

Local
Enterprise
Growth
Initiative

Local Enterprise works





Left: Enterprising Norwich supports small business start-ups including possibly Britain's tiniest coffee shop!



Above: Trainees at the Building Enterprise Centre in New Addington, Croydon



Above: Around 1,200 people attended the 2010 Jobsfair & Youth Careers Convention at Blackpool's Hilton Hotel, one of a series of employer focussed events

Right: Rachel Kerridge received support from Success Doncaster's Jobmates initiative. Thanks to Jobmates she is now working in admin for Doncaster Refurnish and working towards an NVQ.





Left: With support from Go Wansbeck, Keith Glenton achieved his dream of opening his own bakery. His business has gone from strength to strength and he's now opened a second bakery and now employs 20 people.

business formation and survival. In simple terms, fewer businesses correlate to fewer job opportunities.

The new government² has already set out a series of key measures to ensure 'business is the driver of economic growth and innovation, (aiming to) boost enterprise, support green growth and build a new and responsible economic model, creating a fairer and more balanced economy less dependent on a narrow range of economic sectors, and where new businesses and economic opportunities are more evenly shared.'

The Local Enterprise Growth Initiative (LEGI) commenced in 2006 as a 10 year programme, operating in 20 areas, designed to transform the enterprise culture and business growth potential in the most disadvantaged communities. To date over 10,000 new businesses have been created in the first four years.

Any new approach to building a more resilient and competitive economy will need to encourage enterprise at all levels of society. We hope this paper will help inform that debate and illustrate how 20 LEGI areas in England were given the opportunity to boost enterprise within their communities, and the key lessons learned.³

The Enterprise Imperative

Enterprise is one of the key drivers of UK economic performance. Building a strong enterprise culture and business environment is vital in closing the productivity gap that exists between the UK and its main global competitors.

The most recent government enterprise strategy¹ set out a framework of five enablers of enterprise growth - enterprise culture, knowledge and skills, access to finance, regulatory reform, and innovation - but fundamentally recognised the wider social and economic benefits of a strong enterprise policy to the more deprived parts of the country.

The broad aim has been to develop an enterprise culture where talent can be unlocked and allowed to flourish, irrespective of cultural differences across social groups, or fear of failure that prevents many start ups. Importantly it recognised that levels of enterprise and employment in deprived areas are significantly and persistently lower than in more affluent areas, with lower rates of

¹ Enterprise: Unlocking the UK's talent, H M Treasury, 2008

² The Coalition: our programme for government, H M Government, 2010

³ A national LEGI evaluation is available from CLG, led by AMION Consultants.

Enterprise in deprived communities

Deprived areas can offer opportunities for enterprise creation that are not always immediately apparent. Many communities are stigmatised by their high levels of unemployment, clustered social housing, or general run down appearance. But this masks genuine aspiration and talent, perhaps not always at the surface, but with the right mix of coaching, advice and confidence building, entrepreneurs can be nurtured anywhere.

Boosting enterprise and small business creation has been a feature of targeted regeneration programmes over a number of decades, from City Challenge to Single Regeneration Budget (SRB) and the New Deal for Communities (NDC), from Neighbourhood Renewal Fund (NRF) to its successor, the Working Neighbourhoods Fund (WNF). All have in one way or another aimed to regenerate some of the most deprived areas in the country.

However, it has often been flagship regeneration projects such as major housing schemes that have received the attention, masking the importance and innovative approaches to enterprise taking place within our more deprived communities. That is why research and understanding of what works at a local level has been extremely limited.

It therefore came as a breath of fresh air when a cross government initiative to test new approaches to enterprise was launched in 2005 - the Local Enterprise Growth Initiative (LEGI). LEGI was unlike any initiative that had gone before. It provided a platform for arguably the most focussed and effective enterprise programme ever delivered. It tasked local partners with not only researching the barriers to enterprise in their areas, but devising informed and compelling solutions to the problems. Inner- London Boroughs, edge of city centre communities, seaside resorts, former mining communities and isolated rural areas - each set of solutions differed according to the prevailing local economic situation, identity and regeneration aspirations. Although solutions have varied there has been a remarkably similar set of provision to emerge, albeit with differing levels of emphasis.

Many deprived communities are often frustratingly close but somehow adrift from key economic centres such as city centres, even with good transport and communication links. Consequently, pockets of entrenched worklessness can exist in close proximity to areas of relatively buoyant labour demand. Without intervention this cultural norm is perpetuated year after year, from generation to generation. The net result is that many communities have longstanding reliance on public services at a time when public services are under pressure to do more for less. Whilst LEGI-funded provision is not able to address all the deep seated issues in these communities, it can be a lifeline for the more entrepreneurial, the slightly more ambitious residents who would like to work, those seeking a change of fortunes for their whole family. LEGI programmes make a point of seeking out these people and confront the issues blocking entrepreneurial action from day one. LEGI partnerships in their various guises have built local brands that help with the local engagement process. Some have referred to this as a campaign but it has been crucial in identifying with local people and small businesses that mainstream

services have struggled to reach or never had on their radar in the first place.

One person creating a job for themselves is one less person claiming welfare. If that one person can grow a business to take on one further employee, or mentor another person at pre start stage to do what they have done, the benefits are widespread, infectious even. Multiply this by the thousands of people who have done just that with LEGI support and you have an exceptional enterprise multiplier.

Building a business from scratch is a massive undertaking for anyone, not least for people on low incomes. It takes dedication, good organisational skills, ability to sell a service at the right price, and to overcome the stress and sacrifice of long hours of devoted work. Coupled with all the regulations that abound, it is a wonder anyone starts out on this journey. But they have done so in their thousands. These enterprising people are the true heroes, whether they run a hairdressers or a web development company.

Crucially, the key challenge is to create the right conditions for enterprise to flourish across the economy, building an enterprise friendly environment, with the right kind of advice and services to fit with the life cycle of a new or growing business, or simply someone desperate to get back to work and earn a living.



The Local Enterprise Growth Initiative (LEGI) commenced activity in 2006 with committed funds of £418m to March 2011 for 20 areas in England that demonstrated the greatest need for support.

It had three over-arching outcomes:⁴

- Increase total entrepreneurial activity among the population in deprived local areas
- Support the sustainable growth and reduce the failure rate of locally owned business in deprived areas
- Attract appropriate investment and franchising into deprived areas, making use of local labour resources

It is the first dedicated enterprise programme in England to take a “bottom up” approach to regenerating our most deprived communities through enterprise.

It encouraged local authorities, private and third sector partners to work together in new ways to help create and sustain a generation of new entrepreneurs, and to ensure local people and businesses benefited from local regeneration. It came with lots of flexibility, limited constraints and guidance, and a pre-condition that the private sector had to play an integral role in designing solutions to some of the engrained issues within their local communities.

LEGI is all about changing the “enterprise culture” in its target areas by tackling barriers faced by local residents and by providing practical help to assist businesses to start up, survive and grow. It has gone further however and inspired a generation of young people to be more ambitious in their life, learning and work choices. It has engaged numerous existing businesses in the direct delivery and support of local programmes, and created a set of enterprise tools and techniques that are transferable to non-LEGI areas with similar challenges.

Changing any culture can take a generation. LEGI was intended to be a 10-year intensive programme within its target communities. Less than half way through its intended lifespan it can already demonstrate it is making a significant difference. It has never been simply a numbers game, even if the numbers are impressive. What value can you place on the impact enterprise can have on the life chances of the whole family? The ability to afford an annual holiday; to reap the rewards of hard work; to instil a work ethic in people of any age; to share common issues and celebrate success with fellow entrepreneurs; to see a future where there seemingly wasn't one.

Design a tick box programme around numbers and you will always under-estimate the importance of a values-based programme. A programme that starts with the individual: a successful lone parent struggling to spend time with her children; a small business owner trying to understand the marketing benefits of social media; an inventor seeking to progress a prototype; a young person full of ideas but stuck on welfare; a recently redundant manager who never wants to work for someone else again. Not just a number. The challenges facing real people rarely fit a stereotype. In short, the kind of people you meet in all walks of life.

LEGI investment has been geared to changing both perception and reality of so called failing areas suffering from lack of investment and dependency on welfare, to one where there is potential to unlock hidden talent and create wealth and jobs.

To date central government has provided resources to March 2011 but further resources will be needed if local enterprise policy is to continue to reduce economic inactivity within priority regeneration areas. LEGI is a model for how all future local enterprise initiatives could be shaped.

⁴ 'Enterprise and economic opportunity in deprived areas', H M Treasury/ Small Business Service/ODPM, 2005.



Top: Enterprising Norwich programme supported the development and delivery of an accredited CSI course for local schools - supporting the students to develop their communication and team working skills.

Above: Bradford Kickstart has just opened its third GRID Enterprise Centre which provides supported space for people getting ready to trade for the first time and also for early months trading.

Left: The launch of the Park House Enterprise Opportunity Centre in October 2008.

Key features of successful local enterprise delivery



Local Enterprise is value for money

Recession often hits our more deprived communities hardest. Helping people create businesses within priority regeneration areas generates employment opportunities and an improved sense of 'belonging' and ownership, an essential feature of any sustainable community.

Local enterprise promotion has many direct and indirect effects. It can create improved economic conditions within neighbourhoods and mitigate against wider deprivation issues such as health, anti-social behaviour, crime rates, and educational attainment, although some of the evidence of this is still being evaluated. What is not at issue is that LEGI investment has developed specific interventions to address such concerns, e.g. Healthy Workplace Initiatives, Business Crime prevention, and enterprise projects working with ex-offenders. Enterprise in education programmes have deliberately engaged pupils from pupil referral units, the NEETs of the future. Work focussed initiatives have picked up on concerns at levels of worklessness within social housing.

Enterprise-led regeneration is undoubtedly an important way for government to "invest to save". The cost of failure in our deprived neighbourhoods is huge and enterprise investment has proven to be cost-effective, addressing government priorities in a wide range of policy areas. LEGI administration costs have been kept low, where at least 90% of the funding has been targeted on front-line delivery.

The previous government's Regeneration Frameworks⁵ stressed the importance of economic outcomes through employment as key for those most disadvantaged in society. It concluded that 'work' provides better social and environmental outcomes and an opportunity for social and economic mobility and a first step on the road to independence. Those in employment are happier, healthier and less likely to get involved with crime. Conversely, worklessness imposes a cost on society that cannot be ignored, an estimated £11.5bn per annum cost to the public purse from labour market exclusion in deprived areas alone. The framework identified that targeted investment within deprived areas is needed to maximise the regeneration benefits and acknowledged that local authorities are well placed to deliver real change and deliver innovative local solutions to deprivation within their neighbourhoods.

The Freud report⁶ identified the fiscal gain of a year-long move into employment by a claimant on one of the three main benefits as substantial. It estimated that savings in to the Department of Work and Pensions of moving an average recipient of incapacity benefits into work as £5,900, with wider exchequer gains (offsetting direct and indirect taxes paid with additional tax credits) raising this figure to £9,000. The equivalent figure for Jobseeker's Allowance is £4,100 and £8,100 respectively. In comparison to inter-mediate labour market initiatives and the Future Jobs Fund, creating new enterprises presents a viable and cost effective economic intervention which creates sustainable employment in local neighbourhoods. The New Economics Foundations⁷ suggest that where 80% of money enters the local economy the total value to the economy is multiplied by five times. This is important when considering business creation within target communities.

Local Enterprise Creates Powerful & Effective Partnerships

Local enterprise brings together a powerful combination of private, voluntary/third and public sectors to challenge the prevailing enterprise culture and support the economic well being of towns, cities and deprived neighbourhoods.

The involvement, direction and joint decision making with the private sector has been key to ensuring the LEGI programme has stayed relevant and on target to deliver on promised interventions where they have the greatest impact. Without the direct influence of the private sector, many initiatives would have lacked the credibility that public sector led initiatives have suffered from in the past. Leading business personalities, some of national renown, have dedicated time and energy to chairing Local Enterprise Boards, hosting celebration events, speaking to young people, mentoring small businesses, lobbying partners from all sectors to get involved, and championing the cause of small and growing businesses.

In addition, local enterprise delivery has boosted the capacity of the third sector to deliver services on a more commercial footing, often through a social enterprise model such as a community interest company. Social enterprises are values-based businesses, uniquely placed to engage with and support some of the most disadvantaged residents in our community, and by operating allied businesses such as recycling furniture, they offer genuine employment opportunities.

One of the key issues gathering pace in the last few years has been a desire of government to simplify the range of publicly-funded business support products via the Business Support Simplification Programme (BSSP). Understanding of where enterprise promotion ends and business support starts is often a cause for debate, but the fact is that many LEGI areas have



Above: Despite a strong order book, Salts Security found that the high street banks were unwilling to provide the cash flow support which they needed. Bradford LEGI's 'Access2Finance' service provided a short term loan and help the company refinance for the longer term through mainstream sources.

Top: Heavenly Sandwich Company, new start up business supported by Sheffield Enterprise

pioneered the simplification agenda. Blackpool was the first local authority to embed the excellent range of Business Link searchable products on-line within its enterprise portal - Blackpoolunlimited.com - accessed by over 20,000 unique users. Business Link in a box is now added to many websites around the country where businesses seek advice and assistance.

Furthermore, LEGI programmes have served to complement rather than duplicate BSSP products. In Bradford for example, an analysis of client databases show that there is little overlap between the Business Link and LEGI services, and in Coventry sharing client management information has led to many referrals between the organisations.

Local Enterprise is flexible in approach and has extensive reach across deprived areas and communities

LEGI has offered unprecedented flexibility when compared to other publicly funded economic development programmes. It didn't come with a manual. It allowed local partners to create programmes that suited socio-economic conditions within each of their respective areas, where knowledge and understanding of disadvantaged communities resides. It allowed local partnerships to adopt a 'bottom-up' approach to determining key interventions; forming a robust evidence base and undertaking significant consultation across public, private and voluntary/third sectors.

The outcome has been an integrated and cohesive programme designed to have the maximum impact on economic and social conditions prevailing in each of the target areas. It has provided a focus for local authorities and their partners to tailor local programmes to the needs of their resident communities in the most cost effective way.

This included a variety of uses for capital and revenue funds

- Enterprise coaching
- Business start up advisors
- Supporting social enterprise creation and growth
- Business mentors for new and existing businesses
- Young enterprise programmes, embracing schools and colleges
- Higher growth coaching
- State of the art incubator and managed workspace
- Financial assistance - loans and capital grants
- Skills initiatives geared to specific sectors e.g. construction and aviation
- Franchise investments
- Innovation support for companies targeting growth
- New communication methods, aligned with Business Link and BSSP products and services
- Business networks and partnerships, and high profile celebration events

Funds have been deployed flexibly by public-private partnerships, modified over the years to take account of changing economic circumstances or regeneration priorities. This has led to closing ineffective or low priority projects. This unique combination of flexibility and known funding has enabled partnerships to take risks, to innovate and to identify what works best in their target communities. It has proven crucial with the onset of the economic downturn, with some areas switching emphasis from start ups to existing businesses to help them through a uniquely difficult trading period.

Local Enterprise targets resources where they are most needed

Local enterprise is successful because it targets the most appropriate spatial areas, and target groups that are under-performing and have the potential to contribute to the local economy. Changing the 'employee culture' which exists in our most deprived neighbourhoods has been a special focus but also recognising that change will only happen over time.

Such resident groups vary according to local areas but broadly fall into the well known categories of people who often struggle in the labour market and will have similar barriers and attributes when embracing enterprise. The low skilled, certain ethnic minorities, certain young people, people in debt and in poverty, people with sizeable families, people with limiting health conditions, people with language and communication challenges, people with physical or other disabilities in need of specialist support and adaptations, women lacking confidence - often under-represented in business.

As a targeted programme LEGI works with clients who are hardest to reach and who struggle to access mainstream enterprise services. Each story is different, each challenge has a solution.

5 "Transforming Places, Changing Lives" CLG, May 2009

6 Freud Report, an independent report to the department for work and pensions (2007)

7 New Economic Foundation - The Money Trail



Above: Over 30 enterprising Ashington school pupils put their engineering skills to the test racing two competing subsea ploughs against each other on Newbiggin beach as part of a special project organised by the Go Wansbeck-funded Wansbeck Enterprise Education Network (WEEN) and regional company IHC Engineering Business (EB).

Local Enterprise builds a sustainable business culture

Local enterprise plays an important role in creating a necessary transformational shift in our more deprived communities to be more active, more ambitious, more successful across a number of socio-economic measures. Deprived neighbourhoods can become epicentres of enterprise and innovation, can release creativity and do it with some flair, and celebrate achievements from within the community.

As evidence of the shift in enterprise culture, self employment is starting to be seen as a real alternative for people to generate their own job and income without relying solely on conventional job routes, or state hand outs. Self employment rates are rising, for example in Pennine Lancashire where the self employment rates have moved from well below to just above the national average during the life of the LEGI programme.

Embedding an enterprise culture in the younger generation has been a key feature of many LEGI programmes including support for those young people not in employment education or training (NEET). It has often been more difficult to engage parents than their children, as enterprise brings the classroom alive, and different teaching methods are explored.

LEGI is influencing the hearts and minds of a whole new generation to be more enterprising and entrepreneurial. Over 100,000 young people have been engaged in enterprise activities through LEGI in the past 3 years - at secondary and FE levels - but also several examples of effective primary school interventions. Entrepreneurial thinking and behaviour is having a positive impact on young people regardless of whether they choose to start their own business in later life.

Creative thinking, team working, I.T. skills, communication skills and forward planning are all attributes in young people that are valued by potential employers. LEGI has provided the opportunity to develop a range of innovative projects to truly affect the much needed culture change within individuals and communities.

Furthermore, targeting people who face multiple barriers to enterprise/employment who traditionally do not engage with mainstream services, ensures there is limited deadweight or displacement effects, and therefore largely additional.

Local Enterprise helps create resilient local economies

Enterprise is essential for the country's recovery from the recession and the long road back to sustainable growth and prosperity.

Local enterprise programmes have proven to address local needs, providing a real-time response to the current economic climate, achieving genuine culture change, and supporting individuals and businesses to become more enterprising and competitive.

The 20 LEGI beneficiary areas have a wealth of expertise to share, and meet regularly via a National LEGI Forum. This is an invaluable vehicle to continue to drive the enterprise agenda and provide an expert body of opinion built upon sound experience.

The cost of failure in our deprived areas is high; enterprise interventions are now increasingly recognised as a proven tool to improve economic opportunities in target regeneration areas. The local enterprise approach is seen as cost effective and a sustainable way for the new government to invest in the long term future of our most disenfranchised communities who have a lot to offer.



LEGI - What has been achieved so far?

Partnership as it should be

Strong involvement of the private sector from day one has not only ensured a can-do approach within programmes, but helped build trust and better public-private relations, the third sector has played a crucial role in developing social enterprises and engaging with client groups.

- Blackpool Enterprise Board, the decision making body for LEGI in the area, draws its private sector members from a thriving Business Leadership Group. Both were formed on the back of a desire to deliver extra support to local businesses and champion local enterprise.
- Several areas have joined forces with HM Revenue and Customs (HMRC) to help improve small business understanding of taxation.
- Joint working on crime prevention with the Police such as the 'St Helens business watch' scheme, and the 'Crime against business initiative' in Great Yarmouth.
- Pennine Lancashire partnered with Football Clubs to spread the enterprise message within the local communities.
- Several areas including Doncaster and Hastings have worked with colleges and universities to further the enterprise message.

Enterprise for all - not just a numbers game

The number of individuals assisted/engaged through the programme is huge and growing all the time. It has engaged with the widest possible audience within deprived communities who wish to transform their lives through enterprise.

- In Sheffield there are currently over 1000 people working towards setting up a business.
- In Barking and Dagenham nearly 4000 'pre start' client assists have been delivered for individuals;
- In Leeds, 4,500 people have begun their enterprise journey by talking to an Enterprise Coach.
- Norwich LEGI has established and secured the future for the city Enterprise Centre and has developed and expanded the services from more than 30 different partner organisations- supporting more than 3000 people and businesses each year.



Supporting a generation of new small businesses

Within four years, over 10,000 new businesses have been created through the LEGI programme nationally, with many individuals moving from benefit dependency to working for themselves.

- In Bradford alone over 1100 new businesses have been created across a wide range of business activities.
- In Sheffield there are 150 local entrepreneurs mentoring new and early stage businesses.
- In Blackpool, over 2,500 pre-starts have been assisted, with over 500 new start businesses created, and 93% still trading at 12 months, 90% at 2 years.

Start them young

Most areas have invested in programmes to inspire young people to be more enterprising, embed enterprise into the curriculum, and enable stronger education-business relationships.

- Over 4000 secondary school students have improved enterprise skills through the Local Enterprise Organisation (LEO) programme in Ashfield, Bolsover and Mansfield districts.
- Through the Wansbeck Enterprise in Education Programme (WEEN) 13,000 individual learning experiences for children of school age have been delivered and schools have been supported to develop an enterprise curriculum.
- In Durham the 'Be Enterprising' programme has worked with schools and FE colleges providing over 2,500 young people with enterprise awareness activities.
- In North East Lincolnshire a level 2 (GCSE equivalent) in Enterprise has been developed in partnership with the National Centre For Enterprise along with a high tech enterprise academy within which it is taught.
- In Pennine Lancashire, over 20,000 young people have been engaged in enterprise activity.



LEGI - What has been achieved so far?

CONTINUED

Helping existing businesses to grow

The programme is assisting and advising businesses on a wide range of issues using different engagement techniques helping companies to survive and expand.

- In Barking and Dagenham over 1500 business assists have been undertaken.
- In Leeds over 1000 existing businesses have been supported and in Pennine Lancashire over 100 mentors are actively supporting businesses and a specific project is encouraging the adoption of innovation and technology.
- Through LEO, Ashfield, Bolsover and Mansfield districts 2500 businesses have been supported through coaching and advising activities.
- The Bradford Kickstart programme has supported over 3000 established businesses through growth and recession.

Space to breathe, to think, to meet like-minded entrepreneurs

A number of themed and generic incubator spaces have been created within the heart of the deprived areas offering high quality flexible space linked with quality business advice and mentoring.

- In Croydon 2 Enterprise Opportunity Centres were opened to provide new businesses with affordable office space. One of the centres is targeting social enterprises and has become a centre of excellence for third sector businesses.
- Pennine Lancashire 7 'enterprise havens' have been developed as places for new businesses to start and grow.
- In Leeds, a network of community-owned enterprise centres has been established, using community asset transfer to empower local entrepreneurs.
- A themed incubator facility for creative industries within Blackpool, small office units, gallery and hotdesk space.
- Capital support for a community managed enterprise centre in Keighley near Bradford.

Jobs, Jobs and more Jobs

The programme has created extensive new job opportunities, both self employed, those arising from business growth, and assisting local people into existing jobs.

- In Yorkshire, 725 new jobs have been created through the Leeds 'Sharing the Success'; and a further 1665 jobs created through the 'Success Doncaster' programme.
- 2880 jobs have been created in St Helens and over 3500 have been safeguarded and created through the Pennine Lancashire 'No Limits' programme.
- 475 people have gained employment in Leeds; Doncaster has assisted a further 181 unemployed people into employment; 4042 economically inactive people have been assisted into a job in St Helens; and 872 assisted into employment in Blackpool.

Payback and VFM

The programme is delivering huge benefits to the exchequer through encouraging people on benefits to become economically active through self employment.

- In County Durham alone, the Be Enterprising programme has helped 864 long term and 936 short term claimants move from benefits into self employment. Evidence suggests that for each of these people directly supported two others follow their example. For long term claimants (> 6 months) it is estimated that savings in benefit payments and contributions to direct taxation amounts to over £155.5m over an expected trading duration of 63 months. This figure is likely to be much higher when contributions to indirect taxation are taken into account alongside reductions in other benefits (housing benefit, health etc).

Levering private sector investment

Significant private sector investment has been levered by LEGI investment, through grant and loan schemes, improved investor confidence within deprived communities, and successful enterprises creating wealth and local jobs.

- Bradford district over £98m investment has been levered through the work and investment of the Bradford LEGI programme.
- In County Durham, self employed former long term benefit claimants have not only created their own jobs but are delivering local services worth over £216M to the County Durham economy.
- In Leeds it is estimated that there has been a £5m a year boost to the local economy from the combined turnover of business starts, savings on benefits of £600,000 per annum through helping people into work, and nearly £2m in the pockets of target residents through employment and self employment.

Right: Nine Doncaster secondary schools and a number of businesses from throughout the Borough took part in a Raft Race Challenge.



Above: Planterior Landscapes Services received invaluable help from LEO Ashfield, towards their successful tender for a significant contract with Chesterfield Borough Council.

Right: Rebecca Lane of Pink Pixie Parties has received start-up support, an enterprise grant and specialist start-up support for the creative industry through Success Doncaster.



Above: 1,500 budding entrepreneurs from schools across Wansbeck were challenged to 'make £5 grow' in a unique enterprise scheme organised by the Wansbeck Education Enterprise Network (WEEN). Pupils ranging in age from 4-16 each received up to £5 to invest in their own business idea and once they made a profit they repayed the business that gave them their loan.

Local Enterprise works

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