

### **PRIME 50+ Enterprise Support Worker – North East Derbyshire**

PRIME was formed with the active support of HRH The Prince of Wales in recognition of the hundreds of thousands of people aged 50+ who were disenfranchised from the labour market. The Prince is committed to this cause and remains PRIME's President.

PRIME became a company limited by guarantee wholly owned by Age Concern England in 2002, and in 2005 became a charitable company linked to Age Concern England.

Its mission is:

**to ensure everyone aged 50+ has the opportunity for financial, social and personal fulfilment through sustainable self-employment, business or social enterprise.**

PRIME has three strategic objectives which link closely with its business model:

1. To create a **PRIME campaign** that:
  - raises awareness amongst the 50+ age group of the self-employment, business and social enterprise options,
  - improves self-employment and enterprise opportunities locally, regionally, nationally and internationally.
  
2. To develop a dynamic **PRIME partnership** that:
  - delivers and sign-posts help and support
  - ensures everyone aged 50+ has access to appropriate and continuing high quality self-employment, business or social enterprise support
  - is developing and improving practice to meet the evolving needs of those aged over 50
  
3. To generate a **PRIME understanding** that:
  - focuses research on 50+ self-employment and enterprise
  - proposes solutions to the obstacles that inhibit 50+ self-employment, business or social enterprise
  - explores and disseminates best practice and new ideas

PRIME operates a virtuous circle of research, delivery in partnership, and campaigning. Each strand of PRIME's work feeds into the other strands to add value and clarity.

### **The need for PRIME**

In the UK there are 3.6 million people aged 50-65, and 12 million over 50, who are not earning an income. This is often not by choice. Since 60% have only their state pension for retirement, many live in poverty.

PRIME believes it is a waste of resources, experience and energy for so many millions of people over 50 to stand reluctantly outside the economic mainstream, particularly since, when given the encouragement to go into business, they're more likely to succeed than anyone else. Self-employment can offer personal dignity, financial independence and individual satisfaction.

The need for PRIME and its work can be summarised as follows:

- **The numbers of those aged 50+ who are not working**  
In 2003 over a third of those aged 50-64 were neither employed as an employee nor self-employed. This amounts to nearly 3.6 million men and women in the UK. Since 1979 the proportion of men between 50 and State Pension Age who are not working has doubled.
- **The cost to the economy**  
The drop in work rates among the over-50s since 1979 costs the economy about £16 billion a year in lost GDP and costs the public purse £3-5 billion in extra benefits and lost taxes.
- **The health costs**  
There is a strong correlation between economic inactivity and poor health.
- **The potential of the over 50s to contribute to the economy**  
75% of the 1.3 million 50+'s on Incapacity Benefit say they could do some form of work.
- **The barriers for the 50+ to being an employee**  
Those aged around 50 who are made redundant have a one in ten chance of becoming an employee again. A continued search for a job, therefore, does not appear to offer a solution for more than a few.
- **By contrast, the relative success of 50+ in self-employment**  
The survival rate in business increases for older owner managers.
- **The absence of a comfortable retirement as an alternative**  
Yet the older age group are not instead enjoying a prosperous retirement. Only 8-12% of the 50-64 age-group have the kind of pension that offers them a comfortable retirement.
- **The increasing importance of the issue**  
By 2020, the working-age population over 50 will grow by 2 million, and the under-50s will fall by a similar amount. If employment rates for over-50s remain as they are, there will be another 800,000 over-50s out of work by 2020 and the working population will shrink.

## **BACKGROUND INFORMATION**

### **PRIME's funding**

PRIME's work in Northern Ireland, the North East, North West, East Midlands, East of England, South East, South West and Yorkshire & Humber regions has been funded by the respective Regional Development Agencies or equivalent, and by Microsoft in the West Midlands Black Country area. Other funding has been awarded from the EU via European Social Fund, the Lottery 'Awards for All', charitable trusts, Business Links and rural development agencies for projects related to 50+ self-employment and enterprise.

### **PRIME – How we work**

PRIME works throughout the UK with a network of locally based partner organisations, some of whom partner PRIME in promoting self employment and enterprise to people over 50 and providing support to those who wish to establish their own businesses or become self-employed; others refer clients to PRIME for support. A list of PRIME's current partners can be found on PRIME's website. PRIME focuses on initial engagement of clients, offers early stage support, information and sign-posting, and helps clients to access appropriate mainstream support.

Within the 50+ age-group, PRIME focuses particularly on disadvantaged groups eg prisoners, refugees and asylum seekers, people with disabilities, ethnic minorities and those out of work or under threat of redundancy.

PRIME's way of working prioritises working in partnership with other organisations, and an innovative approach where PRIME pilots ideas that have not been considered or attempted before.

Appendix 1 shows a Business Lifecycle model developed by PRIME which charts the entry and progression points that those who are most disadvantaged in the labour market and with the largest cultural gap between being an employee and being self-employed. Generally Business Link and enterprise agencies are located at stage three ("Start-up business support").

Alongside the business lifecycle, PRIME has mapped out the vehicles that are required to enable people to progress (see Appendix 2). PRIME is gradually developing vehicles for each entry and progression point. This model is being adopted nationally by organisations that support disadvantaged people with potential to enter self-employment.

For more information see [www.primeinitiative.org.uk](http://www.primeinitiative.org.uk) and [www.primebusinessclub.com](http://www.primebusinessclub.com)

### **PRIME Research into the over 50s**

PRIME has been undertaking research, through its close involvement in delivery, on the segmentation of those aged 50+ who are workless or under threat of worklessness. It is experienced in dealing with the pre-conceptions about self-employment, the difference between those who accept a need to plan carefully and logically and those who wish to learn by doing (sometimes because they have been operating in the informal economy already), and the difference between those who are digitally literate and those that have been digitally excluded. From national statistics PRIME's research shows that:

## **BACKGROUND INFORMATION**

- i) up to 25 per cent of those engaging with PRIME are reluctant to engage in planning courses and want to learn by doing:
- ii) between 15 and 25 per cent of those engaging with PRIME are digitally excluded on the proxy measure of having no e-mail address.

PRIME has also tracked a sample of those with whom it has engaged. Eighty per cent of the engagements are with people who are workless (see Olderpreneurs of the Future-<http://primebusinessclub.com/wp-content/uploads/2007/06/olderpreneursforthefuture-primeclients2007.pdf>). It has found that:

- i) 43 per cent go on to start a business within 12-18 months:
- ii) 30 per cent are still considering self-employment but have taken a deter (illness in the family, short-term job offer etc):
- iii) 27 per cent have determined that self-employment is not for them.

Very recent unpublished research has shown that there appear to be regional differences in the 12-18 month start-up rate and it is likely that deprived areas have a lower start-up rate than the national figure of 43 per cent.

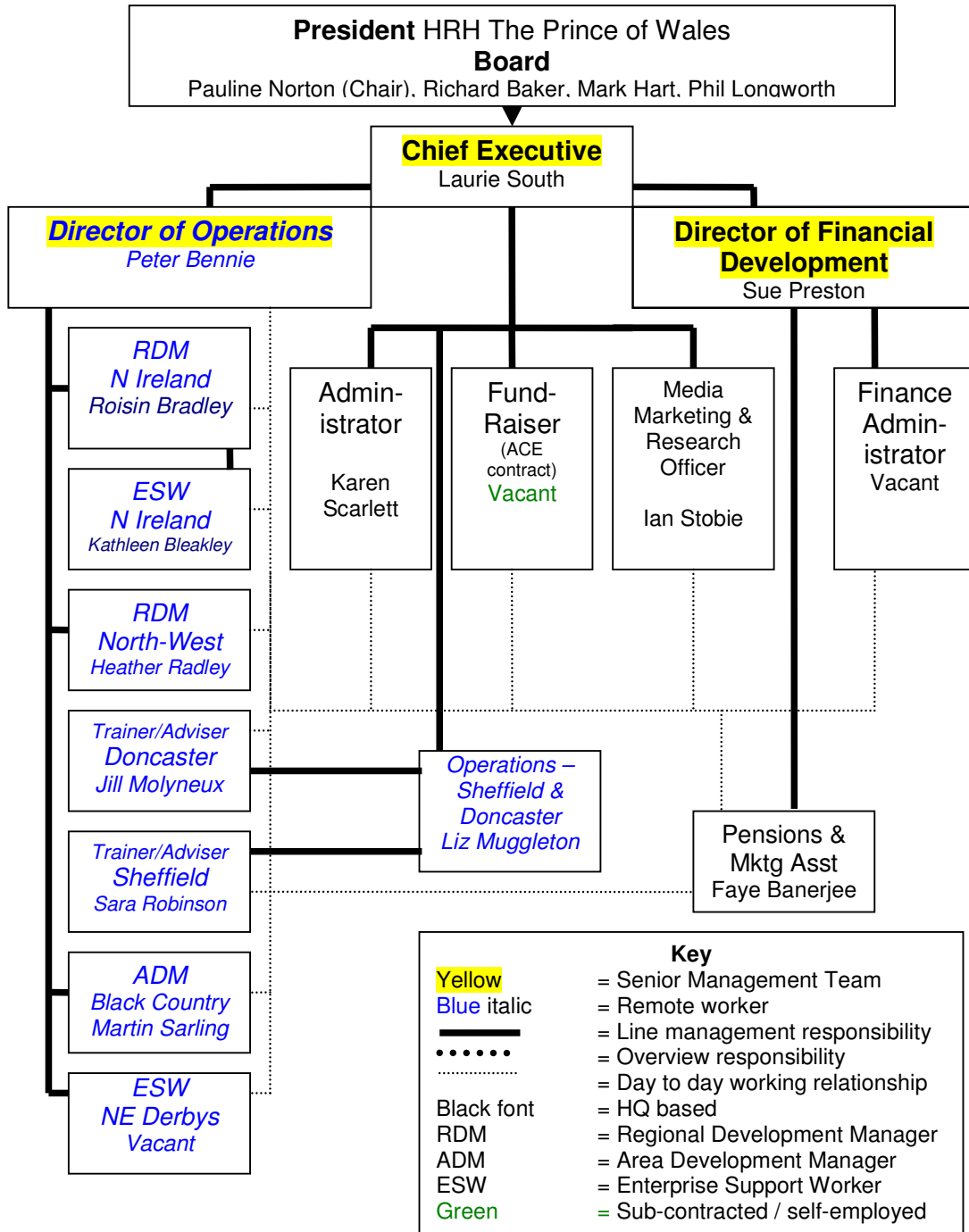
In January 2008, PRIME published a major report into 50+ Employment "Improving Employment Prospects For The Over 50s". The Report provides some stark data about the nine million people in the UK aged between 50 and State Pension Age:

The report, which was researched and written for PRIME by Christopher Smallwood, former chief economist of Barclays Bank is available from:  
[http://www.primeinitiative.org.uk/newsmaster03/t\\_news\\_info.php?refnum=122](http://www.primeinitiative.org.uk/newsmaster03/t_news_info.php?refnum=122)

Much of PRIME's other research is available on its website ([http://www.primeinitiative.org.uk/newsmaster03/t\\_news\\_archive.php](http://www.primeinitiative.org.uk/newsmaster03/t_news_archive.php)) and includes:

- (i) Towards a 50+ Enterprise Culture (which analyses from LFS data the number of over 50s in different segments of the labour market in each region in England)
- (ii) Rural Lifelines: 50+ rural social enterprise
- (iii) Obstacles to 50+ Self-Employment
- (iv) 50+ detached enterprise outreach worker in South Tyneside
- (v) 50+ Franchising
- (vi) Olderpreneurs' Outcomes: what happens to people who contact PRIME
- (vii) Older Women and Enterprise in Rural Areas: study of a group of women in rural Cheshire
- (viii) Olderpreneur Futures: longitudinal research with Kingston University into 50+ entrepreneurs: characteristics, experience and attitudes
- (ix) Research just started into the needs of 50+ entrepreneurs with disabilities
- (x) Enterprise4inclusion: action research consortium looking at social enterprise and social exclusion in rural areas

## BACKGROUND INFORMATION



### PRIME Organisational Chart

The intention is to develop the regional operation so that each region of England plus Scotland and Northern Ireland has a Regional Development Manager or equivalent within two years.

## **Flexible Routeway Provision (Derbyshire North-East)**

### **50+ Self Employment Support**

#### **Overview**

Historically, many enterprise support programmes have centred on youth entrepreneurship with the result that a mindset still exists that 'enterprise is for young people'. PRIME understands that the over 50s, whilst not a homogenous group, are likely to encounter particular age-related challenges and opportunities. Age discrimination remains a real hurdle for those trying to re-enter the job market. Nationally, only 1 in 10 of those made redundant at 45+ will ever become an employee again, whilst 1 in 3 of those aged between 50 and state pension age are workless. In areas of deprivation, which by definition includes LEGL areas, the statistics for the over 50s are even more stark. The longer-term workless are more likely to be over 50, experiencing loss of self-esteem; loss of confidence; and an associated impact on physical and mental health and social inclusion.

PRIME is now working or has worked extensively in 8 of the 9 regions of England. Its working model is based on partnership in delivery. This means partnership with Business Link and the business support agencies, but, more critically, partnerships with the range of organisations that provide a route to workless over 50s.

PRIME has piloted area-based initiatives in, for example, deprived inner-city programmes in Belfast, London, Nottingham and Tyneside, and in isolated rural and coastal locations in the East Midlands, South East and Yorkshire.

PRIME has also pioneered pre-enterprise work. Its experience has been focussed in areas where there is a cultural leap to be made from worklessness, economic inactivity or a job under threat to creating a job by starting your own businesses. PRIME's main clients are people who come from economic inactivity or from many years working as an employee and who need a great deal more pre-enterprise support, orienteering and help if they are to become enterprise ready and benefit from the Business Link offer in contrast to, for example, a senior manager from a large company.

Since re-entering the labour market as an employee is difficult for the over 50s, self-employment becomes a critical option. However a lifetime of working for an employer or a family history of worklessness makes the concept of self-employment culturally alien as well as daunting.

PRIME's model is outlined in the enclosed Business Cycle diagram (see Appendices 1 & 2). PRIME's work complements that of Business Link by ensuring those aged 50+ who are ready to start planning their business can then make best use of the services provided by Business Link. It does not seek to replace Business Link.

### **Project Aims**

The aim of this project is to raise awareness of the Self-Employment option and provide appropriate pre-enterprise support to enable people aged 50+ who are out of work in the delivery area to enable development of their pre-enterprise skills, knowledge and abilities and confidence so that they can gain full benefit from the Business Link offer, and start a business with the maximum chance of sustainability. The Self-Employment offer will form an integral part of the broader Flexible Routeways programme as per the extract in Appendix 3

The objective is to establish a supportive and focused self-employment strand to the N E Derbyshire Flexible Routeways programme that:

- (i) offers flexible support adaptable to the client's individual circumstances
- (ii) puts clients in a position to understand themselves and the business journey so that they can be pro-active in forming their own curriculum
- (iii) offers a degree of structure for those that prefer a planned approach in a pre-enterprise course
- (iv) is able to ensure people move forward to relevant agencies with the confidence that they will benefit from the Business Link offer, (or move them on, if they decide enterprise is not for them, to other support mechanisms able to assist with employment, volunteering, or further learning).

This project focuses on the personal development and guidance stage of the PRIME business cycle model (appendix 1).

### **The Programme**

- (i) an "It's about you" self-assessment course alongside an Enterprise Awareness course for each client. These modules will be delivered in the PRIME informal style to groups of clients predominantly on an outreach basis. These modules enable the client to focus on their skills, experience and abilities, and understand themselves and what they need to know and do to help create a sustainable business
- (ii) one-to-one support to help clients progress in a direction and at a pace appropriate to their circumstances
- (iii) a "mix and match" programme responding to individual and group need
- (iv) referral to an extension programme of provision run by other agencies

## **BACKGROUND INFORMATION**

### **The offer**

- i) a relevant, appropriate and non-threatening pre-enterprise environment which celebrates experience, and abilities
- ii) pre-enterprise learning experiences relevant to the learning style of the client that empathise with the clients' experiences
- iii) progression routes which enable the client to eventually utilise the Business Link offer
- iv) regular, supportive one-to-ones
- v) referral to other provision within the Flexible Routeways programme

### **Project outputs**

The contracted outputs for the 3-year programme are:

<b>Total Contractual Starts:</b>	<b>430</b>
<b>Total Contractual Jobs:</b>	<b>151</b>
<b>Of Which Sustained Jobs:</b>	<b>60</b>

*A Start is an eligible client coming on to the programme*

*A Job is a client moving into Employment or Self Employment*

# Appendix 1: PRIME's Business Lifecycle Model

**Business-ready clients  
requiring only light support**

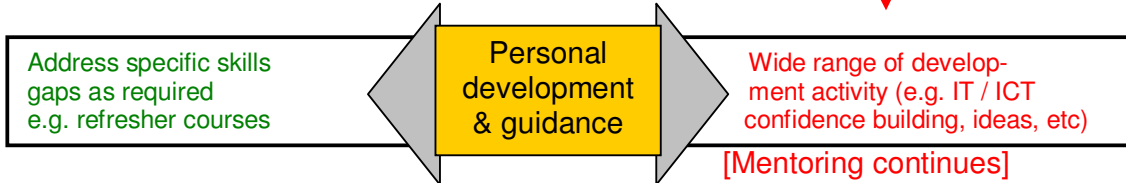


**Business-unready clients  
requiring more support**

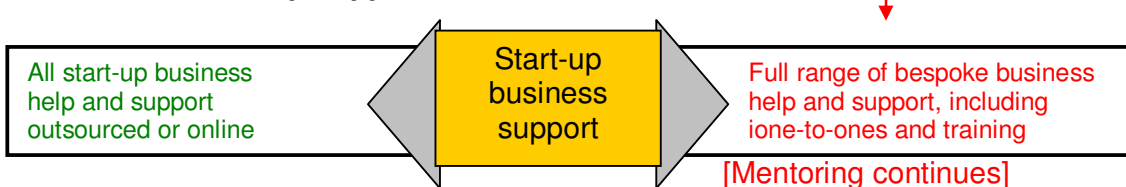
**1. Recruitment**



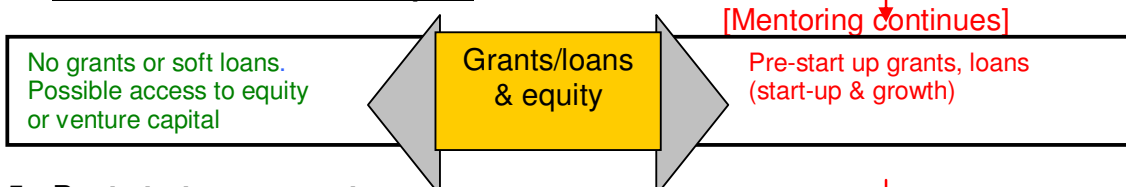
**2. Personal development & guidance**



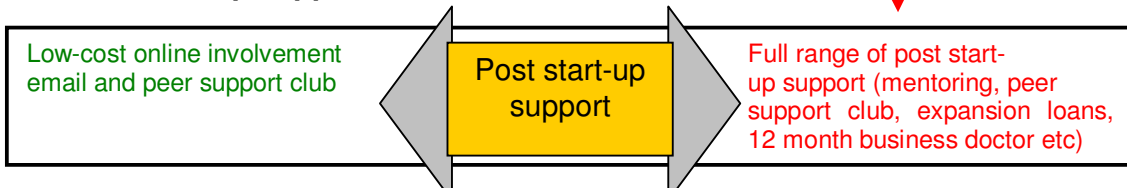
**3. Business start-up support**



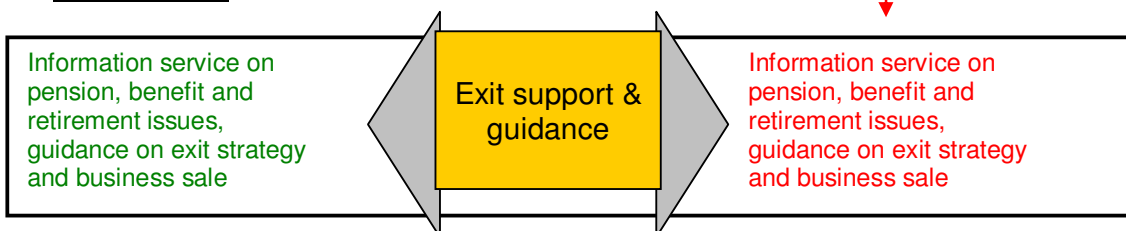
**4. Grants, loans, venture capital**



**5. Post start-up support**



**6. Exit support**



## **BACKGROUND INFORMATION**

### Appendix 2: Vehicles for progression for those unready for business

<b>Entry &amp; progress point</b>	<b>Description</b>	<b>Vehicles: PRIME has - or plans to develop, work in each of these areas</b>
1. Recruitment & Awareness Raising	Go to the client rather than bring client to you	1.1 Outreach workers 1.2 Events geared to specific groups with role models drawn from that group 1.3 Programmes that help individuals to diagnose whether self-employment is appropriate for them 1.4 Workshops that help people understand what is involved in starting a business 1.5 Self-diagnosis and guidance 1.6 Welfare information 1.7 Strong presence and business exhibitions 1.8 PR activity
1(a). Mentoring	Appoint mentor at early stages when client needs help	1(a).1 Co-ordinator 1(a).2 Recruit mentors 1(a).3 Train mentors 1(a).4 Allocate mentees 1(a).5 Manager mentors
2. Personal Development & Guidance	Personal development activities to meet individual client needs	2.1 Confidence building and assertiveness training 2.2 Development of business ideas 2.3 ICT skills 2.4 Financial literacy 2.5 Vocational skills and accreditation where appropriate 2.6 Basic skills 2.7 Specialist partners to provide for special needs (e.g. sensory impairment, physical disability, ex-offenders etc)
3. Business Start-up (Business Links, Enterprise Agencies, Gateways)	Sign-post enterprise ready clients to PRIME partner	3.1 Defined core delivered flexibly (a) business planning (b) cash flow (c) business structure (d) marketing advice and assistance (e) sources of finance 3.2 One-to-one advice 3.3 Range of support materials
4. Grants, loans and venture capital	The money to start or grow the business	4.1 Marketing research grant 4.2 Presenting & negotiating financial needs 4.3 CDFI funds for where there is a bank refusal 4.4 Access to growth funds 4.5 Access to venture capital
5. Post start-up support	Ensuring the business continues to prosper and thrive	5.1 12 month business health check 5.2 Silver entrepreneurs business club 5.3 Expert advice panel 5.4 Peer support 5.5 Local marketing vehicles 5.6 Personal development
6. Exit support and guidance	Enabling the client to leave or sell the business	6.1 Pensions information 6.2 Advice on business sales 6.3 Forum for selling business 6.4 New insurance products to convert equity in business to pension

**APPENDIX 3**  
**EUROPEAN SOCIAL FUND PROGRAMME 2007-2013**

*Extract from: LOCAL SPECIFICATION*

**EAST MIDLANDS**

**DERBYSHIRE DISTRICT**  
**(North East)**

**FLEXIBLE ROUTEWAY PROVISION**



**European Union**  
**European Social Fund**  
Investing in jobs and skills

**DWP** Department for  
Work and Pensions

### **1. INTRODUCTION**

The Outreach Flexible Routeway provision will address the needs of those customers who face barriers to work, real and perceived, who are subsequently disadvantaged in the labour market. The provision must inspire and empower customers to achieve their potential by identifying and providing the skills to find sustainable work

### **2. AIMS AND OBJECTIVES**

DWP in the East Midlands will deliver in ESF Priority 1 under the following action area – “Improving employability and skills of the unemployed and economically inactive people (including supporting them, where appropriate, to become self-employed) to enable them to gain, retain and progress into work”.

Activity is targeted at DWP priority groups, particularly those that are unemployed or economically inactive. The successful provider should deliver individually tailored provision, which provides a full and inclusive range of support in order to move customers into work. It is envisaged that a variety of approaches will be used to achieve this aim, including person-centred support and modular training.

Emphasis should be placed on delivery by outreach workers (Job-maets (multi agency employment teams)) in appropriate local centres, focusing on the most disadvantaged and excluded customers and communities. Innovative and flexible delivery approaches are encouraged, demonstrating effective working with Employment and Skills Boards, Local Strategic Partnerships, local community/neighbourhood/voluntary groups, Making the Connections, health professionals, Children’s Centres and other specialist services to engage appropriate clients, thereby presenting a seamless service. Outreach workers will need to be aware of available, suitable employment and provision to move people from welfare to work.

Actions will include:

- Measures to ensure early identification of needs including individual action plans and personalised services;
- Work experience placements/tasters;
- Skills for life training (literacy, numeracy, ICT. ESOL (below entry level 3), financial literacy);
- Activities to reconcile work and private life including access to childcare and support for those with other caring responsibilities;
- Activities to prolong working lives by re-engaging inactive older workers;
- Activities to help lone parents and parents enter and make progress at work, addressing the DWP’s priority to eradicate child poverty and also reducing inter-generational worklessness in households and/or families;
- Activities to help offenders and ex-offenders enter and make progress at work;
- Soft skills such as building trust, addressing of barriers, confidence building;
- Referral to education route ways;
- Establishing and administering a discretionary fund, where other funding is not applicable, to remove individuals’ barriers to work, and
- Specialist support to help people with mental health conditions to return to work.

## **BACKGROUND INFORMATION**

Soft skills, in this context, are the non-technical skills and traits that the individual will need to function in the workplace.

### **3. TARGET GROUPS**

The following are the broad priority groups that have been identified for ESF action by DWP:

- People on incapacity benefits – particularly those with children;
- Those falling within the Child poverty agenda, including -
  - Lone parents – including support for those with health problems and lacking job search skills (especially in preparation for increased conditionality);
  - Other people with children – including those not on benefit;
- The most disadvantaged – minority ethnic groups including BMEs, offenders/ex-offenders, those with histories of drug and alcohol misuse, the homeless, people with learning difficulties, people with mental health issues, migrant labour, refugees, those who persistently return to claim JSA and those with caring responsibilities;
- People in need of Basic Skills;
- Jobseeker's Allowance customers.

Within this picture certain groups continue to experience significant barriers to employment and skills development – women, those on incapacity benefits, lone parents, older people, offenders and ex-offenders, people from BME communities, those who persistently return to claim JSA and people experiencing multiple disadvantage (including the homeless and people with drug dependency).

A particular challenge is addressing the needs of those who are not engaged in the labour market or in those activities close to it. These people are sometimes referred to as “hard to reach” or “excluded”. A community empowerment approach was developed in the region during the 2000-2006 ESF Programme. This approach can be effective in engaging those furthest from the labour market through delivering support at grass roots level by community based organisations. It could include community based mobilisation and community based employability projects. Some of the indicative activities described could use a community empowerment approach, where this is the most appropriate means of addressing needs. Within the Plan for Derbyshire we have identified as particular priority the following customer groups:

- People with children, in line with DWP's number one priority to reduce child poverty
- Disadvantaged customers – minority ethnic groups, ex-offenders, those with histories of drug and/or alcohol abuse, the homeless, refugees and people aged over 50
- Disabled people (particularly those with mental ill health and those with learning difficulties).

We are acutely aware of the problems presented by inter-generational worklessness within households and/or families and providers' proposals should reflect how they intend to address this.

### **4. REFERRALS**

Referrals should match the eligible target groups. This may include working closely with Jobcentre Plus Advisers to identify suitable clients but must also show other means of generating referrals.

### **5. DESIGN AND CONTENT**

#### Activity Hours per week

Part time and flexible to support the customer, but it is expected that they will in most cases be 16 hrs per week.

#### **Duration**

Length of stay is dependant upon individual need but is expected to be a minimum of 13 weeks and a maximum of 26 weeks

#### **Essential Programme Elements**

The provider will carry out a thorough assessment of each individual and identify the employability skills, attitudes and behaviours that the individual will need to show.

We expect the focus of the provision to include a flexible route-way specifically designed to support an individual customer. The support must comply with benefit regulations and must not impact on the customer's benefit whilst on this programme.

Customers will have a range of needs and require varying levels of support. We would expect there to be a balance between the volumes requiring a lower level of support and those requiring more intensive assistance.

Each customer must have an initial assessment of need leading to the production of an individual action plan which should be regularly reviewed. This action plan should reflect the local labour market and Jobcentre Plus priorities and have the end goal of sustainable employment.

The individual action plan should address the following elements as required:

- **Job search** support
- **Work placements/tasters**
- **Advice and guidance**, which could cover such issues as career choice, financial awareness, health, childcare, disclosure of criminal records etc.
- **Training**. We would expect training delivered to reflect Jobcentre Plus priority sectors and to meet industry standards as defined by the relevant Sector Skills Council. The length of training would be dictated by individual need and Sector requirements.
- **Pre employment vocational training** – for example a short course relating to a particular recruitment exercise or general training which supplies a skills shortage area.
- **Certification courses** e.g. Health and Safety at Work, First Aid at Work, Food Hygiene, etc.
- **In Work Support** which recognises a potential difficulty in making the transition from benefits to work and ensures that once in work the customer remains in work.
- **Mentoring** i.e. providing one to one support throughout the period of the programme.
- **Discretionary funding** which will clearly help the participant overcome a particular barrier and move nearer to or into work.
- **Specialist Support Activity** for customers with particular barriers or disadvantages in returning to the labour market – this could include addressing mental and physical health and disability issues etc.
- **Soft Skills** – life skills, confidence building, motivation, etc.
- **Signposting** to other sources of support such as other DWP provision, LSC provision, Business Link, etc.

## **BACKGROUND INFORMATION**

### **Location**

Derbyshire is a diverse county, with the major centres of population being Derby and Chesterfield. Currently, there is major expansion in the retail sector, and opportunities forthcoming in the north east of the county with the opening of a new motorway junction, M1 J29A, planned for early in 2008. The north east of the county is a former coalfields area and shares many of the characteristics of the adjoining ex-coalfields area in North Nottinghamshire.

For Derbyshire District, provision is sought to cover the following geographical area

- North East Derbyshire (Local Authority areas of Chesterfield, Bolsover and North East Derbyshire);

This area falls within the boundaries of the established and emerging Employment and Skills Boards in the district.

Some local authority wards have been identified as having an employment rate significantly below the national rate and have, consequently, been designated as deprived wards by Jobcentre Plus. An overview of the deprived wards for North East Derbyshire is shown below.

- Shirebrook East,
- Shirebrook Langwith,
- Shirebrook North West,
- Shirebrook South East,,
- Elmton with Creswell,
- Middlecroft and Poolsbrook,
- Rother,
- St Helen's;

(( ENDS ))