knowledge	✔		
Continue to secure funds that will cover the costs associated with providing the measures detailed above that overcome a range of practical barriers that women face when accessing support	✔		
Establish a system that accurately and fully records the specialist support measures that are implemented		✔	
Undertake staff training in equal opportunities and disability awareness in particular to ensure that team members are aware of their responsibilities and confident in dealing appropriately and sensitively with all clients	✔		

Action Agreed	Completed	Ongoing	Postponed
Continue to use accessible venues at all times	✔		
Continue to monitor performance and evaluate its services to ensure that it continues to meet the needs of its clients	✔		
Seek out and learn from other support initiatives to ensure that the services within the POWER Programme remain relevant, up to date, reflect new learning and provide an innovative alternative to enterprise and employment support for women	✔		
Pay particular attention to the quality and availability of confidential meeting space and training environments in general	✔		
Continue to use and promote the POWER brand	✔		
Ensuring that team members are encouraged and supported in keeping up to date with relevant information and accessing appropriate training	✔		
Seek to build on the success of the partnership with JMU to continue higher level skills training, and to explore other opportunities for potential partnership working	✔		
Introduce systems to gather further information and analyse information on the impact of the POWER Loan Fund and the Welfare Rights Advice services		✔	
Take a more co-ordinated approach to developing and maintaining its network of contacts. Allocate responsibility between team members to develop and strengthen relationships with other organisations	✔		
Review our stakeholder map and the current enterprise and employment support environment to identify organisations that should be including in our networks		✔	
Continue to share information within the team and with other organisations	✔		

Action Agreed	Completed	Ongoing	Postponed
Objective Two			
Continue to contribute to sub regional and regional social economy activities and support SEN in particular	✔		
Continue to contribute to appropriate discussion and influencing forums	✔		
Adopt a co-ordinated approach to recording the range of Train 2000 contributions to policy making		✔	
Objective Three			
Ensure that the staff team have a greater understanding of the Board of Directors team and activities by facilitating joint meetings; facilitating the staff representative on the committee and ensuring that appropriate minutes are freely available.	✔		
Undertake a full review of the ICT facilities within the organisation and present costed solutions to the Board of Directors by September 2004.	✔		
Undertake a pay review that will consider both internal and external comparisons	✔		
Ensure that development planning continues to include staff team, and dissemination of management decisions is clear to all staff.	✔		
Ensure that regular team meetings include discussion of work related experiences and shared learning in development of responses.	✔		
Identify areas for increased job enrichment through autonomy and discretion within the employee roles	✔		
Maintain its commitment to quality, and to identifying funds that meet our clients needs	✔		
Continue to work with public agencies and departments to inform them of the strategic needs for women's enterprise development in the North West	✔		

Action Agreed	Completed	Ongoing	Postponed
We will ensure that the marketing strategy will be embedded within the organisation and implemented within the next social accounting period.	✔		
We must identify solutions to the ICT problems and plan a programme of investment to overcome the recurring problems	✔		
Ensure that the move to the expanded premises in September 2004 should include seating plans that will avoid overcrowding and poor ventilation.	✔		
Environmental Performance			
Undertake a costed analysis and review of what good practice measures could be implemented across the team and discuss the conclusions at a dedicated team meeting			✔

Notes