Contents

- Introduction - Alistair Poole  1
- Introduction - Cllr M E Rimmer CBE  2
- Introduction to LEGi  3
- Enterprising St Helens  5
- Get a New Start  9
- Business Start Up  13
- Business Taskforce  17
- New Markets  21
- Streetwalkers  25
- Promoting St Helens  29
- Key Performance Indicators  33
- Year 4 Investment: Financial Summary  34
I’m delighted to introduce you to this report which sets out the achievements of the fourth year of the Local Enterprise Growth Initiative (LEGI) in St Helens. This year has been the most turbulent year since the programme began and has provided a number of challenges for us in order to deliver a successful economic development programme during a global recession. However, we are pleased to have been able to keep our momentum going and still deliver most of the targets we had set.

We have surpassed our business start up target by helping to create 307 new businesses, narrowing the business density gap towards national averages. We have assisted more than 4000 businesses in a range of different ways. Our specific response to the recession was to launch a new Business Taskforce programme that created a team of specialist advisers to support businesses who were particularly struggling due to the downturn. The team consists of advisers with business skills in key disciplines such as finance, IT, marketing, health and safety and HR. The Business Taskforce has successfully supported 108 business and safeguarded many jobs in the process.

Employment levels remain a real concern for the Borough and we have increased our focus on this area through developing our services at Starting Point. We have helped 968 people back into work by preparing them for work, helping them find vacancies, improve confidence levels or polish their CVs and improve interview technique.

We have continued to invest in our Enterprising St Helens schools programme by bringing schools and businesses closer together to introduce an enterprising mindset in our young people. Over the last year, we have worked with every secondary school in the Borough and have recruited 101 Business Ambassadors to support us to deliver the programme.

The strategic partnership between St Helens Council and the Chamber goes from strength to strength and the Council has delivered a range of place shaping, investment and tourism related activities. The Dream public art project has been a major success, putting St Helens on the map on a global scale; picking up 5 regional and national awards in the process. This has been supported by a vibrant events and cultural programme and backed up by 15 new businesses moving into the Borough from elsewhere.

In summary, we have continued the momentum we have been building since 2006 and we believe that our private sector led approach to partnership working is an effective model that allows us to be flexible and deliver real benefit to the local economy.

Alistair Poole
Chair of the Enterprise Forum
Introduction - Cllr M E Rimmer CBE

Since the launch of the Local Enterprise Growth Initiative (LEGI) in 2006, St Helens has made significant strides in terms of improving its economy, developing as an enterprise hub and becoming a location of choice for investors, businesses and visitors.

Our commitment and positive results in terms of regeneration have been objectively recognised by St Helens being awarded national Beacon Council Status in two separate categories, the first of which – Delivering Economic Prosperity through Partnership – relates directly to the success of our LEGI programme.

Looking forward, the challenge we face is to use all means at our disposal to keep the local economy buoyant, boost skill levels, protect jobs and attract new enterprise and investment in the face of the ongoing economic downturn. This will be all the harder in the face of radical cuts in public sector funding and finance, however every effort will be made to access resources through the Regional Growth Fund following the withdrawal of funding at the end of March 2011 and the 2009/10 in-year cut of nearly £1 million.

Clearly, it is imperative that we maximise the use and targeting of the remaining funding we have in our LEGI programme and find ever more effective ways to direct investment and retain expenditure locally where possible in order to multiply its impact on the local economy. In doing so, we will continue to apply the determination, commitment and innovation that have brought success during the last four years and rely on the defining attributes that won us the LEGI award in the first place:

- The expertise that comes with 20 years of having successfully delivering post-industrial regeneration activities.
- The vision of the Council, more than a decade ago, in delegating the majority of local business support activities to St Helens Chamber. This reflects not only a courage and conviction that we sometimes take for granted locally and which few other Local Authorities have acted upon, but also the hard work and excellence of the Chamber itself.
- Above all, a genuine commitment to partnership working and a private sector led approach to enterprise.

In the meantime, on behalf of the Council, I am justifiably proud of what we are continuing to achieve in economic development terms in difficult conditions and am pleased to commend this report to you accordingly.

Cllr. M E Rimmer CBE
Leader of St. Helens Council
Introduction to LEGI

The announcement of the new Local Enterprise Growth Initiative in 2005 presented a fantastic opportunity for St Helens. Our City Growth Strategy, completed in 2003, had researched in great detail how and why the St Helens economy was underperforming and what needed to be done to address this. The most startling fact to emerge was that in order to be an ‘average’ economy, we needed over 2000 additional businesses – a current shortfall of over 50%.

When ranked with comparative areas, our business base did not contain enough small and medium sized enterprises, we had too few people in employment and we had too many people claiming benefit. In short, we had low levels of enterprise and high levels of worklessness. Beyond these headlines, St Helens had some additional challenges, such as particularly low levels of female self employment and high levels of deprivation concentrated in certain neighbourhoods. Progress was being made but we needed to do more and do it more quickly. The three core outcomes of LEGI precisely reflected the objectives that local partners had identified that needed to be tackled here in St Helens. The LEGI outcomes were translated into measurable targets relevant and appropriate to St Helens as follows:-

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<tr>
<th>LEGI OUTCOME</th>
<th>ST HELENS LEGI PRIORITY TARGET</th>
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<td>1. To increase total entrepreneurial activity among the population in deprived local areas.</td>
<td>1. To increase our self-employment rate, particularly among women, to at least national average levels, enabling at least 2000 people to move into self-employment by 2016.</td>
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<td>2. To support the sustainable growth – and reduce the failure rate – of locally owned business in deprived areas.</td>
<td>2. To increase our business stock to at least national average levels, closing the current gap of 2,200 VAT registered businesses by 2016.</td>
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<td>3. To attract appropriate investment and franchising into deprived areas, making use of local labour resources.</td>
<td>3. To have an employment rate of at least national average levels, removing at least 5,000 people from economic inactivity by 2016.</td>
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LEGI is a 10 year programme of activity, aiming to lift the local economy through enterprise and entrepreneurship. Our vision is that by 2016, St Helens will be at least an ‘average’ economy, no longer featuring in ‘special measure’ Government programmes. We will have more businesses, more self-employed people, especially women and people from our most deprived areas and more people in work – a self-sustaining economy. We were awarded £13.4 million for the first 3 years of our programme, beginning on 1 April 2006, with a further £9.5 million being awarded in 2009 for years 4 and 5 of the programme. At the end of year 3, we took the opportunity to carry out a major review of the programme for 2 main reasons:

- Some of the original 11 projects had been completed
- The economy had changed, from a period of growth during the early years of LEGI, to the onset of recession during 2008

As a result, our original projects were restructured and we re-focussed the programme more towards helping businesses to survive difficult times.

This Annual Report of Year 4 describes progress to date, particularly focusing on the results already achieved and giving a series of case studies to show how the programme is impacting directly on individual businesses and people in St Helens.
Year 4 Investment: £448,786
(plus £230,000 from Schools, St.Helens Council and the Learning and Skills Council)

Year 4 Results
- 989 businesses have been involved in delivering enterprise activities and providing work experience placements
- 18,675 students taking part in enterprise activities
- 44 teachers have developed their enterprise skills
- 186 Business Ambassadors have supported the programme

Aims of Project
This project is very much focussed on the medium–long term and aims to ensure that future generations of school leavers understand work, enterprise and entrepreneurship and see their future in that context; especially those young people for whom work and enterprise is not currently part of their home life. A major problem arising out of the high levels of worklessness in St Helens is that many young people are brought up in homes where work and enterprise are just not part of their every day lives. This project finds other ways to bring the understanding and experience of work into their lives and to raise their ambitions and aspirations.

Progress Report
Over the past 12 months, the Enterprising St Helens project has expanded and is now working in partnership with 12 primary schools, all secondary schools in the Borough (including four with sixth form centres), Carmel College and St Helens College. We have helped 18,675 young people take part in both enterprise activities and work related learning.

In September 2009, the “Menu of Enterprise Opportunities for Primary Schools” was launched, encouraging primary schools to benefit from the project. Working with primary schools ensures that pupils are receiving early exposure to enterprise, helping develop and consolidate their skills throughout their education.

The secondary “Menu of Enterprise Opportunities” remains popular with both schools and young people. The menu has been modified to meet the needs of sixth form centres with activities such as the Young Leadership Challenge and mock interviews for Oxford and Cambridge applicants being added.

The delivery of work experience has seen further developments this year with all secondary schools and Carmel College now using the online work experience database and management system to co-ordinate placements. 1,798 young people have undertaken work experience, including 54 young people with learning difficulties or disabilities. A range of support materials to promote the programme have now been developed and distributed and we are also recognising student’s achievements with certificates.
Another development this year has been Personal Finance Education. Working with St.Helens Council’s Children and Young People’s Services and other local partners, we have established a strategy for improving finance education. This work has been recognised nationally with St Helens being awarded “Centre of Excellence” status by the Personal Finance Education Group on behalf of the Department for Education.

The “Young Chamber UK” in St Helens has developed strongly with 3 schools now involved. The young people have chosen to support the growth of micro-businesses within their schools. Alongside this, the Young Entrepreneurs Chamber allows young people access to enterprise advice and activity outside of school. The group established the “Prosper” company and have produced and sold products at events such as St Helens Festival.

The Young Entrepreneurs Bank has been a useful addition to the project, providing funding for those young people ready to start their own business but unable to access funding. The Bank is administered by a group of young people with advice from Business Ambassadors.

Over 100 businesses now support the Business Ambassadors scheme and many have signed up for a second year. The Business Ambassadors are kept regularly informed of upcoming activities and have the opportunity to access support to help them in the classroom.

**Next Steps**

Enterprising St Helens will continue to deliver the “Menu of Enterprise Opportunities” across St Helens, developing in line with relevant strategies announced by the new government.

The professional development of teachers will be a key focus for year five, encouraging enterprise education to become embedded in the curriculum. Training sessions will be delivered in schools and we will also introduce teacher mentoring programmes and opportunities to undertake industry placements. Resources linking to enterprise curriculum subjects will be developed.

The personal finance education strategy will be further developed, with a view to making sure all young people aged seven and upwards receive some related activity in every subsequent academic year.

A second group of people will undertake the Young Leadership Challenge, with the focus for 2010/11 being on international trade and leadership skills, working towards an expedition to Nicaragua. Participants will be able to gain new qualifications, including the Young International Traders Award.

In 2010/11 we will be applying for national accreditation through the Award for Education Business Excellence.

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*This project has also been supported by the Learning and Skills Council and St.Helens Council*
The Young Leadership Challenge, which is delivered in conjunction with the charity Raleigh International, helps young adults (aged 16-19) to develop their leadership skills for the future.

Over the summer of 2009, 20 students from Carmel College, Sutton High Sports College, Rainford High Technology College, Cowley Language College and apprentices employed by St Helens Chamber and KFC, took part in a number of challenging events and training exercises, culminating in an expedition to Karnataka in India. They helped to build eco-sanitation units in remote villages without running water, electricity or sanitation facilities.

All the students and apprentices had to apply to be considered for the expedition and then had to raise funds for the trip, through a combination of sponsorship and enterprise activities.

In preparation for the expedition, the group completed several phases including volunteering work on community allotments and leadership training at Edge Hill University. They also had to get in shape for the physically demanding trip and build up their stamina.

The group spent three weeks in the southern area of Karnataka. Tasked with helping to build the toilet units, the group worked with local masons and villagers on every aspect of the project. After two weeks they embarked on a four day 50km trek.

Enterprising St Helens Manager, Martin Foulkes, explained: "Feedback from businesses suggests that leadership skills, plus real life experience, are two things that they really look for when employing young people. A leadership expedition seemed to be the ideal way to help them to gain those vital skills, as well as doing some really good work at the same time.

"The students did an excellent job and exceeded our expectations. They worked incredibly well as a team as well as with local masons and villagers. They took on the physical work such as mixing cement and plenty of lifting.

“The trek provided other challenges including having armed guards to protect them from wild elephants and a shortage of water. The group was entirely self-sufficient, carrying all equipment and food.

“Following the trip, the students have come back and said it has changed their outlook on life. They realise how lucky they are compared to others. Some of them are changing the way they are in their home lives, and others are modifying their plans for the future and what they want to achieve.”
The Primary School Innovation in Engineering Challenge was a project run in conjunction with the 14-19 Partnership in St Helens, aimed at challenging year six pupils from schools across the Borough to be innovative.

This year’s challenge was to design and market a new ride for the UK’s most famous funfair, Blackpool Pleasure Beach.

A VIP visit to the Pleasure Beach, accompanied by its Director of Engineering, gave the children an opportunity to discover that it is more than just fun and candy floss that goes into making the Pleasure Beach the success that it is.

The children spent a fun yet educational day finding out about pistons, gears and braking systems and had the chance to see engineering in action.

Once back in the classroom the children started putting their ideas together. Five primary schools – Eccleston Mere Primary, St Austin’s Catholic Primary, St Theresa’s Catholic Primary, Holy Cross Catholic Primary and Rainford Brook Lodge Primary School – submitted ideas and two teams were chosen from each school to put their proposals to a panel of judges.

The judging panel was made up of representatives from a range of companies from the region, including FPI Northwest, Maersk Sealine, St Helens College, Jaguar Land Rover and the Pleasure Beach itself.

Enterprising St Helens Manager, Martin Foulkes, said: “The teams chose company names and put together a presentation on their idea and how they would promote it. They were really imaginative; for example one group came up with a ride called the Tic Tac Twister, complete with its own marketing slogan ‘Have you got the tactics to ride the Tic Tac Twister’!

“Not only have the children been learning about engineering, they have also been developing teamwork, problem-solving and decision-making skills so it has been a great experience for them.”

The winner of the Innovation in Engineering Challenge was Manjez, a company from Rainford Brook Lodge, who created a ride called ‘Wings’ which they suggested could be sponsored by Red Bull! For their innovative approach they won a trip to the Pleasure Beach with all their classmates.
Year 4 Investment: £684,799
(plus £108,000 additional funding secured from the European Social Fund)

Year 4 Results
- 1,620 people received advice and guidance about education, training and/or employment
- 803 people progressed into work (including 216 people from priority areas)
- 197 people progressed into training or voluntary work
- 270 people received financial support for training, protective clothing or equipment
- 60 businesses were assisted with recruitment or redundancy situations

Aims of Project
The Get a New Start project aims to inspire and assist people not currently in work, with a particular focus on areas with the highest levels of unemployment. This project contains three main strands:

- Providing a 'bridge' to make economically inactive people aware of the opportunities available to them and removing the barriers which stop them moving into employment or training – enabling them to move beyond long term benefit dependency
- Providing support or training linked directly to job opportunities, enabling us to remove barriers to employment
- Providing a range of services for economically inactive people in St Helens, which will ultimately make them employable by meeting employers’ needs

Progress Report
Over the past 12 months, the Get a New Start project has worked with over 1600 people providing professional advice and guidance about employment, education and training, with almost 50% of these people progressing into employment. Since the project began, we have supported over 3,000 people into employment.

Our outreach services have continued to expand and we are now delivering services from a range of new community venues, such as health centres and shops. Over the year we held 11 roadshows at community venues, attracting 254 residents. The roadshows were also attended by over 30 local partners, all offering support with employment and training.

Our Outreach Advisers have attended numerous community events such as fun days, tenants and residents events, neighbourhood renewal events, school and church activity days and Adult Learners Week events.

In September we held a very successful Jobs Fair at St Helens Town Hall. The
event was attended by 17 local businesses offering vacancies, as well as a number of partner agencies and saw over 500 local jobseekers through the doors.

We have focussed our marketing activities by targeting specific geographical areas and hand delivering leaflets and window stickers which allow people to request a visit by an outreach adviser to find out about the help available. We now also offer a Job Club every day of the week, held in a range of community venues throughout the Borough.

Our Advisers have been involved in offering advice to participants of other Chamber programmes such as the Graduate Programme and Transition to Work, alongside providing support to people on courses delivered by St.Helens Council Adult and Community Learning.

By working closely with the Business Advocates, we have been able to support businesses with their recruitment needs by matching our clients to their vacancies. Unfortunately, due to the economic climate, we have also had to support businesses needing to make staff redundant. We did this in partnership with the Chamber’s Business Start-up team and Jobcentre Plus who attend workshops with us to explain the many opportunities open to people in that situation.

In June 2009, we achieved matrix re-accreditation which lasts for 3 years. Following a two day inspection, during which the assessor spoke to 20 clients and many staff and partners, we received an excellent report which concluded "The impression gained throughout the review was of an organisation and team of staff that are utterly dedicated to making a difference for its client group and changing people’s lives for the better, one that continues to grow, meets its targets and constantly seeks improvements. It was clear during the review that Starting Point continues to have a significant and positive impact on its stakeholders, the local economy and environment."

We have continued to offer Employment Compact which funds training to remove barriers to progressing into work and we have also worked closely with the Neighbourhood Travel Team, to provide travel passes for people moving into employment or going for job interviews.

**Next Steps**

It is important for us to continue to market our provision effectively, both to partners and residents of St Helens. We will focus this on those times of year when people are particularly looking for support, for example New Year’s resolutions. We will also be launching our new website which will display job vacancies. Our roadshows have proved popular over the years and we would now like to develop them even further by ensuring that we are reaching those priority groups who are hard to engage. The new Chamber Membership Management programme will allow us to further develop our job matching facility by responding to business needs and we will ask partners and businesses for their view on how we can work more closely to support each other and the client.

This project has also been supported by The European Social Fund.
Case study - Frank Unsworth

Frank Unsworth, from Clock Face, was made redundant from his job as a driver after two and a half years with his employer.

He got in touch with Starting Point where he met with a guidance adviser, who helped Frank to update his CV and identify his key skills. He was given training to help improve his employment prospects of finding another job as a driver.

While Frank was training for his qualification his Starting Point adviser helped him to complete job applications and also arranged for him to have mock interviews to help him improve his interview technique.

Frank successfully completed his training and soon found work with Euro Car Parts in St Helens.

Frank received ongoing support from Starting Point over his first few weeks of employment, to make sure he settled into his new role.

Frank said: “As a single parent, being made redundant was a real nightmare but with Starting Point helping me out, it didn’t feel like the end of the world. They helped me focus on what I needed to do to get back into work quickly, and with their help, that’s what happened.”
Case study - Shaun Hatton

Shaun first registered at Starting Point by speaking to one of our Outreach Advisers. He had successfully completed an NVQ Level 2 in Horticulture but had no real experience in this area and a keen interest to pursue a career in this area of work.

Shaun attended a drop-in session at Starting Point to discuss finding some voluntary work in an environmental role. The Starting Point Adviser told Shaun about the Chamber’s Transition to Work programme and helped him to submit an application. Shaun was accepted onto the programme and completed 18 weeks valuable experience completing projects such as landscaping and paving.

After completing the Transition to Work programme, Shaun returned to Starting Point to discuss completing a course in Arboriculture. Over the following weeks he attended regular job clubs and one-to-one appointments for support with finding a suitable course or employment. As Shaun did not have a driving licence and transport he was struggling to find employment opportunities in his preferred field and started to looking for opportunities that combined his skills gained from previous roles in customer services with his knowledge and experience of horticulture.

In March, Shaun attended a drop in session at Starting Point as he had found a suitable vacancy at Warrington Landscape Centre. The Starting Point Adviser helped him to prepare a cover letter and to update his CV.

Shaun was invited in for an interview a couple of days later and within an hour of attending his interview, was offered the job. He made such an impression at the interview that he was offered a full-time position when the job was originally advertised as part-time.

Shaun said: "I was really pleased to get a position that allows me to use both my horticultural and customer service skills. The support I received from Starting Point was very valuable in helping me to find work."
Business Start Up
Delivered by: St Helens Chamber

Year 4 Investment: £1,104,079

Year 4 Results
- 307 new business starts
- 722 jobs created
- 70% survival rate at 2 years
- 110 female entrepreneurs
- 62 new businesses started in Priority Areas
- 151 economically inactive people assisted into self employment
- 5 new Social Enterprises started

Aims of Project
The Business Start Up programme is the key measure to directly address the shortage of self-employment and business stock in St Helens. The programme involves raising entrepreneurial awareness across the whole Borough and stimulating business formation, by providing a comprehensive support package and mentoring to increase the quality and survivability of the start ups. It encourages enterprise across the Borough, with a particular focus in the most disadvantaged communities and among underrepresented groups.

Progress Report
The Business Start Up programme achieved a total of 307 starts for the full year, which brings the overall total since the beginning of the LEGI programme to 1,371. The rate of starts during the first half of the year was slow, with only 139 business formations. However, increasing confidence and a higher conversion rate resulted in 168 starts during the second half of the year. We celebrated two significant milestones this year; our 1250th start was Aspect Health; and North West Laser & Aesthetics Clinic Ltd founded by Jan Williams was our 500th female start. A total of 17 starts received an enhanced grant award of £5,000 during the year following their successful presentations to panel and at inception they created a total of 79 additional jobs.

The number of new clients meeting with advisers to explore the opportunities of self employment throughout the year was high, amounting to 1,247. The majority of people were unemployed or had been made redundant. Many of these clients subsequently started businesses in the sector they previously worked in, with offers of contracts from their previous employers for limited days per month. We experienced an increase in clients over 50 years of age, who reported particular difficulties in securing full time employment, forcing them to seriously consider self employment.

Demand for evening appointments was high due to people reviewing options whilst still in employment, or feeling insecure in their positions therefore wishing to learn more about self employment opportunities. Many of these clients attended our successful pre-start workshops, which consistently scored 'very good' for content and presentation.

Survival statistics of 82% at one year and 70% at two years, showed little fluctuation on previous years. This provides evidence that those businesses
launched in recessionary times have been readily able to adapt to the turbulent market conditions.

Outreach activities continued across the Borough to ensure we engaged with the hardest to reach groups, who may not consider themselves as entrepreneurial, with advisers regularly attending community venues. We also held five ‘Be Your Own Boss’ events during the year to raise awareness of the programme, attended by 107 people. These events are geared towards those who have little awareness of self employment and provide an insight into the ‘world’ of running a business.

Our new marketing campaign with the strap line ‘be anything you want’ was launched in April with all literature and materials carrying the message. We continued with a multi media approach, including wish fm radio, billboard displays, posters and leaflets. Promotion through the new website’s business start section, ‘I want to start a business’, provided another access point for people to learn about the programme. Digital content has been included on the website, featuring short films of five new businesses who discuss their journey into self employment and the support provided by the Chamber.

A new bookkeeping and accountancy support tender was awarded to 13 local accountants who are delivering under 4 lots to ensure the correct level of support is provided to each client. Delivery started 1st August 2009 and runs until 31st March 2011.

We hosted a Social Enterprise Forum, attended by 70 delegates and led by Lord Andrew Mawson, who delivered a presentation on the work he has done at the Bromley by Bow Centre in East London and with the Community Action Network.

**Next Steps**

A primary focus for 2010/11 will be stimulating the formation of sustainable businesses with the ability to create jobs.

We will introduce a series of half day workshops, ‘Optimising Business Profitability’, aimed at improving business survival for businesses who have reached 12 months trading. The series will explore actual performance versus budget and is broken down into three sessions: ‘Planning for Profit’, ‘Managing for Profit’ and ‘Profit from People’.

We will also increase efforts to raise awareness in the priority areas to improve the number of starts. Clients from more deprived areas can face multiple barriers to starting a business, such as lack of confidence and access to finance. We will introduce specific presentations and workshops in community venues to develop individuals’ confidence in their ideas and business related matters. Referrals to St Helens Credit Union will help some clients with funding needs.

The bookkeeping and accountancy support service will continue to use a mentoring approach, assisting businesses with record keeping, employer and VAT registration, self assessment and corporation tax issues.

A full evaluation survey will be sent to all clients in summer 2010, the results of which will inform future programme design.

A new ‘I want to be my own boss’ marketing campaign will launch in autumn 2010 carrying the message ‘we’re with you all the way’ and a new set of video case studies will be filmed to support the campaign on the website.
Case study - Pimmies Pies

Pimmies Pies was started by two former colleagues who were made redundant when the famous Pimblett's bakery in St Helens closed down in 2008.

Business partners Tony Myers and Clive Matthews first came to the Chamber after meeting a Business Start Up Adviser at a jobs fair at St Helens Town Hall, who talked to them about the option of self-employment.

They made an appointment to come to the Chamber where they spoke to Business Adviser James Giblin, who provided one-to-one mentoring and booked them onto a series of workshops, where they could learn more about what was involved in running a business.

Before long, they started looking for premises that could be used as a bakery and by the beginning of June the first pies, created to an original recipe, were being sold to local pubs and shops.

The business received the maximum start up grant of £5,000 as well as accountancy support for the first 12 months of trading.

Just three months later, with business going well, they were ready to move to larger premises allowing them to extend their product range and take on two extra staff. By the end of their first year they were employing 8 people.

"Being made redundant was a real blow and we didn't know what to do next, says Tony. "The success has taken us by surprise really. We thought we would build the business up gradually but after a couple of weeks we were making over 2,200 products a week.

"Before we started we didn't think we would be able to afford the equipment that we needed, but we found some that we could buy and we found suitable premises in Jackson Street. The Chamber encouraged us all the way and the help was invaluable. We had to do a lot of research and we went to the Chamber workshops to learn more about things like business planning, bookkeeping and VAT, which we had never had to deal with previously. If we ever needed help, we got it. It was fantastic."
Case study - Aspect Health

Aspect Health is a new business at the forefront of providing healthcare to the people of St Helens.

The business was formed by four local GP practices in response to a Government report into the future of healthcare. The report identified a need for two specific projects in the Borough: a new medical centre, housed in the new St Helens Hospital and the creation of a unique ‘Virtual Practice’ – Elder Care – to meet the needs of older, infirm people, who might struggle to get to a GP practice.

Seeing the opportunity to become involved in these exciting new projects, the practices joined forces to establish Aspect Health Ltd. The company then successfully bid for the two PCT contracts, collectively worth £6.4m.

Whilst the management team, who are all practicing doctors, had a wealth of medical expertise, none had any business experience. They realised that they needed specialist support in order to build a successful business and so approached the Chamber for advice.

Chief Executive, Dr Simon Hargreaves says: “Not being from the world of business, we knew we needed help developing our business skills and working out a vision for the company that we could make happen. We were given our own dedicated business mentor and things took off from there. The ongoing support and advice has been excellent.

“The main advantage to us was from a marketing point of view. We were able to call on professional advice using the Chamber’s support, to help us get our brand right. It was invaluable.”

The business was awarded the maximum grant support available through the Business Start Up programme of £5,000. The directors also received specific support from their business mentor on issues such as governance and structure, business planning, marketing and HR.

Aspect Health and its affiliate practices now provide general medical and primary care services for almost 32,000 people through a team of GPs, nursing and specialist medical staff and administration support staff. It is also accredited by the University of Liverpool to provide GP training at every stage of a doctor’s career.

The business has already created 14 new jobs in the Borough, with more to follow in the future.
Year 4 Investment: £357,483

Year 4 Results
- 17 jobs created
- 222 businesses helped
- 66 IT interventions, helping with efficiency, cost saving and resilience within businesses
- 52 marketing interventions, helping businesses identify new markets
- 35 HR interventions, ensuring compliance with employment law
- 31 finance interventions, helping with access to finance
- 38 health & safety interventions, ensuring compliance with legislation and safety for employees and customers

Aims of Project
This project began in September 2009 in response to the effects of the recession on St Helens businesses. The broad objective is to help retain the existing business stock in St Helens, helping companies through particularly difficult trading conditions by responding to the immediate issues or opportunities that they face. This in turn helps to maintain employment levels in St Helens and reduce the number of redundancy situations. The project offers specialist advice and tactical interventions to support businesses in the areas of finance, IT, health and safety, human resources and marketing and, in turn, build business capacity.

Progress Report
Five specialist Advisers were recruited to offer expert, practical support to help St Helens businesses access impartial, expert and trustworthy Advisers in areas of specialist business support where they may not retain in-house expertise. Introducing companies to the professional community in St Helens also allows them to develop their own private sector support network for the future.

The project has three elements of support. The team can solve many problems or provide support themselves; they can refer more complex issues or problems that will take some time to a panel of retained consultants; and they can help companies take the first step towards solving a problem by providing match funding to deliver the implementation of recommendations.

In the first year 91 problems were solved by the team, a further 110 were addressed by consultants and 21 companies received match funding.

The types of projects and general help that the Business Taskforce Advisers have been involved with have varied considerably with each specialism. The finance
adviser has predominantly dealt with businesses facing difficulties accessing finance, issues of bad debts, credit control, financial planning, insolvency and the development of robust financial controls, including the introduction of financial software. The human resource and health and safety projects have worked with businesses to address issues around compliance and developing policies and procedures for the workplace. In the case of health and safety, these have been around risk assessments, safe systems of work and safety management systems. Within human resources, typical help has involved developing staff handbooks and legal contracts of employment and providing guidance on issues such as redundancy, rewards and diversity in the workplace.

The marketing project has attracted a very high demand for support from the outset. Many businesses in the Borough have found that their traditional customer base has shrunk and they have needed to find new markets, but have little or no experience as to how to undertake such activity. Marketing support has helped businesses to build strategic and tactical marketing plans, enabling diversification into new markets, products and services.

The IT project has supported St Helens businesses to work more efficiently through the use of technology and also helped businesses to become more resilient with improved IT disaster recovery procedures.

In addition to individual interventions with businesses, we have also developed a programme of events to help businesses in these five areas. The first event was an "Introduction to Marketing" event held at the Chamber, which was attended by over 40 delegates. A webinar for businesses to ask the experts their business questions online was a first for the Chamber, with 36 businesses logging on and receiving advice.

Next Steps
The project will continue to help build business capacity through individual interventions. We plan to carry out more interventions to build capacity and hold more events and seminars on topics covering all five specialisms. As the economy improves, the project will adapt to focus on helping businesses make the most of new opportunities.
Lea Green Foods has been trading in the Borough for over 12 years, producing a range of purées, pastes and spices. In 2009, the business was sold to holding company Rydal International Food Group. However in early 2010, the holding company went into administration.

The company was first referred to the Business Taskforce in February 2010 by a Business Advocate who had been to visit the company and learnt about the situation. In response to their request for help regarding management buy outs, Business Taskforce Manager John Decamp arranged for a specialist financial adviser retained by the Chamber to visit the business the following day and conduct an initial assessment to find out what help was needed.

The business had a strong order book and made a strong case for a management buyout. However, an administrator had already been appointed and was due into the company within the week, so time was critical. The administrators were planning to sell on the order book to another manufacturer which would have lead to the closure of the St Helens business and the loss of 14 jobs. Managing Director, Jim Tansey and four of the management team who had previously been employed by the company before it was sold to the holding company, were keen to take back control and go ahead with a buyout in order to save the business.

Mitchell Charlesworth were appointed, who are insolvency specialists retained by the Chamber to offer support to local businesses. They supported Jim to enter into negotiations with the administrators and prepare an offer to buy the business. Within two weeks of submitting the offer the administrators accepted it and a management buyout of the company proceeded.

Jim Tansey said: “Without the support from the Chamber and Mitchell Charlesworth I wouldn’t have been able to get the information the administrators needed together in such a short time. Their help and support was invaluable and has allowed the management team to buy back the company and secure all of the jobs.”

The business is now continuing to trade under its new name of Simplea Food Products Ltd and all 14 jobs have been safeguarded. The company is now going on to develop further, drawing on additional support from the Business Taskforce’s HR and Marketing support and the outlook is very optimistic for future growth.
Case study - Allied Lifts

Allied Lifts is a lift service and maintenance company based in Rainford, St Helens. Business Development Manager, Anthony Sharkey contacted the Chamber in October 2009 after hearing about the marketing support available through the Business Taskforce programme. He met with John Mathias, the Business Taskforce Marketing Adviser as he felt he had identified an opportunity in the marketplace where the business could be developed, but he needed support to market the product.

Anthony had heard that a number of the bigger players in the lift maintenance field were suffering due to the recession; he believed they had resource issues because they were cutting back on staff and were consequently letting customers down. Anthony felt that this presented the company with an opportunity to promote their own services to these potential customers.

John Mathias conducted an audit of the company’s current marketing activity and recognised that the company needed to develop a brand identity if they were to be able to conduct any kind of effective marketing campaign. He put Anthony in touch with a branding expert with marketing consultancy Active Profile, who are retained by the Chamber to work with local companies on their brand positioning and marketing strategies.

Following a free initial consultation, Anthony worked with Active Profile to create a stronger more compelling brand position – ‘Allied Lifts - Keeping you moving’.

They then went on to look at all of Allied Lifts’ target markets to develop a suite of key messages for each market that would support a new ‘Move Now’ marketing campaign. Anthony also worked with the creative team at Active Profile to create a range of marketing materials that drive and support the new campaign.

Anthony said: “I have been delighted with the results we’ve achieved by working with the Chamber and Active Profile. The process we adopted to develop the brand positioning was thought provoking and extremely practical. The campaign has excited everyone within the organisation and upon delivery we have seen almost instant results. I feel that the objectives we set during the initial consultation really have been achieved and we anticipate this will develop further and further as awareness grows.”
New Markets
Delivered by: St Helens Chamber

Year 4 Investment: £405,743

Year 4 Results
• £4,047,000 worth of contracts won by local companies
• 9 jobs created
• 110 jobs safeguarded
• 4 how to tender seminars held
• Business Network Online launched
• 10 companies received Standards consultancy support
• 5 international trade events and 4 international trade training courses held
• 5 innovation workshops held
• Companies supported to attend 2 trade exhibitions
• 2 new markets opportunities events held

Aims of Project
This project aims to build the capacity and capabilities of St Helens companies so they are able to access new opportunities and new markets, whether this is locally or abroad. The project aims to enhance companies’ ability to compete for, and win, business from public sector purchasers, large private sector buyers and local companies.

Progress Report
Four ‘how to tender’ seminars held throughout the year were attended by 152 delegates from St Helens businesses. 37 companies received further assistance from our sub-contracted procurement specialist, Brian Farrington Ltd, for support with tendering to various public sector bodies; and a further 13 companies received additional support from the Chamber’s Tendering Business Adviser.

Throughout the year 32 companies underwent assessments for their suitability to go through a Standard certification and 10 companies received support to achieve the ISO 9001 quality standard.

The team launched the Business Network Online site, where opportunities from businesses across the Borough are posted, allowing inter-company trading to take place. These opportunities include local contracts, as well as national and international opportunities including information on trade missions and sales opportunities abroad.

There has also been a number of international trade events held at the Chamber in partnership with UK Trade & Investment, where representatives from countries including Jamaica, Trinidad & Tobago, Lithuania and Latvia held one-to-one clinics to talk about the opportunities in their countries. In partnership with Liverpool Chamber of Commerce, four training courses have been held to help companies
who are currently trading abroad.

A total of 15 companies were assisted to attend the Northwest Business Exhibition in Manchester and the Liverpool Business Fair. These were exhibitions that they could not have attended without the support of the Chamber and provided a valuable opportunity for the businesses to be able to promote their services.

A number of business opportunity events were also held to help St Helens-based companies understand the potential contracts that are on offer throughout the Borough. These included one for the St Helens Building Schools for the Future and one relating to contracts that will be generated through the 2012 Olympic Games.

The Innovation project has been very successful and has held a number of events with the Intellectual Property Office and the Knowledge 2 Innovate programme. A number of Patent Clinics were organised providing one-to-one assistance to businesses requiring support in this area.

The Business Adviser for Innovation has provided support to a number of local businesses, including signposting 55 companies to partner organisations such as regional universities and Business Link for further support and has also worked closely with 14 companies in helping them gain funding from bodies such as the Technology Strategy Board and the North West Regional Development Agency Innovation Voucher scheme.

**Next Steps**

Although the project had proved successful in the past, it needed to be realigned to be more responsive to the changing business environment and the new opportunities developing around the low carbon and resource efficient economy.

The project continues to support tendering and international market development and is developing further ways of supporting local businesses to be eco-aware and also to see the environmental agenda as a source of business opportunities.

This work has been incorporated into the Business Taskforce and so ‘New Markets’ will not operate as a separate project next year.
Access Freedom is a new company in St Helens established by local entrepreneur Simon Arnold. Simon first came to the Chamber in June 2009 after meeting a Chamber Business Start Up Adviser based at St Helens College. He had the idea of developing products that would make life easier for disabled living.

Simon, who is disabled himself following a road traffic accident, had seen a shortage of suitable products on the market. He had a skilled background in engineering and had a number of ideas he wanted to develop.

Simon did a lot of research into local companies who could offer the design and manufacturing skills required to turn his ideas into a reality and was put in touch with Andrew Beswick, a Chamber Business Adviser specialising in innovation.

Andrew told Simon about Innovation Vouchers, a scheme developed by the North West Regional Development Agency, designed to help entrepreneurs purchase expertise to help them develop innovatory business solutions. He then supported Simon to make an application.

In January 2010 he was awarded two vouchers: £3000 to fund the design and development of a prototype for a portable shower chair with the expertise of Bolton University and £10,000 towards developing a new way of adapting a car for disabled drivers, with the expertise of C-Tech Innovation in Chester.

Simon said: “When I first started Access Freedom I found it really frustrating as I had all these ideas but I couldn’t develop them myself and was struggling to find the right people to turn them into a reality.

The Innovation Vouchers have been a massive step forward as they have allowed me to access expertise which otherwise I wouldn’t have had access to.

“The prototype for the portable shower chair is now near completion and C-Tech are about to embark on designs for the car modifications.”

Simon has retained the intellectual property on both designs and is now in the process of exploring routes to market for the products, through a range of venture capitalist opportunities. He has also recently started a new project with Lancaster University, funded by the European Regional Development Fund, to develop a sports quad bike specifically designed to be used by disabled people.
Case study - TF Jones

Family run property maintenance company, TF Jones Property Services have been trading in St Helens since 1975 and employs over 20 people.

For the last 25 years they have been specialising in maintaining and refurbishing social housing, delivering services for a number of housing associations and local authorities.

At the end of 2008, the company first became aware that a property maintenance contract with Arena Homes in the north west worth over £2 million, was being tendered. The company had previously had support with tendering through the Chamber and so Director, Mark Jones spoke to Business Adviser Patrick Bourne to ask for support in preparing their tender submission.

Patrick arranged for the company to receive one-to-one support from procurement experts Brian Farrington Ltd, who are retained by the Chamber to provide tendering support to local businesses. A tender document was successfully submitted, and after a long deliberation period the contract was finally let in the summer of 2009.

Despite facing tough competition TF Property Services were successful in winning a three-year contract (with a possibility to extend to four years) to deliver property maintenance and a 24-hour emergency call out service.

Mark Jones said: "The support from the Chamber was very useful. It was a very long process to win the contract, which is a major boost for our company and has safeguarded 17 jobs, including my own, for the foreseeable future."
Year 4 Investment: £359,207

Year 4 Results
- 1,453 business helped
- 186 information searches
- 616 referrals to other sources of assistance
- 10 business watches maintained
- 99 Pub and Shop Watch members

Aims of Project
This project aims to deliver advice, practical support and assistance to businesses in solving local problems that can affect business survival and performance. The team of Business Advocates works with local businesses and with official bodies, delivering general advice, guidance and information as well as assisting in smoothing bureaucratic difficulties by facilitating communication. They also focus on reducing business crime by working with the police and local businesses to develop joint actions, such as the Business Watches.

Progress Report
The Business Advocates have made over 2,800 initial contacts since the project began. The emphasis over the past year has been to continue building on previous contacts, creating new business relationships and working with businesses in these difficult economic times. Over the past year, the Business Advocates have made 537 initial face to face contacts and 916 re-contacts. Whilst many of the issues encountered remain the same - transport, planning, crime, business and water rates - the recession has also given rise to many issues around employment, finance and business development.

The Business Advocates continue to make referrals to other services within the Chamber and also to external agencies in order to assist businesses. In the past year they have been able to make 616 referrals both internally and externally. Some of the external referrals have included working with the St.Helens Council departments, such as the planning department to facilitate pre-planning application meetings for businesses. Other referrals have included engaging external agencies such as HMRC and the Environment Agency, on behalf of local businesses.

During the year, two new Business Advocates were recruited, bringing expertise in manufacturing and haulage. Each Business Advocate has responsibility for a geographical area in the Borough and specific projects, including the Sankey Valley Community Interest Company and the commissioning of three Industrial Estate signs for areas within the Borough.

This year there has been a greater focus on the businesses in the Town Centre. A Retail Forum was set up in March 2010 which has resulted in the Business
Advocates undertaking a Business Barometer to establish retailer’s views on the needs of the Town Centre. The focus on the Town Centre has included greater engagement with the market stall holders.

The Business Crime Reduction Co-ordinators have continued to produce monthly crime bulletins and manage the Pub and Shop Watch radio schemes by working closely with the police to represent business views on crime issues. They also administer business crime grants, complete crime audits and supply anti-vandal paint to businesses repeatedly hit by crime and vandalism.

Business crime continues to be low in St Helens and the Chamber’s part in this success is reflected in the comments of Chief Inspector Mike Constantine: “I am extremely pleased with the contribution the Chamber has been able to make to the success of the Shop Watch scheme across St Helens, which has assisted greatly, along with Operation Santiago, in reducing business crime. The positive relationship that the Police enjoy with the Chamber has reaped many benefits and we look forward to working with them in the future.”

The Town Centre has seen a 21% reduction in anti-social behaviour, theft from vehicles is down by 18%, criminal damage by 15%, theft from the person by 50% and robbery down by 41%. Theft from shops has reduced by 14% in the last quarter alone.

**Next Steps**

In the coming year we will continue to maintain and develop relationships with businesses, with the emphasis on reinforcing those relationships made during the previous four years of the project.

Specific areas of activity over the next 12 months will include the development of a Market Trader’s Association; developing a Transport Forum; formalising the Retailer’s Forum; establishing a Business Watch at Fingerpost/Merton Bank; carrying out a review of the 920 bus service; and the mapping of commercial activity in the rural areas of the Borough.
In May 2009, Malcolm Peat, Chief Executive of Rainford-based Welding Units UK, contacted Business Advocate Sue Waller for advice in identifying appropriate government contacts within the UK’s Export Controls Department.

Welding Units UK designs and manufactures steel pipe connectors and had secured a contract in excess of £500,000 earlier that year from a major German pipe manufacturer, the goods being destined for a large Iranian offshore gas field development.

The company urgently needed advice regarding the possible need to acquire an export license for the goods and had been experiencing difficulties in obtaining the relevant guidelines from the authorities.

Sue referred the issue to the British Chambers of Commerce international trade department who were able to provide valuable guidance and contact details for those personnel that would be able to provide the information required by the Company.

Following this intervention, the company was able to make some progress, but the situation still remained unresolved after some six months and the contractual implications for Welding Units UK were becoming a major concern.

Sue then referred the case directly to a senior civil servant within the Department of Business Enterprise and Regulatory Reform who was responsible for Fair Trade and Export control. A response was received from the Department the following day and a meeting was arranged with the head of Export Control in London. The meeting provided a major breakthrough with many of the guidelines being clarified and Welding Units UK were then able to take significant steps in moving the project forward.

Malcolm said: “I am extremely grateful for the Chamber’s help. Sue played an integral part in initiating our dialogue with the appropriate government department that subsequently allowed the job to progress. As a result, we were also able to avoid any potential contractual complications.”
The businesses on Sankey Valley Industrial Estate felt that the security of the estate was a major priority and instigated a business crime survey, to establish the levels of crime being committed and to assess the financial impact on the estate as a whole.

The survey indicated that the financial losses were well in excess of £70,000, so the group agreed to hire a security guard to be on site during the times the estate was most vulnerable.

In 2008, the group decided to officially establish as a community interest company (CIC) and three of the group nominated themselves to become directors of the CIC, Phillip Derbyshire from Starbank Panel Products Ltd, Hazel James from Brendon International Ltd and Lesley Turton from M Knight Ltd, with a view to rotating the directorship amongst the other businesses on the estate every two years.

In December 2009, three new directors were appointed, Paul Reed from Arends International Ltd, Robert Hunt from Hunt Brothers Ltd and Simon Mulvey from H & M Distributions Ltd. Now that the security work was well established and proving to be effective the new directors decided to devote more time to some of the environmental works that were required on the estate.

Businesses at the top of the estate, near the Sankey Canal, had raised concerns regarding the drainage of the estate as there were fears that poor drainage was causing contaminated ground water to seep into the canal. The directors decided that a feasibility study was needed to find out if this was true and whether funding would be available to carry out any necessary drainage works.

They sought advice from Business Advocate Kim O’Connell who was able to identify someone who could conduct the study on their behalf. Kim secured the services of Lancaster University who provided a student to complete a feasibility study on local drains and the impact they may have on the canal.

In early 2010, the results of the study came back highlighting that as suspected there were minor levels of contamination in the canal. The study also highlighted that there were five rare species of wildlife inhabiting the canal.

A further study is currently underway into the availability of any grants which may be available to support the CIC to have work done on the drainage of the estate and protect the canal and the wildlife living in it from further contamination.
Promoting St Helens
Delivered by: St.Helens Council

Year 4 Investment: £286,045
(Plus £197,000 from ERDF, St.Helens Council and the private sector)

Year 4 Results
- Annual business location targets exceeded
- Beacon Council status for Delivering Economic Prosperity Through Partnership
- 1 major new international artwork completed - Dream
- 5 national/regional awards secured
- 2 marketing campaigns delivered
- Year-round events programmes delivered
- 1 major public realm installation/initiative completed
- 1 new website launched plus 2 websites enhanced

Aims of Project
This project promotes St Helens as a location of choice for business investment. This is being delivered via three distinct but inter-related spheres of activity: (a) a comprehensive promotional campaign and materials that communicate a distinct and readily intelligible series of positive messages about "St Helens PLC" to identified target audiences; (b) tourism destination management and development; (c) the creation of a landmark new public artwork.

Progress Report
The highlight has been the completion of the internationally significant landmark new public artwork - Dream by Jaume Plensa. This has been complemented by significant progress with other activities also contributing to the wider, transformational "place shaping" agenda set out in the 2008-2018 City Growth Strategy.

Since its official launch on 31 May 2009, Dream has attracted an estimated additional 25,000 visitors to the site, many of whom are national or international visitors. It has de facto become an established icon in terms of its use by others for promotional purposes (e.g. BBC Radio Merseyside, regional TV advertising on BBC North West TV from December 2009 – April 2010). An official website – www.dreamsthelens.com – has been launched and its content regularly enhanced, while significant improvements have also been made to the physical accessibility of the Sutton Manor site.
A leading public art body has been commissioned to produce a high impact legacy programme, in order to build on Dream's success, profile and community involvement and so maximise the associated regeneration, promotional, commercial and other economic benefits for both St Helens and the wider region. This comprises the following core elements:

- A Borough-wide public art strategy, forward action plan, and evaluation framework
- A public art related supplementary planning document
- Protocols for using the intellectual property rights re. Dream and maximising merchandising potential
- Specifying a community/volunteer-focused ambassador and training programme
- A delivery and business plan for a related social enterprise.

In addition to being the runner up at the 2010 Merseyside Tourism Awards in the Tourism Experience of the Year category, Dream has so far won five high profile national/regional awards:

- The prestigious 2009 Marsh Prize for the best UK public sculpture of the year
- The 2009 British Precast Federation “Creativity in Concrete” award
- The 2009 RTPI Northwest Best Community Artwork award
- A 2010 Civic Trust award, plus the 2010 Civic Trust Special Award for Community Engagement

Under the banner of the “Connectivity, Catchment, Cost” campaign, inward investment promotional adverts, editorial and/or features have appeared in Property Week, Commercial Property Monthly, NW Business Insider, Estates Review and Crane’s Business Manchester, plus attendance at the Business Northwest exhibition in Manchester in conjunction with the Chamber. www.investinsthelens.com has also undergone content enhancements.

These marketing activities delivered with the support of LEGI funding contributed to us hitting all our annual business location targets, as summarised below:

- 7 local companies were assisted to relocate (target: 5), with 90 associated local jobs retained (target: 20)
- 8 companies were assisted to relocate into St Helens creating 65 new jobs (target: 50)

LEGI support has also been crucial to the ongoing success of private sector focused industry support, product development, promotion and events activities delivered in conjunction with the Tourism and Leisure Business Network via the Tourism Development Initiative.

Moreover, LEGI match funding was integral to securing £300,000 ERDF for St Helens tourism development activities over 3 years as part of the Merseyside wide "Partners for Growth" initiative.

An effective events programme was delivered throughout the year. Highlights included the summer music festival headlined by Ndubz, the Comedy Week, NW Beer, Pie and Cider Festival held at the NW Museum of Road Transport, plus the 9 penguins installed in the town centre as part of the wider Go Penguins
initiative, following in the footsteps of the highly successful 2008 Go Superlambananas project. The penguins received the 2nd highest most positive popularity rating on the Council’s website poll. The annual tourism awards events held at Haydock Park in January was again highly successful.

www.visithelens.com has undergone a significant revamp and attracted more than 80,000 unique visitors, while the preparation of the new visitor guide and the high profile Discover your Doorstep! campaign are well under way. This will be aimed partly at local residents and partly at external visitors, and rolled out this summer via bus advertising and billboards in St Helens, Liverpool and Manchester plus rail station advertising at Lime Street, as well as online. Ongoing day visitor promotion is via the boundary markers and town centre signage.

Finally, the Beacon Open day held in November was very successful, drawing regeneration professionals from across the country to hear the "St Helens story" first hand, of which the LEGI programme and associated public–private partnership working were very much an integral element.
Next Steps
Our priorities for year five of the project include:

- Completion and implementation of the high impact public legacy programme to maximise the short, medium and longer term economic benefits of Dream

- www.investinthelens.com; optimisation, publication and launch of the Development Review, plus ongoing development and delivery of investment PR/marketing activities and the Connectivity Catchment Cost campaign in order to achieve Business Location targets

- Tourism sector and product development; Ongoing development and delivery of day visitor PR/marketing activities and the Discover Your Doorstep campaign to achieve visitor economy targets
### Key Performance Indicators

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<thead>
<tr>
<th>KEY PERFORMANCE INDICATORS</th>
<th>YEAR 4 TARGET</th>
<th>YEAR 4 RESULTS</th>
<th>YEARS 1-4 CUMULATIVE TARGET</th>
<th>YEARS 1-4 CUMULATIVE RESULTS</th>
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<tr>
<td>Jobs created</td>
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<td>758</td>
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<td>Jobs created in Priority SOA Areas</td>
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<td>209</td>
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<td>Economically inactive people assisted to get a job</td>
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<td>Economically inactive people in Priority SOA Areas assisted to get a job</td>
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<td>New businesses started</td>
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<td>New Businesses in Priority SOA Areas (top 10%)</td>
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<td>Interventions with students</td>
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## Year 4 Investment: Financial Summary

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