

Derbyshire WellConnected Programme Final Evaluation

Derby and Derbyshire Economic Partnership

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1. Introduction

1.1 Introduction

The Derby and Derbyshire Economic Partnership (DDEP) is one of seven sub regional partnerships sponsored by the East Midlands Development Agency whose remit is to promote, develop and sustain economic prosperity across the sub region it represents. DDEP works in collaboration with a number of public and private sector partnerships thus enabling support to reach a diverse range of business communities to achieve best value and take advantage of the knowledge networks that exist within the East Midlands region. Partner organisations to include: the Learning and Skills Council, Local Authorities, Derbyshire Constabulary, Further Education establishments, the Government Office for the East Midlands and Chambers of Commerce. Aligned with regional priorities DDEP sponsors and provides leverage for inward investment, employment/skills initiatives, infrastructure, business support and rural initiatives. In September 2007 the DDEP sub-region consisted of Derby Unitary Authority, and the districts of Amber Valley, Derbyshire Dales, Erewash, High Peak and South Derbyshire. In April 2009 under the Sub National Review the geography of the sub region changed to include Bolsover, Chesterfield and North East Derbyshire District Council areas. Although Derby City no longer falls under DDEP's remit Programme activity will continue until cessation of the initiative.

The Derbyshire WellConnected Programme recognised that progressive use of Information and Communication Technologies (ICT) by business can achieve major productivity gains in terms of increased business efficiencies, improved lines of communication and by opening up of new routes to market. In order for businesses to exploit the full potential of ICT the environment in which they operate must be conducive to its uptake and maintenance. Based on the evidence summarised in Section 4 Programme Rationale of this report it was apparent that Derbyshire businesses were at risk of suffering economic disadvantage due to low levels of eAdoption and inadequate infrastructure. The Derbyshire WellConnected Programme aimed to address these shortfalls by offering support to business by means of augmenting broadband connectivity, raising ICT and broadband awareness, financial support and by provision of access to a source of impartial expert ICT advice. Through a public/private sector partnership a comprehensive package of ICT support has been developed and delivered aligned to meet the needs of small business within the DDEP sub region. A period of approximately 12 months was required to formulate the structure of the programme with delivery of support commencing in July 2008. The Programme is due for financial completion in September 2009 with continuation of delivery until November 2009 and a closedown period until March 2010.

With the WellConnected Programme nearing completion an independent final programme evaluation has been commissioned by the Derby and Derbyshire Economic Partnership. The focus of the evaluation being to report on the progress made towards achievement of the strategic objectives and contracted outputs of the programme; provide insight into the influence of the programme for participants in terms of increased levels of eAdoption and the business benefit gained and to formulate a learning framework for continuation of the Programme.

The findings of this evaluation report will be of interest to the ultimate programme funders, the East Midlands Development Agency (emda), the host organisation for the programme the Derby and Derbyshire Economic Partnership (DDEP) and the public/private sector partnership involved in the management and delivery of the Derbyshire WellConnected Programme.

2. Executive Summary

2.1 Introduction

The following Executive Summary provides an overview of the evaluation methodology, findings, lessons learnt and recommendations of the Final Evaluation of the Derbyshire WellConnected Programme.

Due for financial completion in September 2009 the Derby and Derbyshire Economic Partnership (DDEP) have commissioned an independent evaluation of the Derbyshire WellConnected Programme. The findings of this evaluation report will be of interest to the ultimate programme funders, the East Midlands Development Agency (emda), the host organisation for the programme the Derby and Derbyshire Economic Partnership (DDEP) and the public/private sector partnership involved in the management and delivery of the Derbyshire WellConnected Programme.

The scope of this final evaluation is to establish and report on the progress made towards achievement of the contracted programme outputs, outcomes and objectives. To provide insight into the influence of the programme for participants in terms of increased levels of eAdoption and the business benefit gained and to formulate a learning framework for programme continuation. The report also examines the effectiveness of programme delivery and expenditure. Areas of best practice are identified along with commentary on elements that may require further refinement for future programme delivery. The rationale and options for continuation of the programme are provided in Section 4 Programme Rationale, Section 6 Programme Management and Delivery and Section 10 Conclusion and Report Recommendations of this report.

2.2 Evaluation Methodology

Matched to the final evaluation aims and objectives two distinct respondent questionnaires were developed by the West Midlands based independent programme evaluator, Lorraine Saunders. Firstly a series of in depth semi structured telephone interviews were conducted with the personnel involved in the development, management and delivery of the Programme. Secondly a representative sample of 43 telephone interviews were conducted with small business programme beneficiaries. Fieldwork commenced on Monday 27th July 2009 and was completed by Tuesday 25th August 2009.

2.3 Programme Rationale

The Programme rationale for the instigation of the Derbyshire WellConnected Programme was evidenced by the findings from extensive primary and secondary research which had been sponsored by DDEP on behalf of the sub region. Aligned with the Regional Economic Strategy and the results presented in the Challenge of eAdoption in the East Midlands Survey 2006 the research evidenced that levels of eAdoption within the county were lower than in other parts of the region and that there was a strong requirement for public sector intervention in provision of WiFi broadband infrastructure to the market towns and ICT support across the DDEP sub region.

Commercial broadband providers who sat on the Derbyshire WellConnected ICT Advisory Forum were also able to confirm there was no intention to provide WiFi installations to the market towns within the sub region.

2.4 Programme Aims and Objectives

Aligned to the findings from this evidence the DDEP Board and the ICT Advisory Forum compiled a comprehensive listing of programme aims:

- To significantly increase the number of businesses that use broadband to “trade” online. Implementing solutions ranging from establishment of a page on a sector specific web portal to implementation of a full eCommerce trading solution.
- Improve the penetration and effective use of broadband and ICT across all business sectors by established and new business.
- Focus programme delivery on tourism sector in recognition of its strategic and economic value to the sub region.
- Ensure any broadband/ICT intervention by a public/private sector partnership is demand led, opportune and utilised to best effect.
- Provision of a seamless programme of activity and events to small business taking into account their stage of development by offering an appropriate level of support to enable them to develop their ICT skills and use of their ICT applications.
- The programme will be developed and delivered in collaboration with Business Link and other partners based within the East Midlands region with an interest in development of the region’s ICT agenda.

2.5 Assessment of Programme Aims and Objectives Achieved

The Derbyshire WellConnected Programme has developed and delivered a unique package of eBusiness support options to small business within the DDEP sub region. The findings in Section 8 Business Impact of this report, demonstrate that small business have been able to access and appreciate a level of eBusiness support that has been opportune and that has addressed the requirement. The Programme has enabled small business to make better use of their existing ICT technologies and given them the confidence to consider and take forward the use of emerging online technologies.

By working in partnership with a number of regional and local business support networks the Programme has been able to reach its target audience to include start up, micro and rural businesses, women and the tourism sector. (Reference Section 6 Programme Management and Delivery).

The formation of a Derbyshire WellConnected ICT Advisory Forum initially contributed to the strategic direction of the Programme. In particular the Forum’s commercial broadband representatives were integral to evidencing the market failure of WiFi capability within the sub regions market towns. It is unfortunate then that once the WiFi installation schedule was down scaled that interest in attending on the Forum was lost by commercial partners. It is the recommendation of this report that for future delivery of the Programme that an all encompassing Derbyshire WellConnected Steering Group should be reinstated to provide industry expertise, strategic and operational direction.

Notwithstanding the difficulties that have been overcome by the management team all Derbyshire WellConnected Programme aims and objectives have been fully met. Small businesses within the sub region have been able to access an end to end package of eBusiness support enabling a step change to be made in the effective use of their online technologies. Where appropriate broadband infrastructure has been enhanced; existing ICT skills have been honed and new skills learnt; knowledge and awareness about the potential and the opportunity that online technologies present to business survival and future business success have been imparted to Derbyshire WellConnected programme participants.

2.6 Programme Outputs

The Derbyshire WellConnected Programme to date has achieved the majority of its contractual attributable outputs. Where there has been an underperformance in terms of jobs created/safeguarded and the installation of broadband infrastructure this has been negated by an over performance in other areas of businesses assisted through the Programme. The contractual responsibility for delivery of the Programmes' attributable outputs was awarded to Greenborough Management Ltd who acted as the Derbyshire WellConnected Project Manager on behalf of DDEP. A team of sub contractors (referenced in Section 6 Programme Management and Delivery of this report) were in turn sub contracted to Greenborough Management Ltd. The sub contractors remit being to develop and deliver appropriate content matched to the programme aims and objectives and to ensure achievement of the programmes' attributable outputs.

The Programme's target of 220 businesses assisted to improve their performance T4 and 200 businesses assisted to make better use of ICT KPI 22 have both been surpassed at 536 and 581 respectively.

The output target for delivery of 9 KPI 22 installation of broadband infrastructure has not yet been met. In November 2007 the issue of WiFi market supply was upturned by commercial broadband providers when they reversed their original decision. It was therefore appropriate that following a period of consultation with local authorities to scope any further requirement for ICT/broadband capital funded projects that the original requirement was downscaled. Although the Programme to date has sponsored fewer WiFi installations it was able to subsidise a higher WiFi capability to Derby City and satellite broadband access to the residents and businesses of Peak Forest. It is also envisaged that WiFi installations will be made in Matlock and to four innovation/business centers located across the sub region in late 2009.

Where the Programme has underperformed on achievement of its target T1 outputs of 10 jobs created or safeguarded by achievement of created/safeguarded 2 this has largely been due to the economic downturn and the impact of the recession hitting the UK economy at a time when programme delivery had not long started in July 2008.

2.7 Programme Outcomes

The intended outcome of the Derbyshire WellConnected Programme was that there would be more businesses in the sub region using ICT and broadband and doing so more efficiently to increase the GVA of the sub region. This support enhancing business to business trading; offering support to the development of the tourism cluster; allowing Local Authorities to better deliver their services more transparently; enhancing Derbyshire as a place to live and work.

The Derbyshire WellConnected Programme has met all expected outcomes by means of:

- Adapting and developing a unique and complete end to end package of eBusiness support and expertise targeted at supporting the needs and requirements of small business within the DDEP sub region.
- The reach of the Programme has ensured that regardless of location small business within in the sub region have been able to access a range of eBusiness support packages appropriate to meet their business needs and stage of development. ICT Showcase Events have raised ICT awareness, built knowledge and demonstrated the benefits to be gained from emerging and mobile technologies; ICT workshops have increased confidence and skill levels to take ICT implementation forward; as a point of reference the WellConnected website and ICT Advice Line has provided a source of impartial advice and expertise.

- Of particular significance and value to the sub region the tourism sector have been encouraged and supported to make efficient use of their ICTs by taking advantage of the specialist Tourism Events and generic ICT workshops that have been sponsored by the Programme.
- The Programme has provided small businesses within the DDEP sub region with a one stop shop to access broadband information and impartial ICT advice that has built confidence and enabled businesses to better use their existing technologies.
- Only a small percentage of respondents reported that the implementation of the technologies listed on the eAdoption ladder was due to programme participation. However, anecdotal evidence from respondents confirmed that programme participation had progressed their eBusiness usage by means of improving their skills and knowledge. In particular respondents cited the ability to optimise their website, upgrade and administer eBay accounts, better utilise existing software, hold an informed conversation with their web developer or by affirming a decision for the implementation of a new computer process or online technology. Reference sub section 8.7 Business Testimonials.
- In collaboration with local authorities and where appropriate the Programme has built broadband capability by the installation of WiFi and satellite infrastructure. This action fully supports the Government's vision of a digital Britain where all members of the community can readily access the Internet. Programme support has allowed for residents, businesses, tourists, students and visitors to the areas of the Derby Market Place and Cathedral Quarter to access the Internet by use of mobile broadband connectivity. Provision of satellite broadband to Peak Forest has provided residents and businesses with a viable option to work or to run their business from home.
- The Programme has promoted and advanced the ability of small businesses within the sub region to utilise mobile working. The ICT Showcase events in Derby and Buxton provided content about mobile technology. The ICT workshop 'Working on the Move' demonstrated the options, opportunities and the considerations that small business should take into account when changing their business operations.

2.8 Programme Delivery

Unique in its proposition the Derbyshire WellConnected programme offered participants a portfolio of activity and events at a point of entry appropriate to the development of their business. The programme took a holistic approach by being able to offer small business an end to end package of eBusiness support. The ICT Showcase Events alerted businesses to the opportunities that increased usage could present; sector specific events supported the tourism sector; the Programme was able augment WiFi broadband capability; ICT workshops improved knowledge and skills levels, the ICT Roadshow, Derbyshire WellConnected website and ICT Advice Line offered access to expert and impartial advice and financial support was made available by the Programme for ICT implementation.

2.9 Cost Analysis

The Derby and Derbyshire Economic Partnership submitted a bid proposal to the East Midlands Development Agency to develop and deliver a three year programme of eBusiness support gaining approval of programme funding in September 2007. At programme approval the projected gross expenditure of the programme was estimated to be £966, 525 by June 2009 this figure had been adjusted to £663,101 a difference of £303,424. The principle variant being between capital and revenue spend. Capital expenditure has been reduced from £600,000 to £288,139 a difference of £311,861 and revenue expenditure from £366,525 to £374,962 an increase of £8,437.

Downscale of WiFi Installations In November 2007 the issue of WiFi supply was upturned by broadband providers reversing their original decision and agreeing to supply WiFi

capability within the DDEP sub region. Implementation of 9 market town WiFi broadband installations had been estimated at a cost of £50,000 per installation. With an integral facet of the programme now redundant the programme management team was faced with a capital under-spend of £450,000 and the potential of an underperformance for the whole programme.

A prerequisite to accessing online technologies and the associated productivity gains to be made is the availability of a broadband connection. The reduction in capital expenditure did allow for the sponsorship of two more substantial WiFi installations within the Derby City unitary areas of the Cathedral Quarter and Derby Market Place. Levels of multiple deprivation are high in Derby with economic activity rates and employment rates being significantly lower than in other parts of the region. Consultation between the Programme and the public sector about investment in ICT capital funded projects is ongoing. At present DDEP is expected to deliver a further 5 WiFi installations, 1 in Matlock and a potential 4 other installations in innovation/business centers across the sub region.

ICT Roadshow The capital cost to the Programme for delivery of the ICT Roadshow was estimated to be in the region £90,000; spend by the end of March 2010 is estimated at £23,626 – an under spend of £66,374. The total of 28 business visitors to the ICT Roadshow over a period of 14 days attendance figures for the ICT Roadshow fell well below expectation. At a cost to the Programme of £23,626 the ICT Roadshow unit did not provide value for money. Areas of management and marketing of the ICT Roadshow require further improvement for future delivery which are discussed in Section 6 Programme Management and Delivery.

Project Management: Costs for project management of the programme have increased from £26,025 at inception to an expected cost of £54,081 by March 2010. These increase in costs being due in part to a reallocation of the original budget headings (to include management and administration of the ICT Roadshow) and Greenborough winning the tender for facilitation of the ICT Advisory Group. Additional resource was also necessitated by a change in circumstances that required management i.e. the engagement with unitary authorities to realise capital spend. The development of programme content, the appointment and management of the sub contractors within the context of a new programme also proved to be time consuming and required greater management resource.

Greenborough Management Ltd has contracted responsibility for delivery of the Programme's gross attributable outputs. To date the Programme has underperformed in achievement of its T1 and KPI22 targets this shortfall being reconciled by considerable over performance in attainment of the Programme's T4 and KPI 16 outputs. While this accomplishment cannot be solely accredited to the Project Manager, this report recognises without the resource and expertise of DDEP personnel and Greenborough Management Ltd, that the Programme may have faced a serious underperformance in achievement of all programme outputs.

ICT Advice Line: The cost of the ICT Advice line went from an estimated cost of £190,000 down to £116,452. This variance was due to the difference between actual cost at the contracting stage and what the Programme had budgeted for added to the delay in this element being tendered i.e. the ICT Advice line went live in July 2008. The ICT Advice has been a proactive delivery partner in helping to secure the majority of the Programmes KPI 16 attributable outputs. Anecdotal evidence collated from survey respondents was inconclusive about the quality of support offered by the advice line. For the future procedures should be put in place to independently monitor the quality and effectiveness of the support being delivered through the ICT Advice Line.

ICT Events: The project cost for the development and delivery of a series of ICT Events increased from £ 80,000 to £137, 515. This increase was seen as a vital element to support

the Programme, additional budget was moved to this heading to accommodate additional events.

Comment: The 2 ICT Showcase Events along with a series of ICT Workshops delivered to businesses across the sub region were the major contributor to the attainment of the Programme's T4 outputs and outcomes. The perceived value and benefit of attendance on the events is apparent when reviewing sub section 8.7 Business Testimonials of this report. Considerable additionality has been achieved from Programme input at other business support organisations events in terms of reaching the Programme's target audiences. These included provision of speakers and content on 2 Tourism Events, Amber Valley ICT workshops and input into the East Midlands Women in Business Conference 2008. Although the outputs from these events were not directly attributable, the Programme's reach was extended to almost 700 additional small businesses within the DDEP sub region.

The ICT Events that have been sponsored and in part supported by the Derbyshire WellConnected Programme has provided excellent value for money and should be further developed, delivered and align with sub section 6.12 Future Programme Delivery and Section 10 Conclusion and Report Recommendations of this report.

ICT Advisory Forum – A financial provision of £20,000 was made for the hosting and facilitation of the ICT Advisory Forum over the lifetime of the Programme. As referenced in Section 6 Programme Management and Delivery the Forum was suspended removing the requirement for financial support.

2.10 Programme Additionality

With budget and resource in place the Programme has been able to develop content and activity that is pertinent to the sub region. Specialist events have targeted the tourism sector which is of particular relevance to the sub region; sponsorship of WiFi and satellite broadband infrastructure in Derby has enabled all members of the community to access the Internet and its associated benefits. Allocation of resource allowing for ICT workshops to be hosted in the more remote areas of the sub region has provided ease of access to support for rural communities. The flexibility and expertise offered by the management and delivery team has meant that programme content could be readily adapted to meet the needs of the programme's target audiences.

Over 80% of all surveyed respondents had heard about the programme through contact with public sector partner organisations. The marketing push of the Programme being greatly assisted by working extensively with private/public partners within the East Midlands region. Leaflet and e-shot distribution facilitated by public sector partner networks provided an efficient and cost effective method of reaching thousands of small business and should continue to be utilised for programme delivery. Distribution partners included: Business Link, Derbyshire Enterprise Agency, Visit Peak, Derbyshire Food & Drink Forum, Marketing Derby, Co-operative and Social Enterprise Agency, Bakewell Agricultural Centre, the Rural Retail Council, the East Midlands eBusiness Programme, Business Parks within the DDEP locality along with a number of local authorities.

By appointment of experienced and knowledgeable sub contractors the Programme was able to utilise their resource and expertise to best effect without additional cost to the programme. KC Jones employed their extensive database to notify Derbyshire businesses about the WellConnected support on offer; Commendium were able to extend the marketing push of the Programme by contacting hundreds of businesses by telephone to alert them to the initiative; Russell Copley from Greenborough Management Ltd in his role as Chief Executive of the East Midlands Incubation Network (EMIN) informed its membership via an e-shot about the programme; Diane Simpson sub contractor to KC Jones for event delivery was able in her role as Programme Manager of the East Midlands eBusiness Programme to

notify programme beneficiaries by e-shot and via the eBusiness Programme website about forthcoming WellConnected events; ensure there was no duplication of effort in developing and delivery of events and event content and where pertinent encourage ICT trainers to promote the WellConnected Programme at eBusiness Programme workshops held in Derbyshire.

Although not an attributable output to the Programme businesses and residents in the village of Peak Forest have been provided with access to a Satellite broadband connection by the support offered through the Programme. Several 'not spots' within the village had previously had no cable or ADSL broadband availability. Avanti Communications Ltd, a satellite broadband service provider, tendered and won the contract to install 2 satellite systems enabling all 18 properties within the village to access a broadband connection. Provision of satellite broadband to Peak Forest has provided residents and businesses with a viable option to work or to run their business from home.

Considerable additionality has been achieved from the Programme's input at other business support organisations events that were hosted throughout the sub region. These included provision of speakers and content on 2 Tourism Events and the Amber Valley ICT workshops. Although the outputs from these events were not directly attributable, the Programme's reach was extended to almost 500 additional small businesses within the DDEP sub region.

2.11 Business Impact

Only a small percentage of respondents reported that the implementation of the technologies listed on the eAdoption ladder had resulted from their participation on the Programme. However, anecdotal evidence from respondents confirmed that programme participation had progressed their eBusiness usage by means of improving their skills and knowledge. In particular respondents cited the ability to optimise their website, upgrade and administer eBay accounts, better utilise existing software, hold an informed conversation with their web developer or by affirming a decision for the implementation of a new computer process or online technology.

To provide further insight and clarity where respondents have identified further business benefit from participation on the Programme anecdotal evidence has been collated and categorised in sub section 8.7 Business Testimonials examples are provided below:

Increased Turnover

"I attended a ICT Showcase event and as a result implemented a new website. I am very pleased with the results it has generated. As an accommodation provider I use a booking agency, the website has generated more bookings than the agency. It is important to me that expenditure is balanced against the potential business benefit – in this case it certainly has".

DWC/5 Holiday Cottage

Encouraged ICT Implementation

"Attending the workshop has built our awareness about what we can do and what we would like to do with our ICT in particular how to better use our website, email and CRM. We haven't had time to implement our ideas yet but we shall during the winter months when business tends to be slower. The workshop was well positioned for my size business".

DWC/2 Manufacturer of Garden-ware

Achieved Cost Savings

“When we set up the business we knew we needed a website, our developer promised us the world but in reality didn’t deliver what we expected. I wish I’d come across the Planning a Successful Website workshop before we had started. I thought a website was a website and have gone from knowing nothing to everything. I am now in a much better position to negotiate and understand online terminology; I can buy the right solution for my business and not all the unnecessary extras. The workshop was excellent, would like to attend further more detailed courses”.

DWC/9 Safety Equipment Distributor

Over three quarters of all respondents at 37% and 40% respectively cited their programme participation was to seek assistance with planned implementation of a specified technology or process or because they were considering ICT implementation and required further information.

Approximately two thirds of all respondents at 67% and 65% respectively, were able to confirm that participation on the Programme had improved their knowledge/awareness of ICT and broadband technologies and had assisted with understanding/planning the next steps to implementation into their business.

A third of all respondents cited that there were no perceived barriers to future eAdoption. Where a barrier to eAdoption could be identified 23% and 21% of respondent respectively confirmed that lack of skills and don’t understand all that it can do was an issue with 21% of respondents citing cost as a barrier. In response to two additional questions about ICT awareness 79% of all respondents reported that attendance on the Programme had shed light on gaps in knowledge/skills in making the best use of broadband and ICT and 98% of all respondents confirmed a demand for further online marketing workshops. Indicating that while a significant percentage of respondents did not perceive any barriers to further eAdoption the majority of respondents have an ongoing requirement for eBusiness support.

91% of all respondents confirmed that they would recommend participation on the Derbyshire WellConnected Programme to others.

2.12 Lessons Learnt

The Lessons Learnt section of this report pulls together the key findings, observations and considerations in respect of options for the continuation of the Derbyshire WellConnected Programme.

Management Planning There was a consensus of opinion that the management structure for the delivery of the Derbyshire Well Connected Programme was complex. The Programme was new and as to be expected it took time for the delivery team to work together as one unit.

Both formal and informal monitoring of programme processes and progression were undertaken and the Project Appraisal Document formed the basis of a business plan but a more structured tool of communication was required. For future delivery a formal project plan identifying responsibility for contracted outputs and key milestones along with a targeted marketing plan should be scripted, regularly updated and communicated to the programme delivery team.

Appointment of Sub Contractors: The Programme developed and delivered a number of work packages that required a multi discipline approach – it was understood that no one contractor could deliver across all strands of the initiative. With lessons learnt management should endeavor to combine partner's roles to achieve best value without comprising the integrity of the Programme.

Derbyshire WellConnected ICT Advice Line To ensure that opportunities are not lost to the Programme in provision of ICT support to small business within the DDEP sub region it is recommended that only one telephone number direct to the Programme is made available. It may also be appropriate to provide a Business Link telephone number for general business support making the distinction between the two services on all promotional material and the WellConnected website.

Marketing Plan: A number of formal and informal processes were in place that monitored the marketing activity and spend of Bottle PR. A marketing strategy was formulated early on by Bottle PR with regular updates and progress reports being made to the Project Manager. The process worked but it was not always possible to keep all delivery partners informed at all times about proposed and forthcoming marketing activity. For future programme improvement and to enhance lines of communication amongst partners a formal marketing plan should be scripted citing the agreed requirement and circulated to strategic and operational partners for input and comment.

Programme Launch: Future Programme delivery may benefit from a more conspicuous launch event to highlight the support on offer through the initiative to small business. If budget had allowed an example cited by Bottle PR would have been a mass demonstration of the WiFi capability made possible through the Programme by hundreds of laptop users sat on the Green within the Derby Cathedral Quarter. Any future launch event would be subject to justification and availability of budget.

Partner Networks: Leaflet and e-shot distribution facilitated by public/private sector partner networks was an efficient and cost effective method of reaching thousands of small business and should continue for future programme delivery.

Conversely there may be an over reliance on the use of established partner networks in reaching the same audience over and over again. While continuing to offer support to businesses that may have already benefitted from a public sector intervention equal focus should also be given to businesses that may not be in contact with public sector agencies.

Monitoring of Marketing Activity Deployment of individual marketing strategies require monitoring to establish response rates v return on investment. Due to budget restraints little effective monitoring of how participants had heard about the initiative was undertaken. Any future Programme should allow for provision of costs to effectively track the response of the marketing methods used to promote the incentive.

Promotional Literature Two leaflets were created for use throughout the campaign, one to publicise the ICT Showcase events in 2008 and the other a general leaflet used to promote the WellConnected Programme. While the Programme should be promoted as a whole a template leaf whereby individual events and activities could be highlighted in the text would add relevance and generate interest to a target audience.

ICT Roadshow: At 28 visitors over a period of 14 days attendance figures for the ICT Roadshow fell well below expectation. Where a substantial programme cost is in part reliant on partner engagement agreement to participation should be gained from the Chief

Executive of the partner organisation. A regular line of communication should be upheld with partners to ensure the commitment of the programme is understood.

It was suggested that an effective means of publishing a local event would be use of posters and leaflets placed in local banks, libraries, shops, nurseries, employment offices, doctor's surgeries, town halls etc. Use of a poster template for a Derbyshire WellConnected event with specific details added would provide a cost effective means of producing material for local events. Publicity material for WellConnected events should in turn be hand delivered and personally communicated to the businesses willing to display material approximately one month before the event is due to take place.

Further utilisation of the ICT Roadshow vehicle should be explored that may provide better value and other opportunities for programme delivery. For example use of the vehicle to deliver ICT workshops to small targeted audiences in rural areas of the DDEP locality. Alternatively in partnership with other agencies such as Business Link or the Derbyshire Enterprise Agency positioning the vehicle on university campuses at career events which may encourage young people to start in business.

Seamless Package of Support: Few of the businesses that were interviewed during the evaluation process had used more than one element of programme support although several had attended more than one ICT workshop. Future programme and marketing activity should clarify the offer being made by the Programme.

Effective Marketing Spend: 80% of respondents had heard about the programme through their contact with a public sector organisation. None of the respondents had heard about the programme through coverage from paid for advertising in the local press or radio. Over a quarter of all respondents at 28% were alerted to the programme from an existing relationship with Business Link. These findings suggest that the majority of programme participants were already in contact with and or in receipt of some form of public sector business support. It is acknowledged that small business is a large, diverse and difficult to reach audience. Future WellConnected marketing strategies should consider investment in a bespoke mailing list for use in a direct mail campaign to reach businesses that may not be in contact with the public sector and or IT savvy.

Timeline A period of 12 months was required to formulate the strands of support to be offered by the Programme, recruit private sector delivery partners via a public procurement process and design and communicate a suitable marketing campaign. With lessons learnt and with a delivery model in place future delivery of the Programme can be streamlined and in place within a nominal period of time.

2.13 Future Programme Delivery

Based on the strands of activity that have already been delivered and the findings in Section 8 Business Impact and Section 9 Lessons Learnt of this evaluation report future programme activity should consist of the following work packages:

- i. **ICT Showcase Events:** Continuation of two annual ICT Showcase events hosted in the north and south of the DDEP sub region.
- ii. **ICT Workshops:** Continuation of half day ICT workshops by means of:
 - Delivery and duration of ICT workshops at half a day met participant's requirement.
 - Content for generic ICT workshops should be graded and clearly communicated in marketing material by ability of delegate i.e. for beginner, intermediate or advanced.

- Where possible workshops should be honed or developed to meet the requirement of the industry sectors that are of particular significance to Derbyshire. Consideration should be given to provide ICT workshop content that is peculiar to specific sectors.
- Respondents who provided tourist accommodation cited a requirement for workshops to be delivered across midday as mornings and late afternoons were their busiest periods of the day for breakfast and for greeting guests.

iii. **The Derbyshire WellConnected Website:** It is understood that WellConnected website will remain an asset of DDEP. For future delivery of the Programme some fundamental redevelopment of the site is a prerequisite. More regularly updated content; consideration of structure and appearance of web pages to unfamiliar users; enlarge font size; scripting of pages i.e. wall of words; better use of pages to promote all Programme strands of the; optimisation of the site to ensure it is easily found using a series of keywords and phrases.

iv. **ICT Advice Line:** At survey 81% of respondents reported a continued need for an ICT Advice Line – this requirement encompassing not only advice and information but also technical support. Most small business do not have the resource for in-house technical support and require an impartial first point of contact that does not entail a possible commercial interest. Extension of the ICT Advice to provide an element of technical support should be further scoped.

v. **Grant Funding:** 88% of survey respondents reported that grant funding would encourage further use of ICT in their business. Financial assistance has been made available to small business within the DDEP sub region through the Programme for ICT implementation via The Enterprise Development Fund. A comprehensive Final Evaluation of the Enterprise Development Fund was performed in March 2009 authored by Lindsay Allen Associates. In broad terms the report recommends that grant funding should continue.

vi. **Exemplars of Transformational ICT:** While it is essential to raise ICT awareness and build small business capability to harness the potential the Internet at the lower end of the eAdoption ladder the Programme should also target resource and activity that provides exemplars of a more advanced and strategic approach to the use of ICT. Six interventions, pertinent to the sub region should be sponsored by the Programme to demonstrate the potential of transformational ICT.

vii. **Online Self Tutorials and Live Demonstrators** The Programme should develop and pilot the use of ICT online self tutorials and live demonstrators to further promote the use of ICTs. Access to online tutorials and demonstrators reaching those areas of the small business community that may not be able to attend on Programme events and ICT workshops.

viii. **ICT Roadshow** Taking into the directives in Section 9 Lessons Learnt of the report continuation of the Roadshow to compliment and add additionality to the content of future programme activity.

ix. **Monitoring:** For future delivery participants feedback from all programme activity should continue to be monitored. Providing comment not only about the appropriateness of the support under scrutiny but also indicators to future small business eBusiness support requirements. Findings from programme monitoring should be incorporated into the marketing plan and used as the basis for future development of programme content and activity.

2.14 Conclusion

Access to ICT expertise and resource is often a given for larger business but for small business provision of ICT infrastructure and support can be inconsistent and dependent upon business location. The Derbyshire WellConnected Programme has attempted to address this shortfall by offering a unique package of ICT and broadband support to small businesses within the DDEP sub region. A series of interlinked work packages have been developed, managed and delivered by a public/private sector programme partnership. The aim of the Programme being to significantly increase the number of businesses using broadband to transact and communicate online driving up both the quantity and quality of ICT usage across the sub region. All business types have been accommodated and consideration has been given to programme delivery regardless of geographic location. Access to the initiative being made available by telephone, online and at events hosted in towns and in some of the more rural locations of the sub region. The Programme has also undertaken to tailor content to meet the specific requirements of the tourism sector which has particular value and significance for Derbyshire.

By appointment of experienced and knowledgeable sub contractors the Programme has utilised resource to develop content pertinent to the sub region and expertise to best effect without additional cost to the programme. The marketing push of the Programme has reached numerous businesses throughout the sub region by distribution of promotional material via sub contractors contact networks and databases. In addition the Programme has collaborated with some 40 public sector partners in forwarding of e-shots to their membership about programme activity. This has allowed the Programme to access target audiences and hard to reach communities.

The Programme to date has achieved the majority of its contractual outputs. Where there has been an underperformance in terms of jobs created/safeguarded and the installation of broadband infrastructure this has been largely due to circumstances beyond the control. This underperformance being negated by an over performance in other areas of programme activity namely businesses assisted by the Programme.

Of the support on offer surveyed respondents reported that attendance at events and activities organised by the Programme had encouraged eAdoption, achieved cost savings, increased their business turnover and assisted in them in the decision making process about future ICT implementation. 91% of all respondents confirmed that they would recommend attendance on the Derbyshire WellConnected Programme to others.

There continues to be a strong requirement by small business for eBusiness support within the sub region. 79% of all respondents reported that attendance on the Programme had shed light on gaps in knowledge/skills in making the best use of broadband and ICT; 98% of all respondents confirmed a demand for further online marketing workshops; 74% and 81% respectively required one to one support from an impartial adviser and access to a free and impartial ICT advisory telephone helpline.

Sub regional, regional and national policies recognise the significance of the relationship between increased levels of eAdoption and the corresponding productivity gains that may be made by business. Of equal importance is that public sector interventions should be targeted and matched to meet national, regional and local priorities.

Taking into account Section 9 Lessons Learnt and sub section 6.12 Future Programme Delivery of this report the Derbyshire WellConnected Programme should continue to provide a series on interlinked eBusiness support packages to the small business population of the DDEP sub region.

2.15 Report Recommendations

The findings and conclusion of the Final Evaluation of the Derbyshire WellConnected Programme 2009 commends the following report recommendations:

1. The Derbyshire WellConnected Programme should continue to offer and evolve a package of ICT support to small business based within the DDEP sub region for a further 3 years. In development of the Programme consideration should be paid to Section 6.12 Future Programme Delivery and Section 9 Lessons Learnt of this report.
2. The establishment of a Derbyshire WellConnected Programme Steering Group to provide strategic and operational direction to Programme activity. Aligned to the previously formed ICT Advisory Forum membership to include appropriate emda representation, DDEP Board and programme managers along with representatives from delivery and operational partners with an interest in promoting the ICT agenda for the sub region. The group providing strategic direction to the delivery of programme activity allied to sub regional priorities and opportunities; access to a panel of public/private sector industry expertise to ensure programme content is appropriate and relevant to the small business audience of the DDEP sub region.
3. To achieve best value and with lessons learnt fewer sub contractors are required for future Programme delivery. Reference Section 9 Lessons Learnt – Appointment of Sub Contractors.
4. Few of the businesses that were interviewed during the evaluation process had used more than one element of programme support although several had attended more than one ICT workshop. Anecdotal evidence at interview suggested that respondents were unaware of the package of support that was available through the Programme. Future promotion of the Programme should provide for a more holistic marketing approach alerting businesses to the complete package of support that is available from the Programme.

3. Evaluation Scope and Methodology

3.1 Introduction

Due for financial completion in September 2009 the Derby and Derbyshire Economic Partnership (DDEP) have commissioned an independent evaluation of the Derbyshire WellConnected Programme. The findings of this evaluation report will be of interest to the ultimate programme funders, the East Midlands Development Agency (emda), the host organisation for the programme the Derby and Derbyshire Economic Partnership (DDEP) and the public/private sector partnership involved in the management and delivery of the WellConnected Programme.

3.2 Scope

The scope of the evaluation is to establish and report on the progress made towards achievement of the contracted programme outputs, outcomes and objectives. To provide insight into the influence of the programme for participants in terms of increased levels of eAdoption and the business benefit gained and to formulate a learning framework for programme continuation. The report also examines the effectiveness of programme delivery and expenditure. Areas of best practice are identified along with commentary on elements that may require further refinement for future delivery of the programme. The rationale and options for continuation of the programme are provided in Section 4 Programme Rationale and Section 10 Conclusion and Report Recommendations of this report.

3.3 Evaluation Aims and Objectives

The brief provided for the final evaluation of the Derbyshire WellConnected Programme identified the following aims and objectives for appraisal:

1. To determine to what extent had the programme met its strategic objectives, outputs and expected outcomes against its original remit.
2. Compilation of a comprehensive Lessons Learnt section and rationale to demonstrate options for possible continuation and development of programme of activity.

By means of:

- To what extent has the intervention met its target objectives, expected and unexpected core and supplementary outputs and outcomes; how has the intervention provided additionality; has the intervention provided value for money; what has been the impact of the programme overall for business within the sub region.
- Evaluation of management: structure, process, effectiveness; cost control, risk/change management, engagement of partners and beneficiaries, sustainability/succession planning and added value; to include evaluation of the ICT Advisory Forum.
- Quantitative assessment of the appropriateness and quality of support delivered for small business via:
 - i. awareness raising about the business benefits of broadband and ICT.
 - ii. provision of advice, guidance and support to business seeking to improve their use of broadband and ICT.
 - iii. working with other public and private sector agencies to reduce some of the logistical barriers to broadband access.
- Use of impact assessment indicators both quantitative and qualitative to:
 - i. Map respondent's eAdoption progress before, after and as a result of support received against an eAdoption ladder.
 - ii. Where applicable chart respondent motives for non eAdoption

- iii. Assessment of respondent satisfaction levels for support received
- iv. Identification of respondent's future eBusiness support requirements
- v. Inclusion of respondent Business Testimonials
- Exemplars of partnership working within the region and sub region to achieve additional benefit to the programme
- Cost Analysis: actual costs compared to forecast, reasons for any variants; unit cost; has the intervention provided value for money
- Succession Strategy

3.4 Methodology

Matched to the evaluation aims and objectives two distinct respondent questionnaires were developed by the West Midlands based independent programme evaluator, Lorraine Saunders. The evaluation process was implemented in two phases:

Phase One: a series of in-depth semi structured telephone interviews were conducted with the personnel involved in the development, management and delivery of the Programme. In preparation for interview each partner had been notified by either the Programme Manager or Project Manager that an evaluation was due for commencement. The appointed independent evaluator, Lorraine Saunders contacted each partner by way of an introduction to the evaluation purpose and process and to arrange a mutually convenient interview appointment. Partners that underwent interview included:

- i. Richard Horsley – Board Member – Derby and Derbyshire Economic Partnership
- ii. Sonja Smith – Derbyshire WellConnected Programme Manager - Derby and Derbyshire Economic Partnership.
- iii. Russell Copley – Derbyshire WellConnected Project Manager - Greenborough Management Ltd.
- iv. Carole Scott – Marketing Campaign – Bottle PR
- v. Rebecca Cadman-Jones – Events and Roadshow – KC Jones Conference and Events Ltd
- vi. Diane Simpson – Events – East Midlands Chamber of Commerce (sub contractor to KC Jones Conference and Events Ltd)
- vii. Pamela Miron – ICT Advice Line and Website – Commendium Ltd

Phase Two: A representative sample of 43 telephone interviews were conducted with small business programme beneficiaries all of whom had been notified by email about the commencement of the evaluation process. Potential respondents were selected by random sampling from across each of the delivery components of the programme. A structured question set was used with provision for verbatim comment.

3.5 Fieldwork

Phase One: Telephone interviews with the personnel involved in the delivery and management of the Derbyshire WellConnected Programme commenced on Wednesday 29th July 2009 and were completed by Tuesday 25th August 2009. The duration of each interview was approximately 1 hour.

Phase Two: The programme beneficiaries' questionnaire was piloted on Monday 27th July 2009 and feedback provided to the Programme Manager. An adjustment was made to improve responses to business needs satisfied by participation on the programme. Full fieldwork commenced on Tuesday 28th July 2009 and was completed by Wednesday 5th August 2009. The duration of each interview was approximately 10 minutes.

3.6 Derbyshire WellConnected Survey Respondent Profile

The tables below provide a profile of survey respondents who took part in the Derbyshire WellConnected evaluation categorised by:

- i. Initiative utilised between July 2008 – July 2009
- ii. Sector
- iii. Employee size
- vi. How respondents had heard about the WellConnected Programme

Derbyshire WellConnected Programme Survey Respondent by Initiative Utilised July 2008 – July 2009

Initiative	Confirmed %
Attended an Expo Showcase Conference	35
Attended a ICT Training Workshop	44
Accessed the WellConnected Website	9
Accessed the WellConnected ICT Advice Line	26
Attended Mobile ICT Roadshow	12
Attended Tourism Day Event	9

Multiple Answers Possible

Derbyshire WellConnected Programme Survey Respondent by Sector

Sector	%
Retail	30
Manufacturing	9
Services	37
Tourism	23
Total	99

Derbyshire WellConnected Programme Survey Respondent by Size

Employee Banding	%
Self Employed/Partnerships with no employees	47
1 to 4	30
5 to 10	9
11 to 25	7
26 to 50	7
Total	100

How Survey Respondents First Heard About the Derbyshire WellConnected Programme

Media	Confirmed %
Business Link	28
Derby and Derbyshire Economic Partnership	9
Local Authority	12
Other Business Support (Tourist Board, Creative Industries Network, Glossop Enterprises, Farming Life Centre, Chamber of Commerce, Peak Support)	33
Other (Friend, Relative, happened across it)	9
Can't Remember	9
Radio	0
Newspaper	0
Total	100

4. Programme Rationale

4.1 Introduction

The rationale for the development delivery of the Derbyshire WellConnected Programme was based on the relevance and findings from extensive primary research sponsored by DDEP and secondary research to include:

1. The East Midlands Regional Economic Strategy
2. The Challenge of eAdoption in the East Midlands Survey 2006
3. The Broadband & ICT Consultation Report by Greenborough Management Ltd
4. The Broadband and ICT Strategy Report By Bonnar Telecommunications Ltd (Bonnartel)
5. DEFRA research completed by consultants SQW December 2004
6. DDEP Sub Regional Business Plan 2005-8

Further detail about each research element is provided in the sub sections below.

4.2 Programme Rationale and Strategic Context

1. The Regional Economic Strategy (RES) 'A Flourishing Region' presents the vision and aspirations for the East Midlands region over the next decade in pursuit of sustainable economic growth, raising productivity and achieving equality. The RES recognises the crucial role that ICT plays in driving productivity, identifying the barriers, drivers and the requirement in taking forward the ICT agenda for the region:

- There is a general recognition that technological change, principally the proliferation of ICT in the workplace, and the changing structure of the economy has pushed the overall demand for higher level skills upwards. The East Midlands appears to fall behind other regions in measures of both the supply and the demand of higher level skills.
- Removing barriers to growth is crucial. For a small business or social enterprise, growth brings uncertainty and risk. This challenge is particularly acute for new or existing firms moving into new markets. These businesses need help in a number of areas including: developing leadership and management skills; ICT skills; understanding regulation; and entering a new export or product market
- A quarter of EU GDP growth and 40% of productivity growth is attributed to ICT with its effects felt across all sectors with more than half of recent process innovations linked to ICT
- Over a third of East Midlands small business report that they have not adopted any sort of eBusiness technology or process.
- In rural areas, ongoing investment will be required, especially in the more remote areas which are in danger of being excluded from the benefits of the higher speed 'new generation' ICT connections. These connections could offer significant potential for e-business in otherwise isolated locations, and help reduce the disadvantages of remoteness in the drive for increased economic productivity. ICT connectivity will also have a role to play in helping reduce the need to travel within the broader context of the behavioural change agenda.
- The private sector alone is often not prepared or able to invest in full ICT connectivity of sites or communities outside urban areas which can further reduce attractiveness or viability, and add to issues of peripherality.
- Increasing the role of ICT as an enabler in economic renewal interventions, for example, through encouraging ICT usage and broadband applications can assist entrepreneurs in deprived areas to develop market linkages and market opportunities outside of these areas.

The programme making the fit with the following RES priorities:

2b Priority Actions, Targeted Provision to Improve Business Creation

Create a coordinated long-term campaign to develop enterprise skills, raise the profile of enterprise and help people identify opportunities; focusing on people aged 35-55, particularly women. The 35-55 age group is proven to have the capital, competence and ideas to successfully start a new business. (See priority action 9a-2 which relates to business support for under-represented groups and communities).

Increase Business Survival

Provision of best practice support through the Business Link brand, linked to the enterprise campaign, to ensure that all people are offered:

- consistent high quality advice prior to setting up their businesses, irrespective of where they are based in the region, that is tailored to their individual needs;
- ongoing business support as their business grows that is targeted at increasing survival rates amongst the businesses that are 12 to 36 months old.

2d Priority Actions Providing High Quality Business Support

Develop an integrated regional business support network that:

- helps SMEs to overcome the knowledge based barriers that can prevent them from maximising growth opportunities;
- provides access to relevant advice and guidance to businesses as they grow and is easy for businesses to understand and access.

The productivity gains/effects of ICT are consistent across large and small firms making statistically significant returns across all industry sectors. The effects of ICT are felt across all sectors with more than half of recent process innovations linked to ICT. However, management and leadership skills are critical to the successful implementation of these technologies (A Flourishing Region, 2006:79)

There is a general recognition that technological change, principally the proliferation of ICT in the workplace, and the changing structure of the economy has pushed the overall demand for higher level skills upwards (A Flourishing Region, 2006:56).

Increasingly the role of ICT as an enabler in economic renewal interventions through encouraging ICT usage and broadband applications can assist entrepreneurs in deprived areas to develop market linkages and market opportunities outside of these areas (A Flourishing Region, Economic Renewal 2006:127)

Increasing ICT access to and usage by communities living in deprived areas can improve their quality of life, for example through increasing levels of basic skills, building employability and entrepreneurial capabilities as well as facilitating better dialogue with the public sector on the delivery of local public services. Hence, addressing the digital divide is critical to not only regenerating deprived areas but also in bringing socially excluded communities back into the mainstream of economic activity as well as empowering them to influence the public policy discourse. (A Flourishing Region, Economic Inclusion 2006:133)

2. The Challenge of eAdoption in the East Midlands Report 2006 revealed that where small business continue to progress with eBusiness adoption respondents felt more confident and optimistic about their future. The report acknowledged that exploiting the full potential of ICT can lead to significant increases in levels of productivity and that market

forces drive many businesses towards more advanced use of ICT. The report cited that 39% of small business in Derbyshire did not use computers at all and of those that did many were failing to exploit the full potential of ICT. Overall Derbyshire had some of the lowest levels of ICT adoption when compared with other sub regions within the East Midlands to include:

- The lowest levels of internet and broadband connection
- The lowest percentage of businesses expecting to use mobile internet technology
- The lowest percentage of businesses believing in the importance of e-business
- The joint lowest awareness of e-business
- The lowest integration of IT enabled business processes and on-line trading

In 2006 DDEP commissioned two independent research projects to exam the demand and usage of ICT and broadband within the sub region:

3. The Broadband and ICT Strategy Report for Derby & Derbyshire Economic Partnership by Bonnar Telecommunications Ltd (Bonnartel)

4. The Broadband & ICT Consultation Report by Greenborough Management Ltd

The reports concluded:

- i. The necessity for the development of a DDEP ICT Strategy and Programme of support owned by the public sector, progressed and delivered by exploiting the strengths of a public/private sector partnership.
- ii. Fewer small business within the DDEP sub region utilised broadband or ICT when compared with similar business within the other sub regions of the East Midlands.
- iii. Investment was required to improve the business uptake and effective use of broadband and ICT.
- iv. A major obstacle to the uptake of broadband was the lack of awareness of business benefits and supply options. The supply side and availability of mainstream broadband and ICT was not an issue the key task was how to stimulate demand.
- v. That use of DDEP capital and leveraged ERDF Objective 2 funding should be utilised to improve wireless broadband capability to a number of market towns, business parks and other areas.
- vi. The importance of tourism to the sub region, suggesting development of “wireless A6 - never more than 5 minutes from a wireless hotspot” facility.

In addition private sector infrastructure providers who sat on the ICT Advisory Forum confirmed that there were no plans in the short to medium term to provide access to broadband “not spots” as there was likely to be insufficient financial return.

5. Further study by means of DEFRA research completed by consultants SQW (December 2004) revealed:

- Rural business adopt ICT more slowly than their urban peers.
- Micro-businesses (2-9 employees) are even less likely to adopt ICT than their SME peers. 81.6% of Derbyshire businesses are in this category.
- ICT development is now shown to have a positive impact on GVA. Higher levels of ICT adoption are related to higher turnover per employee.
- Broadband is a potential rural relocation driver. 30% of urban businesses would consider relocating to a rural location with broadband connectivity.
- The most important productivity advantages of ICT come only when businesses go beyond basic adoption levels (email and web access).

6. DDEP Sub Regional Business Plan 2005-8

The following extracts from the approved **DDEP Business Plan (2005-8)** are relevant:

- We are supporting the strategic development of tourism infrastructure across the sub-region. We intend to build upon the broadband activity by supporting the uptake and investment in ICT infrastructure
- The development of an improved ICT infrastructure including broadband and other technologies, and importantly uptake will under-pin all of our programmes. Programme managers will ensure that the ICT aspects of specific projects are considered during the appraisal process.
- Support for social enterprise development, providing aftercare for inward investment, measures to reduce business crime, support for key and emerging sectors and encouraging ICT use within businesses to enable e-adoption.
- To support business and employment development we need to ensure that businesses and the workforce have a modern and sustainable infrastructure and therefore the quality, not just the quantity, of infrastructure will remain key concerns for the partnership
- ICT infrastructure is important to the rural economy and we will continue to work to secure full broadband coverage across the area
- DDEP remain committed to supporting the enablement of exchanges within the sub-region however as these continue our work is increasingly turning not to enablement but to take up and usage. We are in the process of establishing a sub-regional ICT Reference Group to help with the development of an ICT plan for the sub-region. This group will look at current and future ICT needs and put forward recommendations to the DDEP Task Groups on how to accelerate ICT usage, enablement and to move businesses further up the ICT ladder and we are working closely with Derby ICT COVE to introduce a range of support measures to SMEs to tackle this directly. Projects appraised by DDEP will need to consider the most appropriate level of ICT infrastructure for that particular project

4.3 Programme Aims

Aligned to the findings from this evidence the DDEP Board and the ICT Advisory Forum compiled a comprehensive listing of programme aims.

- To significantly increase the number of businesses that use broadband to “trade” online. Implementing solutions ranging from establishment of a page on a sector specific web portal to implementation of a full eCommerce trading solution.
- Improve the penetration and effective use of broadband and ICT across all business sectors by established and new business.
- Focus programme delivery on tourism sector in recognition of its strategic and economic value to the sub region.
- Ensure any broadband/ICT intervention by a public/private sector partnership is demand led, opportune and utilised to best effect.
- Provision of a seamless programme of activity and events to small business taking into account their stage of development by offering an appropriate level of support to enable them to develop their ICT skills and use of their ICT applications.
- The programme will be developed and delivered in collaboration with Business Link and other partners based within the East Midlands region with an interest in development of the region’s ICT agenda.

4.4 Assessment of Programme Aims

The Derbyshire WellConnected Programme has developed and delivered a unique package of eBusiness support options to small business within the DDEP sub region. The findings in Section 8 Business Impact of this report, demonstrate that small business have been able to access and appreciate a level of eBusiness support that has been opportune and that has addressed the requirement. The Programme has enabled small business to make better use of their existing ICT technologies and given them the confidence to consider and take forward the use of emerging online technologies.

By working in partnership with a number of regional and local business support networks the Programme has been able to reach its target beneficiaries to include start up, micro and rural businesses, women and the tourism sector. (Reference Section 6 Programme Management and Delivery).

Fewer than expected WiFi installations have been sponsored through the Programme. Although extensive research had evidenced a failure in market supply, the Programme reacted accordingly when commercial providers advised in November 2007 that supply of WiFi capability to market towns within the sub region was no longer an issue. A scoping exercise ensued whereby local authorities had the opportunity to apply to DDEP for capital grant funding to improve the ICT infrastructure within their municipality. Although the Programme sponsored fewer WiFi installations it was able to subsidise a higher WiFi capability to Derby City and satellite broadband access to the residents and businesses of Peak Forest. It is also envisaged that WiFi installations will be made in Matlock and to four innovation/business centers located across the sub region in late 2009. As a result there will be a capital under spend but this has been reduced by the proactive approach taken by the Programme in addressing the issues raised late in November 2007. The capital under spend has not had a detrimental effect on achievement of the aims and objectives of the Programme. Should the initiative continue it may be appropriate for the Programme to act as a monitor and advocate for the higher broadband bandwidths associated with increased ICT adoption on behalf of the sub region.

The formation of a Derbyshire WellConnected ICT Advisory Forum initially contributed to the strategic direction of the Programme. In particular the Forum's commercial broadband representatives were integral to evidencing the market failure of WiFi capability within the sub regions market towns. It is unfortunate then that once the WiFi installation schedule was down scaled that interest in attending on the Forum was lost by commercial partners. It is the recommendation of this report that for future delivery of the Programme that an all encompassing Derbyshire WellConnected Steering Group should be reinstated to provide industry expertise, strategic and operational direction.

Notwithstanding the difficulties that have been overcome by the management team all Derbyshire WellConnected Programme objectives and aims have been fully met. Small businesses within the sub region have been able to access an end to end package of eBusiness support enabling a step change to be made in the effective use of their online technologies. Where appropriate broadband infrastructure has been enhanced; existing ICT skills have been honed and new skills learnt; knowledge and awareness about the potential and the opportunity that online technologies present to business survival and future business success have been imparted to Derbyshire WellConnected programme participants.

4.5 Current Rationale for Programme Continuation

1. Government Policy

Information and Communications Technology (ICT) is an entity that continually evolves a moving target. Used daily as a means of social communication or by business as a tool to achieve competitive advantage computer usage and connection to the Internet has changed our lives forever. A recognised key driver to increase levels of productivity, businesses that ignore or who are unaware and unable to take advantage of the opportunities that ICT present do so at their peril. For small businesses within the DDEP sub region that do not utilise ICT to sustain and grow their business they may be assured that at a local, regional, national or international level that their competitors will use ICT to take advantage.

The transformational power of the Internet is recognised by the Government in the 'Digital Britain Report' June 2009 where it sets out its ambition

"To secure the UK's position as one of the world's leading digital knowledge economies"

Citing that small businesses require support to enable them to exploit advanced technology in order to transform their business processes. The report underlines the importance of grasping the opportunity that ICT presents, companies that do not adopt digital technology will fail to benefit from the productivity and competitiveness benefits it offers.

"SMEs, in particular, need targeted business support to help them understand the potential business benefits of ICT"

The Government report 'New Industry, New Jobs' published in April 2009 also acknowledges the importance of well targeted invention to remove barriers to growth that would not otherwise be achieved by market forces alone.

"Delivery at local and city-region levels should also meet regional and national strategies and priorities. In particular, partnerships at city-regional level have the potential to also deliver a stronger focus on economic growth and to increase alignment in support of common objectives....In combination these strategies will need to reflect local and sub-regional concerns and aspirations. But delivery must also deliver national priorities in a regional context."

2. Regional Economic Strategy

At present The East Midlands Development Agency is directing a consultation process with stakeholders and partners throughout the region in order to update the Regional Economic Strategy (RES) Evidence Base. The Department for Business, Innovation and Skills confirming that a full review of the RES should not be undertaken at the present time. Rather that RDA effort should be focused on addressing the issues that have arisen during the present economic recession and preparing for the first Regional Strategy after April 2010.

The RES Evidence Base entitled 'The East Midlands 2009' recognises the importance of ICT in driving the productivity agenda:

- A significant body of research has emerged in an attempt to explain what forms of Total Factor Productivity have been most prevalent in sustaining growth in the USA. The main findings from this research strand suggest that earlier investment and adoption of Information and Communications Technology (ICT) was the main driving force behind the observed growth.

- Information and Communications Technology (ICT) has played an increasingly important role in the growth of the UK economy in the last three decades. The role of technology is now fundamentally linked to the performance and competitiveness of regional economies. For this reason, it is important to track and monitor the use of ICT within regions.
- Around two thirds of businesses in the East Midlands use computers and 92% of these have a broadband connection. This puts the East Midlands in a strong position to benefit from the economic potential that Information and Communications Technology (ICT) brings to both businesses and individuals.

3. The Challenge of eAdoption in the East Midlands 2009

Findings from The Challenge of eAdoption in the East Midlands Report 2009 cite that there has been an increase in basic computer usage across the region up from 64% in 2006 to 77% currently. However, despite this increase there has not been a corresponding rise in the usage of ICTs higher up the eAdoption ladder. Further, there has been a marked increase in the number of businesses that have no internal IT resource from 23% in 2006 to 40% in 2009, rising to over 40% for businesses with less than 10 employees. At present there is a large base of basic ICT users in the East Midlands, these businesses providing an opportunity to increase levels of eAdoption across the region.

In sub section 3.6 Derbyshire WellConnected Respondent Profile of this report over 80% of participants reported that they had initially heard about the Programme through contact with a public sector organisation. This suggests that the majority of WellConnected Programme participants are in contact with and may have been in receipt of some form of business support from a public sector organisation. These organisations to include Business Link, Tourist Boards, the Creative Industries Network, Glossop Enterprises, Farming Life Centre, Peak Support and local authorities.

The table below demonstrates that overall businesses that have attended on the Derbyshire WellConnected Programme have achieved significantly higher levels of eAdoption than those achieved by a 'typical' East Midlands or Derbyshire small business. With 93% of WellConnected participants having a marketing website as opposed to a regional average of 56%; 70% of participants using mobile working with a regional average being 31% and 79% of programme participants receiving orders online contrasting with the regional average of 33%. These findings suggest that where businesses are in contact with and may have been in receipt of public sector business support that levels of eAdoption are higher than those of a 'typical' East Midlands or Derbyshire small business.

Comparison of Key eAdoption Indicators between Derbyshire WellConnected Survey Respondents and the Challenge of eAdoption Report 2009 Survey Respondents

eAdoption Ladder	WellConnected Participant Current usage %	*East Midlands Businesses Computer Users %	*Derbyshire Businesses Computer Users %
External Tracking of Order Progression (not delivery)	9	15	14
Customer Relation Management System	25	19	20
Computers are networked	41	44	44
Receives payments online	44	38	35
Receives orders online	79	33	34
Marketing website	93	56	55
Mobile working ¹	70	31	33
Internet	100	94	96

*Source: The Challenge of eAdoption in the East Midlands Report 2009

The Challenge of eAdoption in the East Midlands Report 2009 concludes:

- There is now a large base of basic ICT users throughout the region; these businesses provide an opportunity to increase eAdoption levels across the region. There is an underlining threat that if businesses do not recognise the opportunity that eAdoption presents that they will be left at a disadvantage that their competitors will be sure to exploit.
- ICT usage is fragmented among different industrial groups and many businesses appear to be operating under the assumption that certain ICT processes are not relevant to their organisation. Encouraging links with suppliers, as well as raising awareness of the benefits and availability of ICTs will help to provide businesses with information on which to make judgements on what ICT investment is best for their organisation.
- Awareness of more advanced web based technologies/developments were low among respondents when compared to the awareness levels of shown towards more traditional ICTs. It is important to raise awareness of web 2.0 and the possibilities it holds for smaller business.
- Communicating the productivity and bottom line benefits of ICT use and improving businesses internal ICT skills is necessary to encourage uptake and create a positive cycle of ICT investment.

4. DDEP Current Priorities

While the priorities cited in the DDEP Business Plan (2005-8) are still relevant current DDEP for 2008/11 are:

- support the economic development of the sub-region's economic, cultural, heritage and environmental assets
- up-skill and motivate our people to enhance and develop their vocational skills
- encourage entrepreneurship

- invest in focussed business support and workforce development
- enable our urban and rural businesses to trade competitively
- improve the sub-regions infrastructure by developing and refurbishing new workspace, industrial sites, and leisure and tourism facilities
- enhance and protect the environment
- build an infrastructure that benefits all who live within, or visit our sub-region
- focus on quality projects.

DDEP's aim is: *'to work with partners to stimulate, develop and encourage a range of strategic sustainable economic opportunities in Derby and Derbyshire to improve the economic prosperity, quality of life and overall environment for Business, Individuals, Communities and Visitors'*

5. Summary

While basic computer usage in the East Midlands and Derbyshire has progressed there is a risk that a large pool of businesses at the bottom end of the eAdoption ladder may stagnate and miss the opportunity that increased ICT usage presents. Although not conclusive there appears to be a correlation between increased levels eAdoption by business that are in contact with and may have received public sector business support; or at least through contact have fostered a propensity to explore the opportunity that ICT presents. Sub regional, regional and national policies continue to recognise the significance of the relationship between increased levels of eAdoption and the corresponding productivity gains that may be made by business. Of equal importance is that public sector interventions should be targeted and matched to meet national, regional and local priorities. In terms of the evidence presented in Section 8 Business Impact of this report and the current rationale presented in this Section 4 Programme Rationale there continues to be a strong body of evidence to support the demand for and continuation of public sector intervention to provide ICT support for small businesses within the DDEP sub region.

5. Programme Outputs and Outcomes

5.1 Introduction

The Derbyshire WellConnected Programme to date has achieved the majority of its contractual outputs. Where there has been an underperformance in terms of jobs created/safeguarded and the installation of broadband infrastructure this has been negated by an over performance in other areas of programme activity namely businesses assisted by the Programme. The contractual responsibility for delivery of the Programmes' attributable outputs was awarded to Greenborough Management Ltd in acting as the Derbyshire WellConnected Project Manager on behalf of DDEP. A team of sub contractors (referenced in Section 6 Programme Management and Delivery of this report) were in turn sub contracted to Greenborough Management Ltd. The sub contractors remit being to develop and deliver appropriate content matched to the programme aims and objectives and to ensure achievement of the programmes' attributable outputs. With Programme activity continuing until November 2009 it is expected that additional outputs will continue to be achieved.

To date all Programme aims and objectives have been achieved and are detailed later in this section.

5.2 Programme Outputs

The table below illustrates the extent to which the Derbyshire WellConnected Programme gross attributable outputs have been achieved from July 2008 to July 2009.

The Programme had a target to deliver 220 T4 and 200 KPI 16 outputs, both targets have been surpassed at 536 and 581 respectively.

To date the output target for delivery of 9 KPI 22 installation of broadband infrastructure has not been met. Substantial research and confirmation from the ICT Forum Advisory commercial broadband representatives evidenced market failure for provision of WiFi capability within the DDEP sub region. However, the environment in which ICT operates and commercial decisions are made is fast moving. In November 2007 the issue of WiFi supply was upturned by commercial broadband providers when they reversed their original decision. It was therefore appropriate that following a period of consultation with local authorities within the sub region to scope any further requirement for ICT/broadband capital funded projects that the original requirement was downscaled. Due notification was given and agreed to by the Programme funders the East Midlands Development Agency. Further reference is given in Section 7 Programme Cost Analysis of this report.

Although the Programme has sponsored fewer WiFi installations it was able to subsidise a higher WiFi capability to Derby City and satellite broadband access to the residents and businesses of Peak Forest. It is also envisaged that WiFi installations will be made in Matlock and to four innovation/business centers located across the sub region in late 2009.

The Programme to date has created/safeguarded 2 jobs.

Derbyshire WellConnected Programme Attributable Outputs July 2008 – July 2009

Gross Attributable Outputs	Target	Achieved
T1 Jobs created or safeguarded	10	2
T4 Businesses assisted to improve their performance	220	536
KPI 16 The number of businesses assisted to make better use of ICT including trading online	200	581
KPI 22 Installation of Broadband infrastructure	9	2*

* 5 additional WiFi solutions expected to be installed late 2009

The highest number of T4 attributable outputs at 236 has been achieved from participants' attendance on the 2 ICT Showcase events and for KPI 16 outputs at 416 participants use of the WellConnected ICT Advice Line. The lowest number of attributable outputs has resulted from participants attendance on the ICT Roadshow at a total of 28.

Derbyshire WellConnected Programme Attributable Outputs by Initiative July 2008 – July 2009

Initiative	Actual Attributable Outputs			
	T1	T4	KPI 16	KPI 22
2 ICT Showcase Events	-	236	-	-
ICT Training Workshop	-	173	-	-
Women in Business Conference	-	-	142	-
WellConnected Website	-	n/a	n/a	-
WellConnected ICT Advice Line	-	122	416	-
Attended ICT Roadshow	-	5	23	-
ICT Makeover Competition	2	-	-	-
Set up of Wireless Networking Infrastructures	-	-	-	2*
Total	2	536	581	2*

* 5 additional WiFi solutions expected to be installed late 2009

The table below demonstrates that the highest number of attributable outputs was achieved from businesses sited in Derby and in Buxton, the location of the ICT Showcase events. The table also demonstrates the geographic reach of the Programme into many of the smaller towns and villages located within the DDEP sub region.

Derbyshire WellConnected Programme Attributable Outputs by Locality July 2008 – July 2009

Business Locality	Attributable % of Outputs by Initiative	
	WellConnected ICT Advice Line	WellConnected Events
Alfreton	3	2
Amber Valley	0	5
Ashbourne	8	5
Bakewell	7	6
Belper	4	7
Buxton	13	7
Castle Donnington	1	1
Chesterfield	9	7
Derby	22	29
Glossop	5	0
High Peak	6	2
Hope Valley	4	3
Ilkeston	3	2
Matlock	7	7
Melbourne	1	0
Ripley	3	3
Swadlincote	4	2
Wirksworth	1	1
Out of area	n/a	12
Total	101	101

An area of the Programme that may have lost opportunities to count attributable outputs was the ICT Advice Line. Small businesses contacting the Programme were able to choose from two telephone numbers to call the ICT Advice Line. A local dial up number (0845 0586644) put callers through to Business Link and a direct dial number (01773 318064) was answered by the Programme direct, a member of Commendium Ltd. Where a business called the local dial up number i.e. Business Link it was left to the service operator to establish if the query was appropriate to be seamlessly redirected to the WellConnected ICT Advice Line. A prerequisite for this process to successfully operate was that all Business Link service operators required awareness and knowledge of the WellConnected Programme in addition to the plethora of other services that were available from Business Link. There was no effective means for the Programme to monitor the referral rate of calls made to Business Link that unintentionally may not have been redirected to the ICT Advice Line. This may have presented a missed opportunity for the WellConnected Programme in limiting the reach of the support on offer to businesses within the DDEP locality.

5.3 Programme Objectives and Outcomes

The intended outcome of the Derbyshire WellConnected Programme was that there would be more businesses in the DDEP sub region utilising ICT and broadband technologies more efficiently and in so doing increase the GVA of the sub region. This support enhancing business to business trading; development of the tourism cluster; allowing Local Authorities to better deliver their services more transparently; enhancing Derbyshire as a place to live and work.

Aligned to the Programme outcomes are the objectives of the Programme to deliver a step change in the way in which businesses use broadband and e-commerce capabilities (and ICT in general) by:

- Increasing the number of businesses in the sub-region that are using broadband to trade on-line
- Improving the effectiveness of business use of broadband in the sub-region (move businesses up the “e-commerce adoption ladder”)
- Improving the ICT connectivity for tourists visiting the sub-region, allowing businesses to trade more effectively with these tourists and allowing the delivery of tourist and visitor information more readily to common hand held devices (laptops, palm tops, pda’s and mobile phones)
- Enabling greater numbers of the sub-region’s inhabitants to work effectively at home (thereby reducing the number of unnecessary commuting journeys and improving quality of life)
- Enabling greater numbers of the sub-region’s businesses to support mobile working of their workforce

5.4 Assessment of Programme Objectives and Outcomes

The Derbyshire WellConnected Programme has met all expected objectives and outcomes by means of:

- Adapting and developing a unique and complete end to end package of eBusiness support and expertise targeted at supporting the needs and requirements of small business within the DDEP sub region.
- The reach of the Programme has ensured that regardless of location small business within in the sub region have been able to access a range of eBusiness support packages appropriate to meet their business needs and stage of development. ICT Showcase Events have raised ICT awareness, built knowledge and demonstrated the benefits to be gained from emerging and mobile technologies; ICT workshops have increased confidence and skill levels to take ICT implementation forward; as a point of reference the WellConnected website and ICT Advice Line has provided a source of impartial advice and expertise.
- Of particular significance and value to the sub region the tourism sector have been encouraged and supported to make efficient use of their ICTs by taking advantage of the specialist Tourism Events and generic ICT workshops that have been sponsored by the Programme.
- The Programme has provided small businesses within the DDEP sub region with a one stop shop to access broadband information and impartial ICT advice that has built confidence and enabled businesses to better use of their existing technologies.
- Only a small percentage of respondents reported that the implementation of the technologies listed on the eAdoption ladder was due to programme participation. However, anecdotal evidence from respondents confirmed that programme participation had progressed their eBusiness usage by means of improving their skills and knowledge. In particular respondents cited the ability to optimise their website, upgrade and administer eBay accounts, better utilise existing software, hold an informed conversation with their web developer or by affirming a decision for the implementation of a new computer process or online technology. Reference sub section 8.7 Business Testimonials.
- In collaboration with local authorities and where appropriate the Programme has built broadband capability by the installation of WiFi and satellite infrastructure. This action fully supports the Government’s vision of a digital Britain where all members of the community can readily access the Internet. Programme support has allowed for

residents, businesses, tourists, students and visitors to the areas of the Derby Market Place and Cathedral Quarter to access the Internet by use of mobile broadband connectivity. Provision of satellite broadband to Peak Forest has provided residents and businesses with a viable option to work or to run their business from home.

- The Programme has promoted and advanced the ability of small businesses within the sub region to utilise mobile working. The ICT Showcase events in Derby and Buxton provided content about mobile technology. The ICT workshop 'Working on the Move' demonstrated the options, opportunities and the considerations that small business should take into account when changing their business operations.

6. Programme Management and Delivery

6.1 Introduction

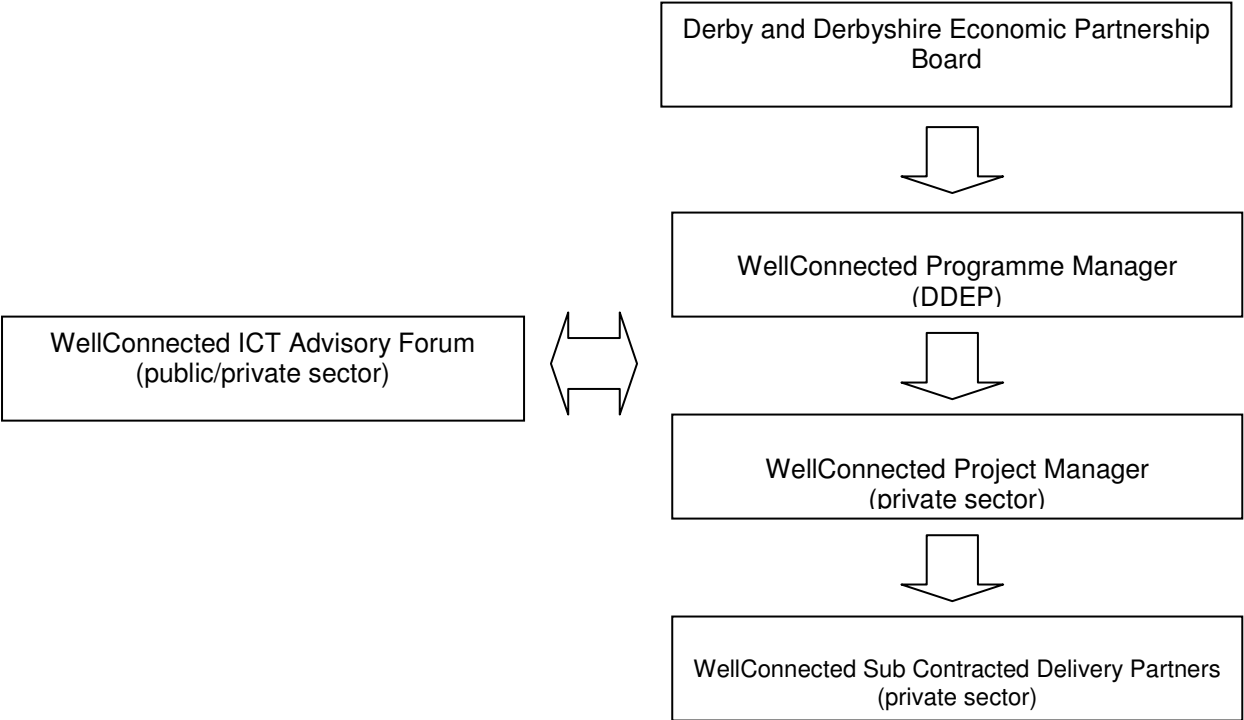
This section of the report observes and makes commentary about the management and marketing processes of the Derbyshire WellConnected Programme. The management and marketing structure, roles and functions are discussed along with the delivery of the programme components. Later in this section an account of the management and marketing challenges that were confronted by the Programme are given and the resulting lessons learnt that contribute towards a learning framework for programme delivery.

6.2 Management Structure

The Derbyshire WellConnected Programme has been developed and delivered through a public/private sector partnership managed centrally by the Derby and Derbyshire Economic Partnership (DDEP). A dedicated DDEP employee was appointed as the Programme Manager to oversee the administration of the Programme and to ensure that all expectations were met. A private sector Project Manager from Greenborough Management Ltd was appointed to manage the day to day running and delivery of the initiative. Greenborough Management also taking contracted responsibility for achievement of the gross attributable outputs of the programme. A further three companies were sub contracted to Greenborough to deliver the individual strands of the programme. It is understood that all private sector contractors were appointed through an open tender process in full compliance with the Public Procurement Directive.

Sitting aside of the management and delivery team was the voluntary public/private sector the Derbyshire WellConnected ICT Advisory Forum; the Forum acting as an ICT consultation group, providing strategic and industry expertise about the demand, delivery and operation of the programme.

Derbyshire WellConnected Management Structure



6.3 Management Function and Roles

Derby and Derbyshire Economic Partnership Board Based on the research evidence detailed in Section 4 Programme Rationale of this report a nominated DDEP Board Member, a DDEP Business and Skills Programme Manager and a representative from Greenborough Management Ltd formulated the original project application. The DDEP Board also provided ongoing strategic input and acted as a referral mechanism for any proposed changes and issues facing delivery of the programme.

Derbyshire WellConnected ICT Advisory Forum Convened from a voluntary public/private sector consortium the membership of the Forum included Vodaphone, BT, NTL (Virgin Media), Orange, Derby City Council, Derbyshire County Council, the University of Derby, Griffin Information Systems Ltd, Zycomm Electronics Ltd, the East Midlands Development Agency, a DDEP Board Member and the Derbyshire WellConnected Programme and Project Managers. The Forum was able to provide insight and expertise into the supply and demand of ICT, broadband and online technologies in relation to small business within the DDEP sub region. In particular, the commercial broadband provider representatives were integral in evidencing the likely market failure for the provision of WiFi capability within the 9 market towns cited within the original project application.

Derbyshire WellConnected Programme Manager (DDEP) An experienced DDEP Business and Skills Programme Manager was appointed to oversee the running of the programme. The role of the Programme Manager included performance monitoring of the Project Manager, and to ensure all programme objectives and outputs were met.

Derbyshire WellConnected Project Manager Author of The Broadband & ICT Consultation Report Greenborough Management Ltd role was fundamental in scoping the structure and nature of the Programme. Proceeding to win the tender to act as the managing agent for the Programme on behalf of DDEP Greenborough had contracted responsibility for attainment of the gross attributable programme outputs. The appointed Project Manager also taking charge of the day to day running of the programme reporting directly to the Programme Manager.

WellConnected Delivery Partners Three private sector organisations were sub contracted to Greenborough Management Ltd to deliver the content and strands of the initiative that were to provide the gross attributable programme outputs:

1. KC Jones Conference & Events Ltd and Diane Simpson Associates were contracted to develop and deliver a series of appropriately positioned ICT knowledge and awareness raising events aimed at small business. These included the ICT and broadband Showcase Conferences and exhibitions, 2 Tourism Events and a series of ICT workshops. Diane Simpson Associates was a sub contractor to KC Jones Conference & Events Ltd by means of offering experience and expertise in the development and management of the well established East Midlands eBusiness Programme.

2. Bottle PR Ltd was appointed to formulate a well positioned marketing campaign to drive potential beneficiaries towards the events and initiatives on offer by the Programme.

3. Commendium Ltd provided the development and delivery of the small business advisory interface, the Derbyshire WellConnected ICT Advice Line and website. Enabling businesses online and over the telephone access to ICT expertise, guidance and a booking system for a series of ICT workshops sponsored by the Programme. .

6.4 Programme Delivery

The Derbyshire WellConnected Programme consisted of a series of work packages developed, managed and delivered by the public/private sector partnership described in the previous sub section. The programme's aim was to significantly increase the number of businesses using broadband to transact and communicate with customers online driving up both the quantity and quality of ICT usage across the DDEP sub region. Accommodating all business sectors, it was anticipated that programme content would in part be tailored to meet the specific requirements of the tourism sector which has particular value and significance for Derbyshire.

Unique in its proposition the Derbyshire WellConnected Programme offered participants a portfolio of activity and events at a point of entry appropriate to the development of their business. The programme took a holistic approach by being able to offer small business an end to end package of eBusiness support. The ICT and broadband Showcase Events alerted businesses to the opportunities that increased usage could present; the Programme was able to augment WiFi broadband capability providing the potential for mobile working and for tourists visiting the sub region to gain mobile Internet access; ICT workshops improved knowledge and skills levels, the ICT Roadshow, Derbyshire WellConnected website and ICT Advice Line offered access to expert and impartial advice and financial support was made available by the Programme for ICT implementation.

All events and activities were double branded Derbyshire WellConnected and Business Link.

The original deliverable strands of the Derbyshire WellConnected Programme included:

1. 2 ICT Showcase Conference & Exhibition Events
2. 2 Tourism Events
3. A series of ICT Workshops
4. The Derbyshire WellConnected ICT Advice Line
5. The Derbyshire WellConnected Website
6. Provision of WiFi infrastructure to 9 market town centres.
7. Provision of financial assistance via the Enterprise Development Fund
8. The Derbyshire WellConnected ICT Roadshow

Each strand of programme delivery is dealt with in more detail below:

1. ICT and Broadband Showcase Conference & Exhibition Events

Two Showcase events were held in the north of the sub region at Buxton and one in the south at Derby to help businesses share experiences and learn about the latest emerging ICT developments and best practices. Industry leaders, local suppliers, business support organisations and eBusiness experts offered a combination of exhibitions, demonstrations, advice and showcase seminars. The event aimed to provide interest across all business sectors and regardless of level of ICT sophistication or expertise.

2. Derbyshire Tourism Day and Derbyshire Tourism Networking Day

The Programme provided sponsorship towards two tourism events - a Derby Tourism Day in February 2009 and a Tourism Networking Day in March 2009. Although the outputs for these events were not directly attributable to the Programme the events recognised the importance of ICT to the tourism sector attracting over 400 hundred visitors.

3. ICT Workshops

The Programme developed and delivered a series of half day ICT workshops titles to include:

Selling on eBay & Amazon

Planning a Successful Website

Planning an Email Marketing Campaign

Working on the Move (planned for September 2009)

Website Development: Employ a web designer or build your own (planned November 2009)

4. ICT Advice Line

By use of a local or direct dial telephone number businesses are able to access a free telephone advice service that offers assistance to small business with their broadband and ICT issues. Where an answer was not provided immediately a specialist WellConnected Adviser was able to call businesses back with a solution at a time that is convenient to the caller.

Callers to the local dial telephone were initially connected to a Business Link service operator. It was dependent on the Business Link service operator to re direct the call to the Derbyshire WellConnected Programme. Prior to inception of the Programme Commendium made a presentation to Business Link personnel to ensure their familiarity with the Derbyshire WellConnected Programme, its aims and objectives.

5. Derbyshire WellConnected Website (www.derbyshire-wellconnected.co.uk)

By July 2008 the WellConnected website was able to offer businesses 24/7 access to free and impartial ICT advice. The aim of the advice line was to provide a clear pathway for business in resolving any ICT or broadband questions or issues related to its implementation or maintenance. By registering a query with the site or by contacting the ICT Advice Line using the telephone number provided on the website users were able to access a team of ICT experts based at Commendium. The site also publicised and facilitated an online booking system linked to KC Jones (the event organisers) for the ICT workshop programme. Other functionality included guidance on how and why to adopt computers; broadband definitions and availability; news and events; WellConnected case studies; top tips; an ICT glossary and linkages to partner organisations such as Business Link, the East Midlands eBusiness Programme, the Princes Trust, Envirowise and Connect.

6. Provision of WiFi infrastructure to 9 market town centres

It was envisaged that the Programme would sponsor WiFi broadband installations in the market squares of 9 towns in the sub region to improve Internet connectivity for tourists visiting the sub region and for local residents and businesses to access local services.

7. Provision of financial assistance

Financial assistance was made available to programme participants via the Enterprise Development Fund which was managed by Business Link. Small businesses were able to apply for matched funding of 50% capped at £3,000 towards the implementation of ICT. The Enterprise Development Fund has been subject to a separate and comprehensive final evaluation by Lindsay Allen Associates in March 2009. It is understood that the report recommended continuation of the funding stream.

8. ICT Roadshow

During October and November 2008 a fully equipped mobile ICT Roadshow unit toured the DDEP sub region. The unit provided ICT demonstrations and offered face to face advice and support to small businesses seeking to discuss their plans and issues concerning ICT implementation. Expert ICT and business support was on hand with the unit being manned by both a WellConnected ICT Advice Line Advisor and a Business Link Adviser. The unit was situated at locations that were accessible by the general public and that could accommodate the size of the vehicle.

In addition to the original strands of support the Programme also delivered:

Peak Forest 'Not Spot'

Businesses and residents in the village of Peak Forest have been provided with access to a Satellite broadband connection by the support offered through the WellConnected Programme. Several 'not spots' within the village had previously had no cable or ADSL broadband availability. Avanti Communications Ltd, a satellite broadband service provider, tendered and won the contract to install 2 satellite systems enabling all 18 properties within the village to access a broadband connection.

ICT Makeover Competition

An ICT Makeover Competition was open to businesses within the DDEP sub region the prize being a fully funded ICT package of hardware, software, consultancy and training provided by Sharpe Systems Ltd. Competitors were asked to submit entries that described their objectives and the business benefits achieved in their use of ICT. Three winning entries were chosen with each winner receiving an ICT support package intended to improve their business profitability. The winning entries also provided content to the case studies cited on the Derbyshire WellConnected website.

6.5 Programme Delivery Management

The Derbyshire WellConnected Programme has been able to develop and deliver a comprehensive package of ICT support to small business within the DDEP sub region. The Programme has aimed to minimize the barriers that inhibit the uptake of online technologies by small business acting as a catalyst to increased levels of eAdoption and ICT usage. The package of support on offer to include financial assistance; enhanced broadband infrastructure; events and ICT workshops to raise ICT awareness, knowledge and skill levels; access to expert and impartial ICT advice to assist with increased ICT usage and implementation. The Derbyshire WellConnected Programme developed and delivered a number of work packages that required a multi discipline approach – it was understood that no one contractor could deliver across all strands of the initiative. It was necessary to appoint a series of suitably qualified sub contractors to progress the Derbyshire WellConnected Programme.

The Project Application and Appraisal Form determined the business delivery plan of the Programme. Reporting to the Programme Manager the Project Manager took day to day responsibility for management of the team of sub contractors that had been appointed to develop programme content and to deliver the outputs of the Programme.

Both formal and informal monitoring processes were put in place to assess the advancement of the programme and to monitor the progress made toward achievement of the contracted programme outputs. Communication by email, telephone and in person between the Programme Manager and the Project Manager was ongoing throughout the lifetime of the Programme. One to one informal quarterly reviews and six monthly formal reviews were held between the programme managers and the delivery team along with regular contact by telephone and by email.

Monitoring submissions were made to the appointed Monitoring Officer at the East Midlands Development Agency (emda) on a quarterly basis. The Project Manager and sub contractors to the programme made either monthly or quarterly claims to the Programme which were scrutinised and approved by the appropriate line management.

6.6 Programme Management and Delivery Challenges

1. A prerequisite to accessing online technologies and the associated productivity gains to be made is the availability of a broadband connection. A major element for the direction of the programme was the installation of WiFi broadband solutions to 9 market towns across the DDEP sub region. Substantial research and confirmation from the commercial broadband providers who sat on the ICT Advisory Forum evidenced market failure for provision of WiFi capability within the DDEP locality. However, the environment in which ICT operates and commercial decisions are made is fast moving. In November 2007 the issue of WiFi supply was upturned by commercial broadband providers reversing their original decision. Implementation of 9 market town WiFi broadband installations had been estimated at a cost of £50,000 per installation. With an integral facet of the programme now redundant the programme management team was faced with the dilemma of a potential capital under-spend of £450,000 and the potential of an underperformance for the whole programme.

2. Moreover, that with the WiFi installation schedule now down scaled that interest in attending on the ICT Forum was lost by its commercial broadband provider representatives.

3. The appointment of multiple contractors to develop and deliver a newly branded multi faceted programme of ICT support presented challenges to the management of the programme in terms of ensuring coordinated effort of delivery and ensuring open lines of communication between delivery partners.

4. Businesses were able to choose from two telephone numbers to call the WellConnected ICT Advice Line. A local dial up number (0845 0586644) put callers through to Business Link and a direct dial number (01773 318064) was answered by the Programme direct, a member of Commendium Ltd. Where a business called the local dial up number i.e. Business Link it was left to the service operator to establish if the query was appropriate to be seamlessly redirected to the WellConnected ICT Advice Line. A prerequisite for this process to successfully operate was that all Business Link service operators required awareness and knowledge of the WellConnected Programme in addition to the plethora of other services that were available from Business Link. There was no effective means for the Programme to monitor the referral rate of calls made to Business Link that unintentionally may not have been redirected to the ICT Advice Line. This may have presented a missed opportunity for the WellConnected Programme in limiting the reach of the support on offer to businesses within the DDEP locality.

6.7 Lessons Learnt: Management

The observations and comment in this section have been made possible from the contribution and full cooperation of the Derbyshire WellConnected Programme and Project Managers; a DDEP Board member; the private sector sub contractors involved in the development and delivery of the Programme and a representative sample of 43 small business programme beneficiaries who took part in the evaluation process. In reviewing this section it should be understood that the evaluation process by its nature allows for perception after the fact and aims to provide a learning framework with which to take future programme activity forward.

Management Planning There was a consensus of opinion that the management structure for the delivery of the Derbyshire Well Connected Programme was complex. The

Programme was new and as to be expected it took time for the delivery team to work together as one unit. With two levels of programme management and three/four delivery partners on occasion lines of communication became blurred. It was problematic to keep all partners updated about the activities of the others at all times.

Both formal and informal monitoring of programme processes and progression were undertaken and the Project Appraisal Document formed the basis of a business plan but a more structured tool of communication was required. For future delivery a formal project plan identifying responsibility for contracted outputs and key milestones along with a targeted marketing plan should be scripted, regularly updated and communicated to the programme delivery team. Where multiple agencies/contractors are involved in the management and delivery of a programme investment in project sharing software may also be beneficial.

Future Appointment of Sub Contractors The Derbyshire WellConnected Programme developed and delivered a number of work packages that required a multi discipline approach – it was understood that no one contractor could deliver across all strands of the initiative. It was therefore appropriate and necessary to appoint a number of private sector contractors to manage programme activity that would deliver on the contracted outputs of the Programme. With lessons learnt management should endeavor to combine partner's roles to achieve best value without comprising the integrity of the Programme. Fewer sub contractors, focused resource, should be able to deliver an increased number of outputs and achieve economies of scale that may not be possible by appointment of multiple organisations.

Derbyshire WellConnected Programme Steering Group The establishment of a Derbyshire WellConnected Programme Steering Group to provide strategic and operational direction to Programme activity. Aligned to the previously formed ICT Advisory Forum membership to include appropriate emda representation, DDEP Board and programme managers along with representatives from delivery and operational partners with an interest in promoting the ICT agenda for the sub region. The group providing strategic direction to the delivery of programme activity allied to sub regional priorities and opportunities; access to a panel of public/private sector industry expertise to ensure programme content is appropriate and relevant to the small business audience of the DDEP sub region.

Derbyshire WellConnected ICT Advice Line To ensure that opportunities are not lost to the Programme in provision of ICT support to small business within the DDEP sub region it is recommended that only one telephone number direct to the Programme is provided. It may also be appropriate to provide a Business Link telephone number to be used for business support in general making the distinction between the two services on all promotional material and the WellConnected website.

6.8 Programme Marketing

Bottle PR an experienced marketing and pr consultancy based in Oxfordshire won the tender to deliver a targeted marketing campaign on behalf of the Derby and Derbyshire Economic Partnership for the Derbyshire WellConnected Programme.

Campaign Structure

In March 2008 a messaging workshop was held at DDEP in Ripley to reaffirm the target audience on which to focus marketing effort and resource. During the course of the workshop Bottle Pr presented their proposed advertising and pr tactics to the Programme management and delivery team and to the membership of ICT Advisory Forum. It was confirmed that the programme would be double badged by use of Derbyshire WellConnected/DDEP and Business Link branding and that the official launch of the programme would take place at DDEP's Annual General Meeting in July 2008.

Based on the findings from the messaging workshop and with a budget of circa £85,000 Bottle PR's formulated a draft marketing strategy the key points of which are provided below:

- Audience identified to include all small businesses particularly those employing 10 or fewer people; rural businesses; tourism businesses, in particular accommodation providers; industrial estates; and engineering businesses.
- A campaign theme using a Derbyshire WellConnected and Business Link brand was agreed recommending a 65:35 split of budget between marketing and PR. It was also suggested that linkages should be made with other public/private sector organisations with an interest in promoting the programme to their membership/contacts.
- Creation of a bank of 9 case studies to further promote the business benefits to be gained by increased ICT usage and as a means to publicise the Programme via a variety of media.
- Creation of one generic piece of marketing collateral for use at and to promote all programme initiatives.
- Focus on use of direct mail, e-shots, radio advertising and print advertising to reach key audiences.
- Survey Derbyshire businesses at the end of the campaign to identify awareness and success.
- An extensive news release media relations campaign was also included in the draft strategy based on the milestones and event delivery of the programme.

6.9 Delivery of the Programme Marketing Campaign

The principle objective of the marketing campaign was to utilise budget to best effect in order to drive small business to the initiatives made available through the Derbyshire WellConnected Programme. An outline of the campaign initiated and delivered by Bottle PR is provided below:

- Extensive news releases were compiled and circulated about forthcoming Programme events and initiatives to include the ICT Showcase Events at Buxton and Derby, the ICT Roadshow and the ICT Makeover Competition. Press releases were issued to local media organisations to include: Belper News, Burton Mail, Burton Trader, Buxton Advertiser, Matlock Mercury, Ripley & Heanor News, Derby Express and Derbyshire Times.
- Scripts and copy were designed, and paid for advertising taken with local news and business support organisations such as the Derby Evening Telegraph, Buxton Advertiser, Chambers of Commerce, Business East Midlands and local radio stations such as Ram FM and High Peak FM.
- Two WellConnected leaflets were produced for distribution at events and for circulation by business support partners to their contact networks within the DDEP sub region. An initial leaflet was produced to promote the ICT Showcase events held in Autumn 2008. A second general leaflet focused on the importance of ICT as an enabler for surviving the recession highlighting the support on offer by the Programme. The cooperation of some 40 predominately public sector business support partners was enlisted to distribute leaflets and e-shots to their membership. This enabled notification of the programme and its events to reach thousands of small businesses within the DDEP locality. Distribution partners included: Business Link, Derbyshire Dales Enterprise Agency, Visit Peak, Derbyshire Food & Drink Forum, Marketing Derby, Co-operative and Social Enterprise Agency, Bakewell Agricultural Centre, the Rural Retail Council, the East Midlands eBusiness Programme, Business Parks within the DDEP locality along with a number of local authorities. In addition sub contractors to the Programme were proactive in circulating publicity material to their contacts and networks which contributed significantly to the achievement of programme outputs.

- An ICT Makeover Competition was launched and publicised in the Derby Evening Telegraph, and on the WellConnected website. Case studies were compiled about each of the three finalists and sited on the website to highlight how small business may gain benefit from better use of their ICTs and to further promote the WellConnected Programme.
- The WellConnected Programme also has a presence on BT Tradespace. A free to join online community aimed at promoting small business. Space on the site allowing for inclusion of event details, a blog and information about the support offered by the programme.

East Midlands Business Link is the principal gateway to all business support within the East Midlands region. There was therefore a requirement that the programme was double badged using Derbyshire WellConnected and Business Link branding. As an established and quality assured business support agency use of the Business Link brand provided the programme with immediate recognition and credibility.

6.10 Programme Marketing Challenges

1. A challenge for Bottle PR was to utilise the marketing budget to best effect over a period of 18 months to reach a vast and diverse small business audience.
2. In the present economic climate and with budgets being squeezed Bottle PR found that local media organisations were less able to offer editorial coverage for Derbyshire WellConnected events and initiatives than was originally anticipated.
3. Bottle PR reported that greater resource than expected was required to engage with partners in order to acquire their 'buy in' and agreement to distribute promotional material to their membership. The process entailing identifying and contacting appropriate individuals within an organisation; compilation of and sending of information; and with organisations under pressure to deliver on their own set of objectives often a series of follow up calls and emails would be required to ensure that requests had been actioned.
4. Although productivity gains were achieved by programme participants demonstration of significant transformational ICT pitched at an appropriate level for distribution as a standalone WellConnected case study was a challenge. The majority of the case studies produced were not in the main deemed news worthy for publication by local press organisations. Further, even where a compelling study was produced provincial newspapers were likely to be parochial, declining to print case studies that fell marginally outside their locality.
5. It was acknowledged that the effectiveness of the marketing push was inadequately monitored. Sufficient resource and mechanisms were not put in place to capture data about how participants had heard about the programme/event/initiative. Further, the two route pathway into the ICT Advice Line may have led to some callers who had heard about the Programme from the marketing campaign being lost. When a caller rang the WellConnected local dial number i.e. Business Link there was no guarantee that the call would be redirected to the WellConnected Programme. Unintentionally callers may have been lost to the programme in terms outputs and as a means of measuring the effectiveness of the marketing push. The e-shots that were sent out were static as click through campaigns would have added considerable cost to the Programme.

6.11 Lessons Learnt: Marketing

The observations and comment in this section have been made possible from the contribution and full cooperation of the Derbyshire WellConnected Programme and Project Managers; a DDEP Board member; the private sector sub contractors involved in the development and delivery of the Programme and a representative sample of 43 small business programme beneficiaries who took part in the evaluation process. In reviewing this section it should be understood that the evaluation process by its nature allows for perception after the fact and aims to provide a learning framework with which to take future programme activity forward.

Marketing Plan: A number of formal and informal processes were in place that monitored the marketing activity and spend of Bottle PR. On a monthly basis Bottle PR submitted a monthly progress report to DDEP and quarterly review meetings were held at DDEP with the Programme and Project Managers. A marketing strategy was formulated early on by Bottle PR with regular updates and progress reports being made to the Project Manager. The process worked but it was not always possible to keep all delivery partners informed at all times about proposed and forthcoming marketing activity. For future programme improvement and to enhance lines of communication amongst partners a formal marketing plan should be scripted citing the agreed requirement and circulated to strategic and operational partners for input and comment. Thereafter the marketing plan should form an integral part of the overall programme plan being circulated to partners, monitored and updated on a consistent basis.

Programme Launch: Future Programme delivery may benefit from a more conspicuous launch event to highlight the support on offer through the initiative to small business. A would-be example cited by Bottle PR and had budget allowed being the demonstration of the WiFi capability made possible through the Programme by a mass demonstration of hundreds of laptop users sat on the Green within the Derby Cathedral Quarter. Any future launch event would be subject to justification and availability of budget.

Partner Networks: Leaflet and e-shot distribution facilitated by public/private sector partner networks was an efficient and cost effective method of reaching thousands of small business and should continue for future programme delivery. Over 80% of all surveyed respondents had heard about the programme through contact with public sector partner organisations. None of the businesses surveyed at evaluation had heard about the programme through paid for advertising. It was fortunate therefore that less spend was made on paid for advertising than originally estimated and greater resource focused on enlisting the cooperation of partner networks in the distribution of marketing material. It is also acknowledged that other sub contractors engaged in programme delivery were able to draw on known networks to circulate promotional material which significantly contributed towards the achievement of programme outputs: KC Jones's own extensive database of contacts; Diane Simpson to the membership of the East Midlands eBusiness Programme and Greenborough Management Ltd to the membership of the East Midlands Incubation Network. Commendium Ltd were proactive in contacting small business by telephone to alert them to the ICT and broadband support being made available through the programme.

Conversely there may be an over reliance on the use of established partner networks in reaching the same audience over and over again. While continuing to offer support to businesses that may have already benefitted from a public sector intervention equal focus should also be given to businesses that may not be in contact with public sector agencies.

Monitoring of Marketing Activity: Deployment of individual marketing strategies require monitoring to establish response rates v return on investment. Due to budget restraints little effective monitoring of how participants had heard about the initiative was undertaken. Any future WellConnected Programme should allow for provision of costs to effectively track the

response of the marketing methods used to promote the incentive. Findings from monitoring should be compiled, communicated and responded to by the programme management and delivery team with appropriate adjustment made to future strategies in the marketing plan.

Promotional Literature: Two leaflets were created for use throughout the campaign, one to publicise the ICT Showcase events in 2008 and the other a general leaflet used to promote the WellConnected Programme. While the Programme should be promoted as a whole a template leaf whereby individual events and activities could be highlighted in the text would add relevance and generate interest to a target audience.

ICT Roadshow: At 28 visitors over a period of 14 days attendance figures for the ICT Roadshow fell well below expectation. This was in part due to lack of partner engagement and also to ineffective marketing. On one occasion a business support event hosted by a local authority was cancelled without informing the Programme whose ICT Roadshow was due to be sited at the event in front of their municipal offices. Where a substantial programme cost and its resulting value is in part reliant on partner engagement agreement to participation should be gained from the Chief Executive of the partner organisation. A consistent line of communication should be upheld with partners to foster good relations and to ensure the commitment of the Programme is understood.

One programme respondent whose business was situated close to where the ICT Roadshow was sited was not aware that the unit was due to visit and 'happened' across the Roadshow by chance. It was suggested that an effective means of publicising a local event would be use of posters and leaflets placed in local banks, libraries, shops, nurseries, employment offices, doctor's surgeries, town halls etc. Use of a poster template for a Derbyshire WellConnected event with specific details added would provide a cost effective means of producing material for local events. Publicity material for WellConnected events should in turn be hand delivered and personally communicated to the businesses willing to display material approximately one month before the event is due to take place.

Further utilisation of the ICT Roadshow vehicle should be explored that may provide better value and other opportunities for programme delivery. For example use of the vehicle to deliver ICT workshops to small targeted audiences in rural areas of the DDEP sub region. Alternatively in partnership with other agencies such as Business Link or the Derbyshire Enterprise Agency positioning the vehicle on university campuses at career events which may encourage young people to start in business.

Seamless Package of Support: Few of the businesses that were interviewed during the evaluation process had used more than one element of programme support although several had attended more than one ICT workshop. Anecdotal evidence at interview suggested that respondents were unaware of the package of support that was available through the Programme. Future marketing activity should clarify the offer being made by the Programme.

Effective Marketing Spend: During the evaluation process surveyed respondents were asked an unprompted question about how they heard about the WellConnected Programme. Over 80% of respondents had heard about the programme through their contact with a public sector organisation. None of the respondents had heard about the programme through coverage from paid for advertising in the local press or radio. Over a quarter of all respondents at 28% were alerted to the programme from an existing relationship with Business Link. These findings would suggest that the majority of programme participants were already in contact with or in receipt of some form of public sector business support. It is acknowledged that small business is a large, diverse and difficult to reach audience. Paid for advertising can be costly and may have little or no effect. Future WellConnected marketing strategies should consider investment in a bespoke mailing list for use in a direct mail

campaign to reach businesses that may not be in contact with the public sector and or IT savvy.

6.12 Future Programme Delivery

The Derbyshire WellConnected Programme has been able to develop a unique package of end to end ICT and broadband support to small businesses based within the DDEP sub region. Based on the strands of activity that have already been delivered and the findings in Section 8 Business Impact and Section 9 Lessons Learnt of this evaluation report future programme activity should consist of the following work packages:

i. **ICT Showcase Events:** Continuation of two annual ICT Showcase events hosted in the north and south of the DDEP sub region. Surveyed respondents appreciated and enjoyed the ICT taster sessions that alerted them to developments ICT, emerging technologies and mobile working. The events helping them to fill in their knowledge gaps and to realise where they required further ICT support. Attendance also acting as a springboard, highlighting the further support on offer through the Programme and giving participants the confidence to take the next step in ICT implementation.

ii. **ICT Workshops:** Continuation of half day ICT workshops by means of:

- Delivery and duration of ICT workshops at half a day met participant's requirement.
- Content for generic ICT workshops should be graded and clearly communicated in marketing material by ability of delegate i.e. for beginner, intermediate or advanced.
- Where possible workshops should be honed or developed to meet the requirement of the industry sectors that are of particular significance to Derbyshire. Consideration should be given to provide ICT workshop content that is peculiar to specific sectors.
- Respondents who provided tourist accommodation cited a requirement for workshops to be delivered across midday as mornings and late afternoons were their busiest periods of the day for breakfast and for greeting guests.

iii. **The Derbyshire WellConnected Website:** It is understood that WellConnected website will remain an asset of DDEP. For future delivery of the Programme some fundamental redevelopment of the site is a prerequisite:

- During the period of evaluation of approximately eight weeks, content to the home page had remained static. It was not apparent that content to the home page or any of the other pages on the site had been added to or updated. To encourage greater and return usage interesting content should added and updated on a regular basis. Changes to site content and upcoming events should be flagged on the home page.
- When visiting the site only half of the home page is displayed – the user being required to page down for a programme description.
- The font size used throughout is too small at Verdana 7.5
- Some of the scripting on the site appears as a wall of words which may be off putting to some users of the site.
- The site is easily navigable with plenty of tabs and subject areas on which to click onto.
- The use of picture windows on the home page alerts the user to the nature of the site and but could be more explicit about the strands of support that are available from the Programme.
- At present the home page emphasis is on the ICT Advice Line not on the Programme as a complete package of ICT support.
- The site is not easily found on Wednesday 2nd September 2009 a basic Google search using associated phrases produced the following results:

Derbyshire WellConnected Programme Website Keyword Search September 2009

Keyword	Found	Not Found
ICT workshops in Derbyshire	✓	
ICT workshops in High Peak		×
Computer business courses in Derbyshire		×
eBusiness workshops in Derbyshire		×
ICT support in Derbyshire		×
Computer support Amber Valley		×

A number of other relevant keywords and phrases were also searched on none of which found the WellConnected website. The site requires ongoing optimisation to ensure that the site is listed on Google and other search engines first page.

iv. **ICT Advice Line:** The ICT Advice has provided businesses within the sub region with an informed and impartial contact point to access advice and information about ICT and broadband topics and issues that may affect their business. At survey 81% of respondents reported a continued need for an ICT Advice Line – this requirement encompassing not only advice and information but also technical support. Most small business do not have the resource for in-house technical support and require an impartial first point of contact that does not entail a possible commercial interest. Extension of the ICT Advice to provide an element of technical support should be further scoped.

v. **Grant Funding:** 88% of survey respondents reported that grant funding would encourage further use of ICT in their business. Financial assistance has been made available to small business within the DDEP sub region through the Programme for ICT implementation via The Enterprise Development Fund. A comprehensive Final Evaluation of the Enterprise Development Fund was performed in March 2009 authored by Lindsay Allen Associates. In broad terms the report recommends that grant funding should continue. Aligned to the findings in this report both evaluations recommend that assistance should be targeted to those sectors that are of significance to the sub region whilst remaining flexible in its proposition by being able to respond to business needs on the ground.

vi. **Exemplars of Transformational ICT:** While it is essential to raise ICT awareness and build small business capability to harness the potential the Internet at the lower end of the eAdoption ladder the Programme should also target resource and activity that provides exemplars of a more advanced and strategic approach to the use of ICT. Six interventions, pertinent to the sub region should be sponsored by the Programme to demonstrate the potential of transformational ICT. The focus of the interventions should be to raise awareness about the productivity gains that may be made by increased and smarter use of ICT at the intermediate and higher end of the eAdoption ladder. Demonstrators of integration of online technologies with back office processes; use of emerging technologies; mobile working; and the functionality of high broadband width acting as an enabler to more sophisticated use of ICTs may go some way to convincing the large pool of basic adopters that exist within the region to make better use of their present ICTs and computer processes. (Referenced in The Challenge of eAdoption in the East Midlands 2009)

vii. **Online Self Tutorials and Live Demonstrators** The Programme should develop and pilot the use of ICT online self tutorials and live demonstrators to further promote the use of ICTs. Access to online tutorials and demonstrators reaching those areas of the small business community that may not be able to attend on Programme events and ICT workshops.

viii. **ICT Roadshow** Taking into the directives in Section 9 Lessons Learnt of the report continuation of the roadshow to compliment and add additionality to the content of future programme activity.

ix. **Monitoring:** For future delivery participants feedback from all programme activity should continue to be monitored. Providing comment not only about the appropriateness of the support under scrutiny but also indicators to future small business eBusiness support requirements. Findings from programme monitoring should be incorporated into the marketing plan and used as the basis for future development of programme content and activity.

7. Programme Cost Analysis

7.1 Introduction

The Derby and Derbyshire Economic Partnership submitted a bid proposal to the East Midlands Development Agency to develop and deliver a three year programme of eBusiness support gaining approval of programme funding in September 2007. The emphasis of the Derbyshire WellConnected Programme was to deliver a step change to the way in which businesses use broadband and e-commerce to gain competitive advantage. The budget for the Programme was split between a projected capital expenditure of £600,000 and projected revenue expenditure of £366,525 providing a gross projected spend of £966,525.

7.2 Cost Analysis Methodology

The approach taken for the cost analysis of the Derbyshire WellConnected Programme has been to examine:

1. The progress made towards achievement of gross attributable outputs from July 2008 to July 2009.
2. The projected programme costs against actual costs, accounting for and giving commentary on any significant variants.
3. Identification of where the Programme had achieved best value identifying programme additionality.

7.3 Progress made Towards Gross Attributable Outputs

The table below illustrates the extent to which the WellConnected Programme gross attributable outputs have been achieved from July 2008 to July 2009.

The Programme has met and surpassed on delivery of 220 T4 contracted outputs by delivery of 536 businesses assisted to improve their performance; and also on 200 KPI 16 contracted outputs by delivery of 581 businesses assisted to make better use of ICT.

To date there has been an underperformance in the delivery of the Programmes' KPI 22 outputs with 2 of the original 9 installations being delivered. This was an appropriate budget variant which was aligned and notified to the Programme funders the East Midlands Development Agency. It is envisaged that 5 further WiFi installations are to be implemented across the sub region late in 2009 which should deliver a further 5 KPI 22 outputs.

Where the Programme has underperformed on achievement of its target T1 outputs of 10 jobs created or safeguarded by achievement of created/safeguarded 2 this has largely been due to the economic downturn and the impact of the recession hitting the UK economy at a time when programme delivery had not long started in July 2008.

Derbyshire WellConnected Programme Attributable Outputs July 2008 – July 2009

Gross Attributable Outputs	Target	Achieved	% + or – original target
T1 Jobs created or safeguarded	10	2	80 -
T4 Businesses assisted to improve their performance	220	536	244
KPI 16 The number of businesses assisted to make better use of ICT including trading online	200	581	264
KPI 22 Installation of broadband infrastructure	9	2	23-

* 5 additional WiFi Installations expected in late 2009

7.4 Programme Cost Variants

At programme approval in September 2007 the projected gross expenditure of the Programme was estimated to be in the region of £966,525 by June 2009 this figure had been adjusted to £663,101 a difference of £303,424. The principle variant being between capital and revenue spend. Capital expenditure had been reduced from £600,000 to £288,139 a variance of £311,861 and revenue expenditure from £366,525 to £374,962 an increase of £8,437. Further clarification to the variants of these costs is provided below. Two tables are provided in Appendix 1 that illustrate programme estimate of costs at project approval in September 2007 and programme actual and estimated cost June 2009.

Installation of WiFi Broadband - A core focus of programme activity was the provision of WiFi broadband access for use by visitors, residents and businesses in the 9 market town centers within the DDEP sub region. The Programme had allocated financial provision for the installation of up to 9 WiFi broadband solutions. Substantial primary research and

confirmation from the private sector broadband providers who sat on the WellConnected ICT Advisory Forum evidenced the market failure of WiFi provision within the DDEP locality. The environment in which ICT operates and commercial decisions are made is fast moving. In November 2007 the issue of WiFi supply was upturned by broadband providers reversing their original decision and agreeing to supply WiFi capability within the DDEP sub region. Implementation of 9 market town WiFi broadband installations had been estimated at a cost of £50,000 per installation. With an integral facet of the programme now redundant the programme management team was faced with a capital under-spend of £450,000 and the potential of an underperformance for the whole programme.

Local authorities within the DDEP sub region were alerted to the availability of capital grant funding to expand the ICT capacity and infrastructure for businesses within their municipality.

For those local authorities that did respond the unexpected shortfall in capital expenditure did allow for provision of a more extensive WiFi broadband capability. The Programme was able to sponsor two installations within the Derby City unitary areas of the Cathedral Quarter and Derby Market Place. Levels of multiple deprivation are high in Derby with economic activity rates and employment rates being significantly lower than in other parts of the region. Access to a fast and efficient broadband connection can by itself act as an ICT enabler leading to the productivity gains that are widely acknowledge with increased ICT usage. A successful grant application was made to the Programme by Derby City Council for the funding of two WiFi installations allowing for businesses, residents, visitors, students, and tourists' to access WiFi broadband.

In addition, businesses and residents in the village of Peak Forest have been provided with access to a Satellite broadband connection by the support offered through the Programme. Several 'not spots' within the village had previously had no cable or ADSL broadband availability. Avanti Communications Ltd, a satellite broadband service provider, tendered and won the contract to install 2 satellite systems enabling all 18 properties within the village to access a broadband connection

Consultation between the Programme and the public sector about investment in ICT capital funded projects is ongoing. At present DDEP is expected to deliver a further 5 WiFi installations, 1 in Matlock and a potential 4 other installations in innovation/business centers across the sub region. For some local authorities there was an issue around project continuation. At a time when many local authority budgets are already under severe pressure even with a funded capital project in place there would be no availability of revenue budget for the project's maintenance and upkeep.

The project cost for installation of WiFi and satellite broadband was estimated to be in the region of £510,000. The estimated spend for March 2010 will be £242,369 – an under spend of £267,631.

Although a reduction in capital expenditure has been agreed with emda capital budget may still be made available to the Programme should a substantiated requirement arise.

Comment Prior to programme application primary and secondary research evidenced the market failure for provision of WiFi broadband infrastructure in the market towns of the DDEP sub region. The Programme acted in good faith to deliver on this requirement. When it became apparent that the supply of WiFi infrastructure was no longer an issue the Programme acted accordingly by consultation with public sector partners to further scope the any infrastructure requirement. Some additional broadband infrastructure was funded by the Programme but for some local authorities insufficient revenue budget for the upkeep of funded capital projects acted as a barrier towards further ICT infrastructure implementation. The variant to the capital expenditure for the installation of WiFi infrastructure was not due to lack of due diligence by the Programme management team. A change in market conditions and pressure on local authority budgets were circumstances that were beyond the Programme's influence or control.

ICT Roadshow The capital cost to the Programme for delivery of the ICT Roadshow was estimated to be in the region £90,000; spend by the end of March 2010 is estimated at £23,626 – an under spend of £66,374. The original estimate of costs was based on ICT Roadshow expenditure for similar vehicles in other UK regions. The expenditure for the branding and the refit of the ICT Roadshow mobile unit being at a lower cost than the original estimate.

The total of 28 business visitors to the ICT Roadshow over a period of 14 days attendance figures for the ICT Roadshow fell well below expectation.

Comment: At a cost to the Programme of £23,626 the ICT Roadshow mobile unit did not provide value for money.

There was a considerable over estimate of costs for the branding and refit of the mobile unit. Should the ICT Roadshow continue it is suggested that a detailed scoping of potential costs is made prior to release of tender documentation. Two further areas identified for future improvement of delivery were the management and marketing of the ICT Roadshow, which are discussed in Section 6 Programme Management and Delivery.

Project Management Costs for project management of the programme have increased from £26,025 at inception to an expected cost of £54,081 by March 2010. These increase in costs being due in part to a reallocation of the original budget headings (to include management and administration of the ICT Roadshow) and Greenborough winning the tender for facilitation of the ICT Advisory Group. Additional management resource was also necessitated by a change in circumstances that was beyond the control of the programme management team. The initial emphasis of the initiative moving away from the installation of WiFi infrastructure there was a strong requirement to manage and engage with unitary authorities to realise capital spend. The development of programme content, engagement and management of the sub contractors within the context of a new programme also proved to be time consuming and required greater management resource.

Comment: Greenborough Management Ltd has contracted responsibility for delivery of the Programme's gross attributable outputs. To date the Programme has underperformed in achievement of its T1 and KPI22 targets this shortfall being reconciled by considerable over performance in attainment of the Programme's T4 and KPI 16 outputs. While this accomplishment cannot be solely accredited to the Project Manager, this report recognises without the resource and expertise of DDEP personnel and Greenborough Management Ltd, that the Programme may have faced a serious underperformance in achievement of all its programme outputs.

The increase in project management costs were principally due to a number of modifications that were lately attributed to the project management cost heading. Further, a change in circumstances beyond the remit of the Programme necessitated additional management resource in order for the Programme to succeed. Lessons have been learnt and with a tested model of delivery in place any future Programme will be able to negate increases in project management costs.

ICT Advice Line The cost of the ICT Advice line went from an estimated cost of £190,000 down to £116,452. This variance was due to the difference between actual cost at the contracting stage and what the Programme had budgeted for added to the delay in this element being tendered i.e. the ICT Advice line went live in July 2008.

Comment: The ICT Advice has been a proactive delivery partner in helping to secure the majority of the Programmes KPI 16 attributable outputs. Anecdotal evidence collated from survey respondents was inconclusive about the quality of support offered by the advice line.

For the future procedures should be put in place to independently monitor the quality and effectiveness of the support being delivered through the ICT Advice Line.

ICT Events The project cost for the development and delivery of a series of ICT Events increased from £ 80,000 to £137, 515. This increase was seen as a vital element to support the Programme, additional budget was moved to this heading to accommodate additional events.

Comment: The perceived value and benefit of attendance on the events is apparent when reviewing sub section 8.7 Business Testimonials of this report. Considerable additionality was achieved from the Programme's input at other business support organisations events that were hosted throughout the sub region. These included provision of speakers and content on 2 Tourism Events, Amber Valley ICT workshops and input into the East Midlands Women in Business Conference 2008. Although the outputs from these events were not directly attributable, the Programme's reach was extended to almost 700 additional small businesses within the DDEP sub region.

The ICT Events that have been sponsored and in part supported by the Derbyshire WellConnected Programme has provided excellent value for money and should be further developed, delivered and align with sub section 6.12 Future Programme Delivery and Section 10 Conclusion and Report Recommendations of this report.

ICT Advisory Forum – A financial provision of £20,000 was made for the hosting and facilitation of the ICT Advisory Forum over the lifetime of the Programme. As referenced in Section 6 Programme Management and Delivery the Forum was suspended removing the requirement for financial support.

7.5 Programme Additionality

The Derbyshire WellConnected Programme has been able to provide a comprehensive portfolio of broadband and ICT support. Within the East Midlands region the Programme has been unique in its proposition in offering a complete end to end solution that has raised awareness and facilitated eAdoption. The Programme has provided small businesses within the sub region regardless of size or sector with the opportunity to access an appropriate level of eBusiness support suitable to meet their present needs and requirements.

With budget and resource in place the Programme has been able to develop content and activity that is pertinent to the sub region. Specialist events have targeted the tourism sector; sponsorship of WiFi and satellite broadband infrastructure in Derby has enabled all members of the community to access the Internet and its associated benefits. Allocation of resource allowing for programme activity to be hosted in the more remote areas of the sub region has provided access to support for rural communities which otherwise may only have been accessible in the major cities of the region. The flexibility and expertise offered by the management and delivery team has meant that programme content could be readily adapted to meet the needs of the programme's target audiences.

The marketing push of the Programme has been greatly assisted by working extensively with private/public partners within the East Midlands region. Leaflet and e-shot distribution facilitated by public sector partner networks provided an efficient and cost effective method of reaching thousands of small business and should continue to be utilised for future delivery of a WellConnected Programme. Over 80% of all surveyed respondents had heard about the programme through contact with public sector partner organisations. None of the surveyed respondents had heard about the Programme through paid for advertising. It was fortunate therefore that less spend was made on paid for advertising than originally estimated and greater resource focused on enlisting the cooperation of partner networks in the distribution of marketing material. The cooperation of some 40 predominately public sector business support partners was enlisted to distribute leaflets and e-shots to their membership. This

enabled notification of the programme and its events to reach thousands of small businesses within the DDEP locality. Distribution partners included: Business Link, Derbyshire Enterprise Agency, Visit Peak, Derbyshire Food & Drink Forum, Marketing Derby, Co-operative and Social Enterprise Agency, Bakewell Agricultural Centre, the Rural Retail Council, the East Midlands eBusiness Programme, Business Parks within the DDEP locality along with a number of local authorities. Although a variety of media was used to alert small business within the sub region about the support on offer the Programme was also able to utilise partnership working to access harder to reach communities.

By appointment of experienced and knowledgeable sub contractors the Programme was able to utilise their resource and expertise to best effect without additional cost to the programme. KC Jones employed their extensive database to notify Derbyshire businesses about the WellConnected support on offer; Commendium were able to extend the marketing push of the Programme by contacting hundreds of businesses by telephone to alert them to the initiative; Russell Copley from Greenborough Management Ltd in his role as Chief Executive of the East Midlands Incubation Network (EMIN) informed its membership via an e-shot about the programme; Diane Simpson sub contractor to KC Jones for event delivery was able in her role as Programme Manager of the East Midlands eBusiness Programme to notify programme beneficiaries by e-shot and via the eBusiness Programme website about forthcoming WellConnected events; ensure there was no duplication of effort in developing and delivery of events and event content and where pertinent encourage ICT trainers to promote the WellConnected Programme at eBusiness Programme workshops held in Derbyshire.

Businesses and residents in the village of Peak Forest have been provided with access to a Satellite broadband connection by the support offered through the Programme. Several 'not spots' within the village had previously had no cable or ADSL broadband availability. Avanti Communications Ltd, a satellite broadband service provider, tendered and won the contract to install 2 satellite systems enabling all 18 properties within the village to access a broadband connection. Provision of satellite broadband to Peak Forest has provided residents and businesses with a viable option to work or to run their business from home.

The perceived value and benefit of attendance on the events is apparent when reviewing sub section 8.7 Business Testimonials of this report. Considerable additionality was achieved from the Programme's input at other business support organisations events that were hosted throughout the sub region. These included provision of speakers and content on 2 Tourism Events and the Amber Valley ICT workshops. Although the outputs from these events were not directly attributable, the Programme's reach was extended to almost 500 additional small businesses within the DDEP sub region.

8. Business Impact

8.1 Introduction

This section of the report aims to provide insight into the extent of the business impact of the Derbyshire WellConnected Programme has had on its small business participants. A representative sample of 43 telephone interviews were conducted with businesses who had taken part in the programme to provide quantitative and qualitative data to establish:-

- i. How respondents had heard about the Derbyshire WellConnected Programme.
- ii. Position of respondents on the eAdoption Ladder at time of survey, as a result of participation on the programme and planned eAdoption within the next 12 months.
- iii. Respondents perceived barriers to further eAdoption.
- iv. Estimates of small business ICT and broadband awareness as a result of programme participation.
- v. Business needs identified and satisfied from programme participation.
- vi. Collation of anecdotal evidence in the form of business testimonials citing business benefits gained from programme participation.
- vii. Respondents future eBusiness support requirements

When interpreting the key findings in this section consideration should be given to the group of businesses taking part in the evaluation process are not a representative sample of small business in the East Midlands region but a representative sample of the businesses that have participated in the Derbyshire WellConnected Programme.

8.2 How Small Business Respondents heard about the Programme

During the evaluation process surveyed respondents were asked an unprompted question about how they heard about the WellConnected Programme. The table below demonstrates that over 80% of all respondents had heard about the programme through their contact with a public sector organisation. None of the respondents had heard about the programme through coverage from paid for advertising in the local press or radio. Over a quarter of all respondents at 28% were alerted to the programme from an existing relationship with Business Link. These findings suggest that the majority of WellConnected programme participants were already in receipt of some form of public sector business support and that paid for advertising in the general media has little or no effect.

How Survey Respondents had heard about the Derbyshire WellConnected Programme

Media/Partner	Confirmed %
Business Link	28
Derby and Derbyshire Economic Partnership	9
Local Authority	12
Other Business Support Organisation (Tourist Board, Creative Industries Network, Glossop Enterprises, Farming Life Centre, Chamber of Commerce, Peak Support etc)	33
Other (Friend, Relative, happened across it)	9
Can't Remember	9
Radio	0

Newspaper	0
Total	100

Unprompted

8.3 Progression of Programme Participants along the eAdoption Ladder

The e-adoption ladder below demonstrates respondent usage of basic communication technologies to use of higher level transactional and integrated technologies from time of programme participation to time of survey. When reviewing this data the following should be taken into account:

- This is a representative sample of small business that took part in the Derbyshire WellConnected Programme and not a regional representation of all East Midlands small business.
- The results demonstrated do not take into account the frequency of usage.
- Not all of the technologies that appear on the eAdoption ladder are appropriate for every type business.

Respondents were asked a three-part question in order to provide estimates of progression along the e-adoption ladder to establish:

- Current position
- Which technologies had been implemented as a result of programme participation
- Planned e-adoption within the next 12 months

Currently at the lower end of the e-adoption ladder access to the Internet via a broadband connection and use of email was universal at 100% with 93% of all business also reporting ownership of a website.

At 79% the majority of businesses used their online technologies to fulfil a basic transactional functionality i.e. made orders or received orders or made payments online.

84% of respondents met the lower trading online definition of receives or makes orders online and either receives or makes payments online. 40% of respondents met a higher trading online definition of makes or receives orders and receives payments i.e. does not include makes payments online.

A more advanced and strategic approach to the use of ICT is demonstrated when businesses integrate their systems. Indicating that a business understands that by either sharing data or by linking one process with another that greater business benefits may be gained. An initial step towards this higher understanding is when a business networks its computers or progress to use of a more advanced application that necessitates the integration of processes such as customer relationship management software. At the higher end of the eAdoption ladder 41% of businesses reported that their computers are networked and 25% use a customer relationship management system. 9% of respondents allow customers to track order progression automatically online.

Only a small percentage of respondents reported that the implementation of the technologies listed on the eAdoption ladder had resulted from their participation on the Programme. However, anecdotal evidence from respondents confirmed that programme participation had progressed their eBusiness usage by means of improving their skills and knowledge. In particular respondents cited the ability to optimise their website, upgrade and administer eBay accounts, better utilise existing software, hold an informed conversation with their web developer or by affirming a decision for the implementation of a new computer process or online technology. Reference sub section 8.7. Business Testimonials.

Position on eAdoption Ladder by Derbyshire WellConnected Programme Survey Respondent

eAdoption Ladder	Current usage %	Implemented as a result of participation on Programme %	Planned within next 12 months %
External Tracking of order progression (not delivery)	9	0	5
Customer Relation Management System	25	0	2
Computers are networked	41	2	2
Trading Online(higher) ³	40	0	0
Trading Online (lower) ²	84	0	0
Receives payments online	44	2	12
Pays suppliers online	79	2	0
Receives orders online	79	0	2
Orders from suppliers online	79	0	0
Marketing website	93	5	5
Mobile working ¹	70	0	7
Email	100	0	0
Broadband	100	0	0
Internet	100	0	0
PC not connected	0	0	0

Prompted. Multiple Answers Possible. 1. Mobile Working – use of computer/laptop or mobile device away from office to compile, send or received communications. 2. Trading Online (lower) – orders or receives orders and either pays or receives payment online. 3. Trading Online (higher) – orders or receives orders and receives payments online.

8.4 Barriers to eAdoption

Respondents were asked an unprompted question about which barriers if any would prevent the further uptake of computer technologies into their business.

The table below demonstrates that a third of all respondents cited that there were no perceived barriers to future eAdoption. Where a barrier to eAdoption could be identified 23% and 21% of respondent respectively confirmed that lack of skills and don't understand all that it can do was an issue with 21% of respondents citing cost as a barrier. In response to two additional questions about ICT awareness 79% of all respondents reported that attendance on the WellConnected Programme had shed light on gaps in knowledge/skills in making the best use of broadband and ICT and 98% of all respondents confirmed a demand for further online marketing workshops. Indicating that while a significant percentage of respondents did not perceive any barriers to further eAdoption the majority of respondents have an ongoing requirement for eBusiness support.

Identified Barriers to Further Uptake of Computer Technologies by Derbyshire WellConnected Survey Respondent

Barrier	Confirmed %
Cost	21
No time	5
No return on investment	12
Disruption	2
Concerns about security	0
Lack of skills	23
Don't understand all that it can do	21
Lack of impartial advice	0
Supplier/service not available	7
There are no barriers	33
Don't Know	2

Unprompted. Multiple Answers Possible.

Other respondent comments:

- When considering implementation of a new technology I need to take into account the capabilities of my customer's knowledge and availability of technology otherwise there is no point implementing something that my customers cannot use.
- A small number of respondents reported that although they had broadband lack of broadband speed impaired improvements to their processes/offer.

8.5 ICT and Broadband Awareness

An important outcome for the delivery of the Programme was its potential to act as a catalyst to facilitate increased and more efficient use of ICT and broadband technologies by small business. A series of events, workshops and initiatives were targeted to small business throughout the DDEP sub region that offered awareness raising and practical ICT and broadband support. To establish to what degree the programme has been successful in raising awareness about broadband and ICT implementation survey respondents were asked for a definitive response to the statements listed in the table below.

Approximately two thirds of all respondents at 67% and 65% respectively, were able to confirm that participation on the Programme had improved their knowledge/awareness of ICT and broadband technologies and had assisted with understanding/planning the next steps to implementation into their business.

44% of respondents reported that programme participation had increased their confidence in approaching ICT and broadband suppliers. For successful ICT implementation it is imperative that small business are able to articulate their requirements, understand the response and negotiate best value for money with their ICT suppliers.

14% of respondents were unable to confirm any one of the four statements listed in the table below. This was due to the respondent already possessing self or in-house ICT expertise or where the programme had failed to meet the expectation.

Awareness Impact Indicators by Derbyshire WellConnected Programme Survey Respondent

Impact	Confirmed %
Improved my knowledge and awareness about the use of broadband and ICT	67
Helped me to understand and plan the next steps to implementing broadband and ICT into my business	65
Increased my confidence about approaching broadband and ICT suppliers for further information	44
Shed light on gaps in my knowledge/skills in making the best use of broadband and ICT within my business	79
None of the above	14

Multiple Answers Possible. Prompted.

8.6 Business Needs Satisfied

Respondents were asked if their participation on the Derbyshire WellConnected Programme was to satisfy an identified business need. Over three quarters of all respondents at 37% and 40% respectively cited their programme participation was to seek assistance with planned implementation of a specified technology or process or because they were considering ICT implementation and required further information. These findings suggest that businesses have used the Programme as a source of reference for planned and considered ICT implementation.

Business Need Identified by Participation on the Derbyshire WellConnected Programme by Survey Respondent

Business Need Identified	%
Planning to implement a specific technology or process required assistance with planning/progression	37
Considering implementation of a specific technology required further information and guidance	40
Assistance with a technical query or problem	5 ¹
Used as a networking opportunity for my business	7
To find out what the WellConnected programme had to offer	12
Total	101

¹Caution small base. Prompted.

Respondents were then asked to estimate how well had that identified business need been satisfied by participation on the programme, with 1 being not at all and 5 being completely. Around two thirds of respondents who were either planning or considering implementation cited that their business need had either almost or completely satisfaction by the support on provided by the Programme.

Estimate of Business Needs Satisfied from Participation on the Derbyshire WellConnected Programme by Survey Respondent

Business Need Identified	Rating ¹				
	1	2	3	4	5
Planning to implement a specific technology or process required information and guidance on course of action/progression	0	13	25	44	19
Considering implementation of a specific technology and required further information and guidance	18	6	12	41	24
Assistance with a technical query or problem	0	0	0	50 ²	50 ²
Used as a networking opportunity for my business	0	0	67	33	0
To find out what the WellConnected programme had to offer	0	0	20	80	0

¹ not at all – 5 completely ; ² Caution small base.

8.7 Business Testimonials

To provide further insight and clarity where respondents have identified further business benefit from participation on the Programme anecdotal evidence has been collated and categorised in the Business Testimonials section below.

1. Encouraged ICT Implementation
2. Achieved Cost Savings
3. Increased Turnover
4. Raised ICT Awareness
5. Assisted in the Decision Making Process

1. Encouraged ICT Implementation

Sparked my interest in learning more about online trading, since attending the workshop I have set up an eBay shop with which I hope to gain new customers.

DWC/1 Importer

Attending the workshop has built our awareness about what we can do and what we would like to do with our ICT in particular how to better use our website, email and CRM. We haven't had time to implement our ideas yet but we shall during the winter months when business tends to be slower. The workshop was well positioned for my size business.

DWC/2 Manufacturer of Garden-ware

2. Achieved Cost Savings

When we set up the business we knew we needed a website, our developer promised us the world but in reality didn't deliver what we expected. I wish I'd come across the Planning a Successful Website workshop before we had started. I thought a website was a website and have gone from knowing nothing to everything. I am now in a much better position to negotiate and understand online terminology; I can buy the right solution for my business and

not all the unnecessary extras. The workshop was excellent, would like to attend further more detailed courses.

DWC/9 Safety Equipment Distributor

By applying what we learnt from the Planning an Email Marketing Campaign workshop we hope to retain existing customers and gain new customers. A further effect has been that by use of email as opposed to mail shots or direct advertising our marketing costs have been reduced considerably.

DWC/10 Software Consultancy

3. Increased Turnover

I attended a ICT Showcase event and as a result implemented a new website. I am very pleased with the results it has generated. As an accommodation provider I use a booking agency, the website has generated more bookings than the agency. It is important to me that expenditure is balanced against the potential business benefit – in this case it certainly has.

DWC/5 Holiday Cottage

My target market, predominately young women, are internet savvy, I needed a better understanding about how to enhance my presence on the web. By attending the ICT Showcase event I was able to cherry pick my areas of interest, I attended a website building seminar. Since then I have implemented what was recommended and as a result I now receive more enquiries through my site which has resulted in more business. I don't want to be involved with IT but realise its importance so have employed a graduate who has a degree in information systems so that I now have my own in house source of IT expertise.

DWC/8 Bridalwear Shop

4. Raised ICT Awareness

The ICT Showcase event really opened my eyes to the complexity of online marketing; there is only so much you can do on your own. Specialist guidance is needed otherwise you can unwittingly apply a practice to the detriment of your website i.e. the overuse of keywords. I am further forward but still require a professional to steer me in the right direction.

DWC/6 Online Shop

The Planning an Email Marketing Campaign workshop was perfect for our needs we shall implement what we learnt in the near future.

DWC/7 Architectural Services

5. Assisted in the Decision Making Process

The eBay workshop gave us the insight and knowledge to decide not to set up an eBay shop therefore saving us time, money and effort. These workshops are so useful because they keep us informed about the next 'big thing' that may be vital to increasing our profitability.

DWC/4 Holiday Cottage

Attending the ICT Showcase event helped me to decide to hand over the management and maintenance of my ICT to an expert so that I can concentrate on generating more business. I realise I need IT and its importance to my business but I do not want to do it. The event was well run and should continue. The event is particularly useful for small business who have no other source of ICT back up to find out what is out there and if it will be of benefit to your business. I also enjoyed the event as a means meeting and talking and generally networking with other businesses.

DWC/3 Coaching Service

8.8 Improvement to Future Programme Delivery

To gain a perspective into how well the Programme had met the expectations of participants and to assist in future support planning respondents were asked to articulate if the WellConnected Programme could be further improved. Responses have been collated into the table below and are latterly given as verbatim comment.

The table below illustrates that almost half of all respondents at 16% and 30% respectively felt that the programme could not be improved upon or could not identify an area for improvement at time of survey.

Where future programme improvement could be identified over a quarter of all respondents at 28% cited a need for workshop content to be graded and advertised by ability of delegate i.e. beginner, intermediate or advanced.

A small but significant number of respondents at 9% cited a requirement for future programme content to be sector specific. Likewise 9% of respondents alluded to the importance of events in acting as a network medium as a means to keep updated about local news, pricing and activities that may affect the day to day running of their business.

Improvement to Future Delivery of the WellConnected Programme by WellConnected Survey Respondents

Event Requirement	Confirmed %
No improvement required support met all expectations	16
No improvement identified at time of interview	30
Workshop content should be graded and advertised by ability of delegate i.e. beginner, intermediate or advanced	28
Programme should be more widely advertised to small business	5
Future content should be industry specific	9
Duration of event/workshop too short	7
Print used on presentation screen and handouts too small	5
Importance of event/workshop as a networking tool for small business	9

Multiple Answers Possible

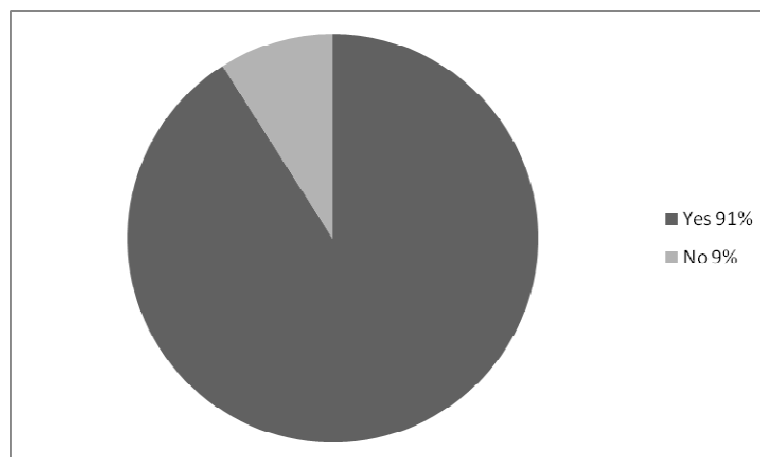
Respondent Verbatim Comment for Future Delivery of WellConnected Programmes:

- I am continually looking to build on my IT skills – there’s so much out there and so much that I know I could do better.

- Every minute of the Showcase event had something in it that I wanted to know about.
- I just happened upon the ICT Roadshow; ask local businesses in and around the Square to display posters and leaflets to advertise the event.
- The workshops inform you about developments in technology but don't always tell you about the mechanics about how to do it.
- Would like to have computers at the workshops so that you can practice at the same time as being taught.
- Some of the sessions I attended were too technical, above my head.
- When you run a B & B mornings and late afternoons are busy times i.e. breakfasts and arrival of guests. I would prefer for workshops to be arranged over a lunchtime when I am less busy.
- I was letting go of some domain names I rang the ICT Advice Line who were very nice but could not answer my questions.
- I used the workshop as a reaffirmation of what I already knew.
- You don't know what you don't know these workshops give us the confidence to make the next step – keep it coming
- The workshop tried to pack too much in; I didn't like the use of Americanisms or abbreviated terms; some of the experts didn't come up to scratch; the food and car parking weren't good; more handouts required as a future point of reference.
- Make events smaller and more personal.

The final indicator for the Programmes' business impact asked respondents if they would recommend participation on the WellConnected Programme to others. 91% of all respondents confirmed that they would recommend participation on the Derbyshire WellConnected Programme to others.

Would Survey Respondent Recommend the Derbyshire WellConnected Programme to Others?



8.9 Future Small Business ICT Support Requirements

To inform future planning activity WellConnected survey respondents were asked if any of the support components listed in the table below would help them to better use ICT in their business.

It is evident from the findings below that continued ICT support is a strong requirement for small business within the DDEP sub region. 98% of all WellConnected respondents confirmed that they would like to attend at least one ICT workshop. The importance of being kept updated and having access to an impartial and expert ICT resource is further

demonstrated by an average of 81% of respondents affirming a need for some element of ICT support listed in the table below. The significance of these results are twofold. With time being at a premium for most small business WellConnected beneficiaries recognise the value of the programme and are willing to invest further time and effort in attendance. Secondly, that surveyed respondents realise and acknowledge the importance of the role that their ICT processes and online technologies will play in the continuation and success of their business.

Future ICT Support Requirement by WellConnected Programme Survey Respondent

Business Support	Confirmed %
Delivery of specialist e-business workshops to assist with:	
i. Online Marketing	98
ii. Linking IT Processes and Applications	67
iii. Website Optimisation	84
One to one ICT support from an Impartial Adviser	74
Access to a free and impartial ICT Advisory Website.	77
Access to a free and impartial ICT Advisory telephone helpline.	81
Grant aid	88
No support required	0

Multiple Answers Possible

- More about Web 2 technologies – Twitter and Facebook.
- A general website maintenance course, how to update, add pictures/product information etc.
- There is a gap in the support out there. Plenty of elementary workshops are available but then there is a huge leap to where you feel you need a computer degree to take an idea forward. You can get individual supplier support but where applications are integrated it is more difficult. Some sort of middle ground is needed, practical and technical support from an adviser who can help you with the day to day running of your systems.
- A Derbyshire holiday cottages/bed and breakfast industry portal site; whereby businesses can keep up to date, network and exchange local information.

9. Lessons Learnt

9.1 Introduction

The Lessons Learnt section of this report pulls together the key findings, observations and considerations in respect of options for the continuation of the Derbyshire WellConnected Programme. As its source of reference it uses data and information collated from the telephone interviews conducted with the Derbyshire WellConnected Programme and Project Managers, a DDEP Board member, the sub contractors involved in the development and delivery of the programme and the 43 business beneficiaries of the programme. In reviewing this section it should be understood that the evaluation process by its nature allows for perception after the fact and aims to provide a learning framework with which to take a future WellConnected Programme forward.

9.2 Lessons Learnt

Management Planning There was a consensus of opinion that the management structure for the delivery of the Derbyshire Well Connected Programme was complex. The Programme was new and as to be expected it took time for the delivery team to work together as one unit. With two levels of programme management and three/four delivery partners on occasion lines of communication became blurred. It was problematic to keep all partners updated about the activities of the others at all times.

Both formal and informal monitoring of programme processes and progression were undertaken and the Project Appraisal Document formed the basis of a business plan but a more structured tool of communication was required. For future delivery a formal project plan identifying responsibility for contracted outputs and key milestones along with a targeted marketing plan should be scripted, regularly updated and communicated to the programme delivery team. Where multiple agencies/contractors are involved in the management and delivery of a programme investment in project sharing software may also be beneficial.

Appointment of Sub Contractors: The Derbyshire WellConnected Programme developed and delivered a number of work packages that required a multi discipline approach – it was understood that no one contractor could deliver across all strands of the initiative. It was therefore appropriate and necessary to appoint a number of private sector contractors to manage programme activity that would deliver on the contracted outputs of the Programme. With lessons learnt management should endeavor to combine partner's roles to achieve best value without comprising the integrity of the Programme. One or two focused resource should be able to deliver an increased number of outputs and achieve economies of scale that may not be possible by appointment of multiple organisations.

Derbyshire WellConnected Programme Steering Group The establishment of a Derbyshire WellConnected Programme Steering Group to provide strategic and operational direction to Programme activity. Aligned to the previously formed ICT Advisory Forum membership to include appropriate emda representation, DDEP Board and programme managers along with representatives from delivery and operational partners with an interest in promoting the ICT agenda for the sub region. The group providing strategic direction to the delivery of programme activity allied to sub regional priorities and opportunities; access to a panel of public/private sector industry expertise to ensure programme content is appropriate and relevant to the small business audience of the DDEP sub region.

Derbyshire WellConnected ICT Advice Line To ensure that opportunities are not lost to the Programme in provision of ICT support to small business within the DDEP sub region it is recommended that only one telephone number direct to the Programme is made available. It may also be appropriate to provide a Business Link telephone number for general business

support making the distinction between the two services on all promotional material and the WellConnected website.

Marketing Plan: A number of formal and informal processes were in place that monitored the marketing activity and spend of Bottle PR. On a monthly basis Bottle PR submitted a monthly progress report to DDEP and quarterly review meetings were held at DDEP with the Programme and Project Managers. A marketing strategy was formulated early on by Bottle PR with regular updates and progress reports being made to the Project Manager. The process worked but it was not always possible to keep all delivery partners informed at all times about proposed and forthcoming marketing activity. For future programme improvement and to enhance lines of communication amongst partners a formal marketing plan should be scripted citing the agreed requirement and circulated to strategic and operational partners for input and comment. Thereafter the marketing plan should form an integral part of the overall programme plan being circulated to partners, monitored and updated on a consistent basis.

Programme Launch: Future Programme delivery may benefit from a more conspicuous launch event to highlight the support on offer through the initiative to small business. A would-be example cited by Bottle PR and had budget allowed being the demonstration of the WiFi capability made possible through the Programme by a mass demonstration of hundreds of laptop users sat on the Green within the Derby Cathedral Quarter. Any future launch event would be subject to justification and availability of budget.

Partner Networks: Leaflet and e-shot distribution facilitated by public/private sector partner networks was an efficient and cost effective method of reaching thousands of small business and should continue for future programme delivery. Over 80% of all surveyed respondents had heard about the programme through contact with public sector partner organisations. None of the businesses surveyed at evaluation had heard about the programme through paid for advertising. It was fortunate therefore that less spend was made on paid for advertising than originally estimated and greater resource focused on enlisting the cooperation of partner networks in the distribution of marketing material. It is also acknowledged that other sub contractors engaged in programme delivery were able to draw on known networks to circulate promotional material which significantly contributed towards the achievement of programme outputs: KC Jones's own extensive database of contacts; Diane Simpson to the membership of the East Midlands eBusiness Programme and Greenborough Management Ltd to the membership of the East Midlands Incubation Network. Commendium Ltd were proactive in contacting small business by telephone to alert them to the ICT and broadband support being made available through the programme.

Conversely there may be an over reliance on the use of established partner networks in reaching the same audience over and over again. While continuing to offer support to businesses that may have already benefitted from a public sector intervention equal focus should also be given to businesses that may not be in contact with public sector agencies.

Deployment of individual marketing strategies require monitoring to establish response rates v return on investment. Due to budget restraints little effective monitoring of how participants had heard about the initiative was undertaken. Any future WellConnected Programme should allow for provision of costs to effectively track the response of the marketing methods used to promote the incentive. Findings from monitoring should be compiled, communicated and responded to by the programme management and delivery team with appropriate adjustment made to future strategies in the marketing plan.

Promotional Literature: Two leaflets were created for use throughout the campaign, one to publicise the ICT Showcase events in 2008 and the other a general leaflet used to promote

the WellConnected Programme. While the Programme should be promoted as a whole a template leaf whereby individual events and activities could be highlighted in the text would add relevance and generate interest to a target audience.

ICT Roadshow: At 28 visitors over a period of 14 days attendance figures for the ICT Roadshow fell well below expectation. This was in part due to lack of partner engagement and also to ineffective marketing. On one occasion a business support event hosted by a local authority was cancelled without informing the Programme whose ICT Roadshow was due to be sited at the event in front of their municipal offices. Where a substantial programme cost and its resulting value is in part reliant on partner engagement agreement to participation should be gained from the Chief Executive of the partner organisation. A consistent line of communication should be upheld with partners to foster good relations and to ensure the commitment of the Programme is understood.

One programme respondent whose business was situated close to where the ICT Roadshow was sited was not aware that the unit was due to visit and 'happened' across the roadshow by chance. It was suggested that an effective means of publicising a local event would be use of posters and leaflets placed in local banks, libraries, shops, nurseries, employment offices, doctor's surgeries, town halls etc. Use of a poster template for a Derbyshire WellConnected event with specific details added would provide a cost effective means of producing material for local events. Publicity material for WellConnected events should in turn be hand delivered and personally communicated to the businesses willing to display material approximately one month before the event is due to take place.

Further utilisation of the ICT Roadshow vehicle should be explored that may provide better value and other opportunities for programme delivery. For example use of the vehicle to deliver ICT workshops to small targeted audiences in rural areas of the DDEP sub region. Alternatively in partnership with other agencies such as Business Link or the Derbyshire Enterprise Agency positioning the vehicle on university campuses at career events which may encourage young people to start in business.

Seamless Package of Support: Few of the businesses that were interviewed during the evaluation process had used more than one element of programme support although several had attended more than one ICT workshop. Anecdotal evidence at interview suggested that respondents were unaware of the package of support that was available through the Programme. Future marketing activity should clarify the offer being made by the Programme.

Effective Marketing Spend: During the evaluation process surveyed respondents were asked an unprompted question about how they heard about the WellConnected Programme. Over 80% of respondents had heard about the programme through their contact with a public sector organisation. None of the respondents had heard about the programme through coverage from paid for advertising in the local press or radio. Over a quarter of all respondents at 28% were alerted to the programme from an existing relationship with Business Link. These findings would suggest that the majority of programme participants were already in contact with or in receipt of some form of public sector business support. It is acknowledged that small business is a large, diverse and difficult to reach audience. Paid for advertising can be costly and may have little or no effect. Future WellConnected marketing strategies should consider investment in a bespoke mailing list for use in a direct mail campaign to reach businesses that may not be in contact with the public sector and or IT savvy.

Timeline A period of 12 months was required to formulate the strands of support to be offered by the Programme, recruit private sector delivery partners via a public procurement process and design and communicate a suitable marketing campaign. With lessons learnt

and with a delivery model in place future delivery of the Programme can be streamlined and in place within a nominal period of time.

10. Conclusion and Report Recommendations

10.1 Conclusion

Access to ICT expertise and resource is often a given for larger business but for small business provision of ICT infrastructure and support can be inconsistent and dependent upon business location. The Derbyshire WellConnected Programme has attempted to address this shortfall by offering a unique package of ICT and broadband support to small businesses within the DDEP sub region. A series of interlinked work packages have been developed, managed and delivered by a public/private sector programme partnership. The aim of the Programme being to significantly increase the number of businesses using broadband to transact and communicate online driving up both the quantity and quality of ICT usage across the sub region. All business types have been accommodated and consideration has been given to programme delivery regardless of geographic location. Access to the initiative being made available by telephone, online and at events hosted in towns and in some of the more rural locations of the sub region. The Programme has also undertaken to tailor content to meet the specific requirements of the tourism sector which has particular value and significance for Derbyshire.

Programme participants have been able to access a portfolio of activity and events at a point of entry appropriate to the development of their business. The Programme took a holistic approach by offering small business an end to end package of ICT support. Businesses were alerted to the benefit and the opportunity that increased ICT usage could bring by a series of ICT and broadband showcase events; where appropriate the Programme has extended broadband infrastructure capability; development of a series of ICT workshops has enhanced knowledge and skills levels, the ICT Roadshow, WellConnected website and ICT Advice Line offered access to expert and impartial advice and financial support via the Enterprise Development Fund was made available to enable ICT implementation.

By appointment of experienced and knowledgeable sub contractors the Programme has utilised resource to develop content pertinent to the sub region and expertise to best effect without additional cost to the programme. The marketing push of the Programme has reached numerous businesses throughout the sub region by distribution of promotional material via sub contractors contact networks and databases. In addition the Programme has collaborated with some 40 public sector partners in forwarding of e-shots to their membership about programme activity. This has allowed the Programme to access target audiences and hard to reach communities.

The Programme to date has achieved the majority of its contractual outputs. Where there has been an underperformance in terms of jobs created/safeguarded and the installation of broadband infrastructure this has been largely due to circumstances beyond the control. This underperformance being negated by an over performance in other areas of programme activity namely businesses assisted by the Programme.

Of the support on offer surveyed respondents reported that attendance at events and activities organised by the Programme had encouraged eAdoption, achieved cost savings, increased their business turnover and assisted in them in the decision making process about future ICT implementation. 91% of all respondents confirmed that they would recommend attendance on the Derbyshire WellConnected Programme to others.

There continues to be a strong requirement by small business for eBusiness support within the sub region. 79% of all respondents reported that attendance on the Programme had shed light on gaps in knowledge/skills in making the best use of broadband and ICT; 98% of all respondents confirmed a demand for further online marketing workshops; 74% and 81%

respectively required one to one support from an impartial adviser and access to a free and impartial ICT advisory telephone helpline.

Sub regional, regional and national policies recognise the significance of the relationship between increased levels of eAdoption and the corresponding productivity gains that may be made by business. Of equal importance is that public sector interventions should be targeted and matched to meet national, regional and local priorities. There continues to be a consistent body of evidence to support the demand for and continuation of public sector intervention to provide ICT support for small businesses within the DDEP sub region. The Challenge to eAdoption in the East Midlands 2009 reports on the risk that a large pool of businesses at the bottom end of the eAdoption ladder may stagnate and miss the opportunity that increased ICT usage presents.

The Derbyshire WellConnected Programme has been able to provide a comprehensive portfolio of broadband and ICT support. Within the East Midlands region the Programme has been unique in its proposition in offering a complete end to end solution that has raised awareness and facilitated eAdoption. The Programme has provided small businesses within the sub region regardless of size, sector or location with the opportunity to access an appropriate level of eBusiness support suitable to meet their present needs and requirements.

Taking into account Section 9 Lessons Learnt and sub section 6.12 Future Programme Delivery of this report the Derbyshire WellConnected Programme should continue to provide a series on interlinked eBusiness support packages to the small business population of the DDEP sub region.

10.2 Report Recommendations

The findings and conclusion of the Final Evaluation of the Derbyshire WellConnected Programme 2009 commends the following report recommendations:

1. The Derbyshire WellConnected Programme should continue to offer and evolve a package of ICT support to small business based within the DDEP sub region for a further 3 years. In development of the Programme consideration should be paid to Section 6.12 Future Programme Delivery and Section 9 Lessons Learnt of this report.

2. The establishment of a Derbyshire WellConnected Programme Steering Group to provide strategic and operational direction to Programme activity. Aligned to the previously formed ICT Advisory Forum membership to include appropriate emda representation, DDEP Board and programme managers along with representatives from delivery and operational partners with an interest in promoting the ICT agenda for the sub region. The group providing strategic direction to the delivery of programme activity allied to sub regional priorities and opportunities; access to a panel of public/private sector industry expertise to ensure programme content is appropriate and relevant to the small business audience of the DDEP sub region.

3. To achieve best value and with lessons learnt fewer sub contractors are required for future Programme delivery. Reference Section 9 Lessons Learnt – Appointment of Sub Contractors.

4. Few of the businesses that were interviewed during the evaluation process had used more than one element of programme support although several had attended more than one ICT workshop. Anecdotal evidence at interview suggested that respondents were unaware of the package of support that was available through the Programme. Future promotion of the

Programme should provide for a more holistic marketing approach alerting businesses to the complete package of support that is available from the Programme.

11. Further Information

11.1 Contact Details

For further information about the Derbyshire WellConnected Programme please contact:

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Appendix 1 Programme Costs

1. Derbyshire WellConnected Programme Approved Costs September 2007

Total Project Costs – All Years	Year 1	Year 2	Year 3	Total
	September 2007 to March 2008	April 2008 to March 2009	April 2009 to March 2010	
ICT Roadshow	75,000	10,000	5,000	90,000
Equipment – (“Not spots” work package £10k, Wireless Towns Work package £500k) including Derby City	110,000	300,000	100,000	510,000
Other Capital Costs*				
Total Capital Costs	185,000	310,000	105,000	600,000
Project Management	6,507	13,012	6,506	26,025
ICT Events	20,000	40,000	20,000	80,000
Promotions	10,000	20,000	10,000	40,000
Final Project Review			10,500	10,500
ICT Framework, Development, Consultation and Implementation	5,000	10,000	5,000	20,000
ICT Advice Line	66,250	82,500	41,250	190,000
Other Current Costs*				
Total Current Costs	107,757	165,512	93,256	366,525
GROSS TOTAL	292,757	475,512	198,256	966,525

2. Derbyshire WellConnected Programme Estimate of Costs to March 2010

Total Project Costs – All Years	Year 1 September 2007 to March 2008	Year 2 April 2008 to March 2009	Year 3 April 2009 to March 2010	Total	Spend to end June 09
ICT Roadshow		23626		23626	23623
Equipment – (“Not spots” work package £10k, Wireless Towns Work package £500k) including Derby City	165,619	11750	65000	242369	177369
Other Capital Costs*		22144 (advice line)		22144	22144
Total Capital Costs	165,619	57520	65000	288139	223139
Project Management	40561		13520	54081	45067
ICT Events	10,000	118515	25000	153515	137515
Promotions	10,000	20414	10000	40414	35909
Final Project Review			10500	10500	0
ICT Framework, Development, Consultation and Implementation	0	0	0	0	0
ICT Advice Line	0	65005	51447	116,452	84297
Other Current Costs*					
Total Current Costs	60561	203,934	110467	374962	302788
TOTAL	226180	261454	175467	663,101	525927