

REGIONAL DEVELOPMENT AGENCIES SUMMARY REPORTS ON OTS BUSINESS SUPPORT PROJECT ACHIEVEMENTS UPTO SEPTEMBER 2009

ADVANTAGE WEST MIDLANDS

The additional support from OTS has enabled AWM, via Business Link, to provide tailored support specific to the needs of Social Enterprises which would otherwise not be available through the core Business Link offering. This support was destined to address an identified gap in provision, not currently provided within the West Midlands and also offers access for Social Enterprises to other Business Link services.

Support from West Midlands Business Link includes 1 to 1 social enterprise pre-start, post-start and mentoring support which acknowledges the need among many social enterprises for more intensive support over a longer period than most traditional SME's.

Business Link provides specialist business information, advice and support to anyone considering starting up a social enterprise, delivered by a network of SFEDI accredited specialist social enterprise support providers. Support from the specialist providers includes:-

A Community Engagement Social Enterprise Awareness Programme

A range of activity developed in conjunction with Social Enterprise West Midlands and regional infrastructure networks to reach into and engage communities. Sessions consist of one-to-one and group information and awareness sessions providing detailing the support available for those interested in starting social enterprises. To date 1094 people thinking of starting a social enterprise have attended one of these sessions.

1 to 1 Pre Pre-Start Counselling

Up to four additional 1 to 1 pre pre-start counselling sessions per beneficiary or group. 1 to 1 sessions enable individuals and groups to explore their enterprise options, ideas for income generation, trading vehicles, models for enterprise, community impact and the enterprise development processes in a more focussed way. Pre pre-start counselling aims to encourage individuals and groups to make a positive commitment to social enterprise start-up. 824 people have attended one of these specialist workshops.

Pre-Start Counselling/Advice

Social Enterprises are prepared for formal start-up training and development, beneficiaries receive up to three pre-start advisory sessions to work through a series of business planning and community engagement activities. 1,076 clients have received advice through this route.

Business Foundation Training Social Enterprise Management Module

Beneficiaries serious about starting a social enterprise attend social enterprise specific training modules exploring the cultural, ethical and social impact of social enterprise. These consist of eight half day training modules structured around key business skills such as market reality and motivation, public procurement and financial sustainability of social goals. 705 people have received training through these modules.

Post-Start Support

4 additional sessions of 'post-start mentoring support' per social enterprise including an organisation review and tailored action plan. This is limited to companies up to 18 months old. To date 252 young social enterprises have received additional mentoring.

Development Grants

In addition to the specialist social enterprise support and activity West Midlands Business Link also provides a social enterprise development grant of up to £1700 to pre-start and established social enterprises to purchase support with any of the following:-

- Business Plan Development;
- Marketing;
- Market Research;
- e-commerce development;
- Change Management;
- Financial Planning.

64 Social Enterprises have received a grant to help with the growth of their business. This grant for consultancy is only given if a business need has been identified by a specialist advisor.

The OTS funding has also enabled a more collaborative approach to working with Social Enterprises within the West Midlands with Business Link and Social Enterprise organisations working more closely together. Another important outcome of the OTS funding would be that an appreciation of the needs of Social Enterprises is now embedded in the staff at Business Link with several staff receiving specialist training. It is hoped that specialist Social Enterprise support can be offered through the core Business Link model if OTS funding ceases.

EAST OF ENGLAND DEVELOPMENT AGENCY

The 2006 OTS Social Enterprise Action Plan – ‘Scaling New Heights’ identified 4 key areas to be addressed. One was to ***‘ensure the right information and advice are available to those running social enterprise’***. It stated that additional money from the OTS would be made available to ***‘improve Business Link’s capacity to broker business support for social enterprises’***.

In the East of England we have gone a long way towards achieving this with the assistance of the OTS funding. Since the 5th January 2009 over 125 Social Enterprise Business Support Grants have been awarded. It is important to clarify that the grants are only available to social enterprises which use the BL service and commit to a diagnostic visit from one of our advisers – in line with the Business Link Information Diagnostic and Brokerage (IDB) process. Grants aren’t just given away they are specifically there to reimburse consultancy fees.

Only if the agreed adviser/client Action Plan identifies the need for consultancy can the client apply for a grant. The grant reimburses the client for consultancy fees up to £1500. Only consultants registered on the BL Supplier Brokerage service can be used. The aim of this service was:

- To encourage social enterprise to contact and engage with BL
- To participate in the IDB process – thereby identify their business issues
- To introduce the prospect of paying for specialist consultancy if identified by BL.

As with any ‘Intensively Assisted’ clients, they may be surveyed for customer satisfaction as part of the BLE quality assurance process. This helps demonstrate that with slight tailoring, the mainstream BL service can successfully support social enterprise development.

In addition, attached is the partnership case study (**see below**) showing how well we have worked together to deliver this programme even when things didn’t always go right first time. I think the establishment of a strong EEDA, SEEE and BLE partnership, enabling successful joint working, is an important outcome of the project which will continue after the project funding had finished. By working jointly with the Social Enterprise regional representative body on this project it has allowed us to respond to specific concerns raised by those working in Social Enterprises.

It should also be noted that although the contribution from OTS is significant, and should be recognised, we should also take into account that for the end user, the provenance of any support is not as relevant as the quality. If the customer is satisfied and accessing the support, we should be encouraging them to use that support to concentrate on their business.

Also attached are two client case studies (**see below**) - both of these clients benefited from OTS funded grants.

In addition to the direct support from Business Link East, SEEE the regional network deliver workshops to the sector on business support and BLE are in attendance to make direct contact with the sector, to listen to issues and to offer follow-up assistance. The project also offers SFEDI accreditation to business advisers offering services to social enterprises the aim being to ensure a level of quality assurance within the brokerage service.

All of these activities and the achievements against targets are presented to OTS on an annual basis as requested. If the OTS have needed additional information this has been provided.

EEDA, SEEE and Business Link East have input as required into the Step Ahead national evaluation research. This has included attendance at seminars put on by OTS and Step Ahead as part of the sharing best practice with other regions.

SEEE and the other regional CEO equivalents meet on a quarterly basis and talk about how the BL/RDA/SE network relationships work and one suggestion that has come up is to have joint meetings with the BL and RDA equivalents together or separately. If facilitated correctly this could be an exceptional way of sharing information across the regions.

East of England case studies:

1. Partnership case study



2. Dyslexia Rooms



3. Games for Life



EAST MIDLANDS DEVELOPMENT AGENCY

emda's approach to the OTS Improving Business Support Programme was to create two separate projects, the first running from 2007/08 to 2008/09 and the second for 2009/10 to 2010/11. The regional independent evaluation and best practice learning from the initial project was used to inform the design of the current project.

As part of the outcomes of the regional evaluation, the co-development and co-delivery Steering Group were seen as the key success factor for delivery of the programme going forward. The Steering Group comprising emda, Social Enterprise East Midlands (SEEM) and the Business Link Provider was reconvened to co-develop and co-deliver the new project.

Main Achievements of the OTS Funded Programme

- SEEM promoted the programme at 41 regional networking events.
- 56 outreach and awareness raising workshops and seminars were held focused on pre-start and start-up social enterprises and voluntary and community sector groups looking to diversify into trading activities (283 attendees).
- 30 specific workshops were held focussed on specialist social enterprise issues: finance, markets, social accounting, growth and development and selling to the public and private sector (142 attendees).
- Over 1,000 social enterprises supported by Business Link between 2007/08 to 2008/09.
- 134 Business Link personnel (advisers and support staff) received training ranging from understanding social enterprises and legal structures to specialist issues like social enterprise finance.
- A social enterprise specific Information, Diagnostic and Brokerage (IDB) Guide was developed for Business Link advisers.

- 240 Business Transformation Grants were made to social enterprises to purchase specialist support (totalling £360,000).
- 24 specialist social enterprise support organisations received capacity building in achieving recognised accredited standards

Sharing Best Practice

Since January 2009, *emda* become the lead RDA for social enterprise. *emda* chairs quarterly RDA social enterprise network meetings where RDA representatives share regional intelligence/best practice on business support matters, and liaise with Office of the Third Sector colleagues. Business Link is represented on the evaluation steering group by the National Business Link Network Director based at *emda*; and the RDAs are represented by *emda* social enterprise policy adviser.

Step Ahead Research (the national evaluators for the OTS programme) regularly meet with the RDA network to share findings from the national evaluation.

Step Ahead Research also host Best Practice Workshops held at *emda* and at OTS for RDAs, Social Enterprise Regional Networks and Business Link Providers to exchange views on what they found was working well and what could be improved for the regional programmes. Opportunities for sharing best practice are in place with the RDAs; as opportunities exist where social enterprise network share learning though the Social Enterprise Knowledge Exchange (SEKE) led by the Social Enterprise Coalition (SEC).

Given that opportunities for sharing best practice are already in place *emda* is keen to work with the RDA family, Business Link Providers, Social Enterprise Networks and OTS to determine the mainstreaming legacy of the programme.

In addition, reflecting our national lead role function and building on the outcomes of the national social enterprise Summit, *emda* had dialogue with national social enterprise trade bodies. *Emda* has met with UnLtd, SSE and DTA and plan to meet with other trade bodies and SEC in coming months. One of the key issues that has come up is the apparent confusion social enterprises experience in understanding the range of support available from Business Link, other services available through nationally funded capacity building programmes (OTS, CLG, etc) and how these support services connect together. *Emda* is planning to work with OTS and sector colleagues in developing a fully integrated model of the social enterprise customer journey which will explain to both social enterprises and their advocates who delivers what at the different stages of a social enterprise's growth and how these services can be better 'wired' together.

LONDON DEVELOPMENT AGENCY

Read the London Development Agency OTS Project Proposal

http://www.lda.gov.uk/upload/pdf/LDA_Social_Enterprise_Business_Support_Proposal_to_OTS.pdf

NORTH WEST DEVELOPMENT AGENCY

Sector Engagement

The 2006 OTS Social Enterprise Action Plan – 'Scaling New Heights' identified 4 key areas to be addressed. One was to '**ensure the right information and advice is available to those running a social enterprise**'. It stated that the additional money from the OTS would be made available to '**improve Business Link's capacity to broker business support for social enterprises**'.

In September 2009 NWDA appointed a Social Enterprise Manager to take total responsibility for the Third Sector and in particular Social Enterprise

- In the North West Business Link NW have been fully engaged with Social Enterprise NW (the lead organisation for Social Enterprise plus the five sub-regional SE Partnerships, the DTA and Co-op NW. Referrals to the appropriate support for social enterprises have become embedded between all the organisations involved. BLNW are working with the SE network and Voluntary Sector NW in terms of the skills agenda, including Leadership and Management, in addition to IDB activity. Established SEs are eligible for all core activity including Access to Finance and Innovation specialists.

Since then BLNW have taken the approach to develop Social Enterprise Champions which has proved to be very successful. There is ongoing training and development for these Champions. BLNW have developed an action plan for sector engagement. Their Operations Director attends the Social Enterprise NW Board Meetings and their Regional Strategic Partners Manager attends the SENW Partners' monthly meetings. The infra-structure is now robust and integrated.

- BLNW have formed an internal Social Enterprise Engagement group in August 2009 which will meet bi-monthly. The group comprises of:

Donna Edwards	Operations Director
Lynne Wood	Lead Strategic Relationship Manager (Marketing)
Ellen Kerr	Outreach Manager
Cherie Semper	Adviser & Social Enterprise Champion
Jo Bowen-Jones	Social Enterprise Manager, NWDA

The purpose of the group is to ensure a coordinated approach to working with the SE sector, partners and businesses to ensure our engagement is fit for purpose messages. In addition the OTS funding has added value to all the activity that SENW and their Partners have provided to social enterprises across the Northwest including a NW Trade Fair (the first) which was attended by 500 individuals. The OTS funding has added value in the Northwest to the projects being supported by the NWDA and ERDF funding such as the Social Enterprise Mapping which has been informing the development of a three year Social Enterprise Growth Programme in the North West.

From September 2009 the OTS funds have been ring-fenced to provide specific support to social enterprises across the Northwest.

Outputs to the end of September 2009

Business Link North West

BLNW have trained 134 skills and business brokers using the funding OTS provided.

- The training programme was piloted with BLNW's Executive and SMT.
- The pilot was held in April 2008, and the full roll out took place from August to November over 12 half day sessions with approximately 10 – 12 people in each session.
- The programme was rolled out to 134 Staff from across BLNW. "A Practical Toolkit for Supporting Social Enterprises" was developed (by the training provider - Winning Moves) and distributed during the training session. The sessions were supported by real SE companies coming in to work with the staff on real issues. The sessions were also supported by Graham Worrell from ELECT, Chair of SENW.
- Web content was developed for the Business Link NW micro site to support the national website material with links to .gov site 'how to guides.
- 7 minutes of pod casts are available on the micro site, the topics being:
 - What is a Social Enterprise?
 - Explores the definition and purpose of Social Enterprise.
 - Looks at established/existing Social Enterprise and how they define success.
- There are also two "video" case studies from established, successful Social Enterprises in the NW (ELECT and Prosperity Recycling)
- The site also includes links to additional National and Regional Support provision.

The activity at the end of September is:

Penetration of SE companies - 1103
Intensive Assistance to SE companies – 138

Outputs supported by OTS funding in addition to the above at the end of September 2009

Awareness Raising and Network Events attended – 1980
Workshops – 86

ONE NORTH EAST

The OTS funding allowed us to support the following activity in 08/09 and 09/10:

- **Training for Business Link staff** – All of BENE's client facing staff, over 180 people, have been through a full training programme aimed to improve their ability to support Social Enterprises. The training included live case studies where local Social Enterprises came into BENE to talk through their experiences. The training was so successful that it has been submitted for a National Training Award.
- **Marketing** – marketing materials targeted specifically at Social Enterprises was developed in association with sector representative bodies. This has supported the increase in penetration levels with Social Enterprises.
- **Social Enterprise Workshops** – A series of workshops was developed to focus on the specific needs of Social Enterprises. Topics for the workshops include Starting a Social Enterprise, Effective Business Planning, Working with Volunteers, Competing for Public Sector Contracts, Successful Bid Writing.
- **Direct investment in Social Enterprises** – the North East England Investment Centre has ring-fenced funds to invest in business development projects.
- The impact of this investment can be seen in the following results in 08/09:
- Direct investment in Social Enterprises through the North East England Investment Centre
 - 07/08 - £175k invested (£0 from OTS)
 - 08/09 - £571k invested (£90k from OTS) – this represents an increase of 326% in one year
- Penetration levels
 - 07/08 – 307 Social Enterprises supported
 - 08/09 – 645 Social Enterprises supported – this represents an increase of 210% in one year

It is clear from these outcomes that the OTS funding has enabled us to lever in other resources to achieve a multiplier effect for Social Enterprises in the region. In addition to this BENE have:

- created a Social Enterprise Forum populated with local Social Enterprises and representative groups. The aim of this group is to drive the provision of effective business support for Social Enterprises in the region and it is chaired by BENE's chairman Roy Stanley
- realigned their front facing staff so that each sub-region has a Social Enterprise 'champion'

Sharing good practice with other regions

One North East continue to be actively involved in the RDA Social Enterprise Leads Network meetings and have attended the separate review session that was organised for the Northern RDAs in June. In addition, One North East staff visited our Yorkshire Forward colleagues to learn more about their approach to supporting Social Enterprises. This has led to a review of our approach in the region and proposed changes will be shared with OTS in due course.

Improving understanding of the OTS Project

We are confident that the One North East staff involved in the delivery of the OTS project, as well as those involved in the wider Social Enterprise agenda, are fully aware of the rationale behind our approach to the OTS funding.

We continue to recognise that the OTS funding has an integral part to play in the business support solutions we are able to provide to Social Enterprises in the North East. As you can see from the details above the OTS funding has been critical in enabling us to lever in additional support for Social Enterprises and it has provided a rationale for the Social Enterprise community to further engage with Business Link.

SOUTH EAST OF ENGLAND DEVELOPMENT AGENCY

SEEDA remains fully committed to supporting social enterprises and the third sector in the region. We are working at both a delivery and policy level to ensure this and are pleased with the recent progress made to improve the sector's perception and awareness of both Business Link (BL) and the OTS programme. An achievement of particular note is the **31% increase in the number of social enterprises receiving intensive support from BL in the South East** over the past year.

Business Link

In the South East, the BL service continues to strive to provide a relevant, timely and informed customer journey for all of its customers, including social enterprises. To this end, the OTS funding is welcome and is being used to drive up awareness and provide an enhanced package to social enterprises. At the heart of this is ensuring that it complements existing SEEDA support to both BL and the **Social Enterprise South East Partnership (se²)** to further promote and co-ordinate social enterprise activity. Our customer satisfaction rates show that over the past 12 months (ending 30th June 09) 90% of social enterprise BL customers were 'very satisfied' or 'satisfied' with the service they received.

The OTS Project

SEEDA and BL continue to work hard to raise awareness of support for social enterprises in the following ways:

- **Sharing information** – BL produce a regular progress report on the OTS project which is sent to the se² Partnership Directors for them to use to update their wider partnership and members. In addition both SEEDA and BL input wherever possible into local social enterprise network newsletters and other stakeholder e-briefings providing information about the OTS offer.
- **Awareness raising events and visits** – We have facilitated an improved relationship between the se² Partnership and BL. The Partnership is now delivering the awareness raising events and visits to social enterprises as part of the OTS programme. In this way, the sector is more aware of the aims, timescale and support on offer through the OTS programme, as it is being promoted locally through their own networks and contacts.

- **Networking and Information Event** – We have held these for Social Enterprise Support Providers (supply side) – BL facilitated an event held on 23rd April to update and inform social enterprise support providers of the OTS offer and opportunities.
- **Steering Group** - We have established a steering group, which met for the first time in June, and is made up of BL, SEEDA and the se² Partnership representing both local and regional social enterprise organisations. This forum provides an opportunity for the sector to directly engage with both SEEDA and BL to ensure the OTS project delivers against its objectives and is providing appropriate and timely support.

Achievements to date:

- **Increased BL Activity:** As noted in point 3, there has been a 31% increase in social enterprises receiving intensive support.
- **Mapping and Research Report** produced which provides a robust baseline for the social enterprise sector in the South East.
- **A Hot Topic Research Paper** on social enterprise was produced as part of the South East Business Monitor activity
- **Awareness raising events for pre-start/start-up** social enterprises began in October 08, three have taken place so far and there are plans for a further nine events to take place this year.
- In response to consultations with the local Social Enterprise Networks, we have identified a number of emerging social enterprise sectors that need specific help and support. A series of **sector specific events and workshops** are planned to address this need. To date, three sector specific workshops (126 attendees) have occurred focussing on the health and social care sector, the rural sector and the food/catering sector. A further 18 events are planned to take place this year and are being delivered in partnership by BL and the se² Partnership.
- To address BL Adviser awareness and knowledge of the social enterprise sector, we have delivered a series of **awareness raising visits to social enterprises for BL staff** and other local stakeholders and partners. Six social enterprise visit days took place in 2008-09 with over 40 attendees. The 09-10 schedule of visits is underway.
- BL has incorporated an element of **social enterprise training** into their core CPD training and 38 new customer facing staff were trained, including attendance at the new social enterprise start up workshop in 2008-09.
- A Business Link **social enterprise flyer** has been produced to raise awareness to social enterprises of the BL service available to the sector in the South East. A copy of the flyer is enclosed in Annex 1.
- In 2008-09 we launched a programme aimed at providing **funding for social enterprise support providers to undertake accredited training**. To date, 18 social enterprise support providers are currently working towards either SFEDI or ILM accreditation through funding provided via the OTS offer.
- In April 09, BL and se² Partnership ran a **Networking and Information Event for social enterprise support providers** to update and inform social enterprise support providers of the OTS offer and opportunities and, in particular, raise awareness of the funding available for accredited training.
- In the South East we launched the **OTS Voucher Scheme** on the 5th January 2009. The scheme aims to provide business support funding to those social enterprises that require

ongoing in-depth business support following on from a BL IDB review. Up to £2,500 is available per social enterprise to support their growth ambitions. To date, there have been 49 applications to the OTS voucher scheme with 38 applications approved.

SOUTH WEST OF ENGLAND REGIONAL DEVELOPMENT AGENCY

It has been identified that Social Enterprises normally need a lot more assistance in developing and growing their businesses.

To this end OTS funding has assisted us in carrying out Intensive Assistance (IA's) activity, running Events and Workshops and issuing a limited number of Development Vouchers (DV's).

The Workshops that have been developed to focus on the needs of Social Enterprises include:

- Starting a Social Enterprise
- Social Enterprise Investment Readiness
- Social Enterprise Governance and Legal Structures.

It has enabled us to raise the profile of Social Enterprises in the South West Region outside Cornwall, that would not have happened to the same to the same degree, if OTS funding was not available.

It has also enabled all our Information and Gateway staff have received training aimed at improving their ability to understand the support that is available for potential Social Enterprises and existing Social Enterprises.

YORKSHIRE FORWARD

Mentoring Support for Social Enterprises - 'Working Together to Achieve Success'

On the formation of Business Link Yorkshire in April 2008 the Social Enterprise support team launched the Mentoring Support for Social Enterprises programme under the 'Working together to achieve success' banner. It was agreed that a world class mentoring scheme would be developed and delivered across the region with the impact being measured and evaluated independently.

This Mentoring has been made available to social enterprises with growth potential. Our mentors are social entrepreneurs, leaders and managers of successful social enterprises who also have experience of starting and running a social enterprise. Support is delivered through regular one to one meetings with further support given on an on-demand basis via e-mail and the telephone as required. The Business Link Yorkshire Social Enterprise support team is supporting the establishment and growth of businesses through these successful mentoring relationships.

The case studies contained within the awareness leaflet (**see below**) demonstrate how social enterprises have made a crucial contribution to the region's economy and society. In adopting mainstream business models and seeking to generate increased surplus and create more employment, the region's social enterprises are playing a vital role in economic development. It has become clear that positive but critical mentoring relationships have made a remarkable contribution and added real value to individual businesses, which grants alone could not attain. In tapping into the real life experience of commercially active social entrepreneurs in the region, mentees have clearly reaped major benefits. Quotes regarding the value of a 'critical friend' and a 'sounding board' show that the mentees have regarded the mentors as

much more than a business adviser. It is also clear that the mentoring scheme has 'far exceeded the expectations' of both mentors and mentees. Many of the relationships that have been formed during the mentoring process have carried on long after the engagement has ceased.

The programme has been delivered as a six month mentoring relationship although in some cases this has been reduced if a situation needs more intensive intervention. The longer term engagements have in general been more effective as the implementation of ideas that have arisen from the mentoring process has been effected in partnership with the mentor and mentee. The current years programme sees approximately 90 Social Enterprises benefiting from this initiative and in addition to this we already have a list of 30 waiting to participate in the scheme in 2010/2011. These interventions consist of a minimum of 7 meetings (including the initial scoping meeting) with additional telephone and email support at a cost of £2000 per intervention.

Mentor briefing sessions were held to bring potential mentors up to date with the project and its objectives.

Specific Marketing materials have been produced to ensure that the scheme maintains a high profile going forward (the current numbers waiting for inclusion in the 2010/11 programme demonstrates its effectiveness)

A series of 'Resilience to Recession' workshops are being run to assist Social Enterprises in this regard, with particular focus on mentees from the programme.

To further support this scheme Business Link Yorkshire have been able to award business development vouchers as appropriate to those projects that make a sound case for further investment in relation to their potential impact in the local economy.

Looking to the future:

Evaluation

- Step Ahead Research are undertaking a national evaluation of the project, and the regional evaluation will be carried out by the Centre for Local Economic Strategies (CLES)

Legacy

- A focus group has been formed with strategic stakeholders from the Social Enterprise sector with the focus being the creation of a legacy project following on from the success of this programme.

Celebration of success

- A new award category has been suggested for the next SEYH Social enterprise awards to celebrate the mentor/mentee combination that demonstrates the most impact on their local economy.

New challenges

The provision of mentors to cover the growing issues within the Social care sector following the changes in local government funding methodology.

- Mentor briefings in Barnsley and Leeds – mentor bank now in excess of 50
- Mentee briefings in Barnsley, Leeds, York, Hull, Grimsby, Harrogate, Bradford
- Representative (John King) from One North East attended Leeds mentee briefing with a view to adopting out model in their region – expressed willingness to work together to

ensure successful implementation

- Attended networking event in Nottingham for RDAs & BLs - 3 June 2009
- 57 mentoring “matches’ achieved for the year to date + 18 ‘pipeline’ applications – budget fully committed at 74 ‘matches’
- ‘Response to Recession’ event at ‘planning’ stage (ITT) with delivery scheduled for Global Enterprise Week (16 – 22 November/ Social Enterprise Day 17th)
Mentoring networking event at advanced planning stage (23 September in Leeds) – OTS representative accepted invitation to attend – case study booklet to be launched using marketing funding agreed by OTS. Workshops at this event to include sharing best practice and how we can develop the programme.

Yorkshire and Humber Social Enterprise case study booklet

