

Project Name: Enterprise and Entrepreneurship in the Creative Arts

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Amendment History:

Version	Reason for Amendment
No. 1	

Name of Project Manager & Contact Details

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Document Distribution

<i>Name</i>	<i>Location</i>	<i>Responsibility</i>	<i>Action/Information</i>
Richard Heatly	HCA	Principal	For information
Jim Walmsley	HCA	Vice Principal	For information
Clair Hodgson	HCA	FE Prog Manager	For information
Debbie Lambert	LLN	Manager of the LLN	For information
Geoffrey Elliot	UoW	Chair of Steering Group	For approval
Donna Obrey	LLN	Project Officer for the LLN	To track and monitor project

Background

HCA are represented on the Hereford and Worcester Enterprise Learning Partnership board and as a result of their engagement on this board are keen to pursue a more rigorous and structured approach to Enterprise learning across the college. It is evident that within a specialist art college much activity is of an enterprise or entrepreneurial nature but this is not always recognised or acknowledged as such. It is also recognised that vocational route students do not have the same confidence in their abilities as traditional routes students and there is a need to develop interpersonal skills at this level to encourage progression to higher level study.

The 2009 NESTA* report 'Youth Led Innovation' states that: "in our challenging climate young people will need to develop the skills and understanding to pursue and develop innovative solutions in both their own lives and for the organisations they join and create as the UK seeks new opportunities"

(NESTA, the National Endowment for Science, Technology and the Arts, is the UK's leading independent expert on how innovation can solve some of the UK's biggest social and economic challenges.)

We are seeking funding to support work in carrying out an enterprise audit with our level 2 and level 3 learners and to support an enterprise initiative at the end of the autumn term that could potentially involve students at all levels and from across the region. Should we be successful in this bid we will develop our project with reference to relevant recommendations

and lessons learnt from previous work carried out by RNC in their LLN Project 'Promoting Entrepreneurship Among Disabled People with a Visual Impairment'. We are currently working closely with RNC in another area of curriculum development and will capitalize on our existing relationship with them to further embed partnership and collaboration.

Objectives of the Project

- To carry out an Enterprise Audit across FE curriculum to recognise and document existing areas of good practice and identify areas for curriculum development.
- To develop links with employers and the Hereford and Worcester Chamber of Commerce to support the development and delivery of enterprise learning within the curriculum.
- Provide CPD to academic staff to develop delivery of Enterprise learning across the curriculum.
- To provide a framework for development of an HCA Enterprise Policy document.
- Work with students to create a specific Enterprise Activity for the benefit of all FE.
- Use findings and observations from audit to inform further development of enterprise activity within the FE curriculum for benefit of HCA and partners.
- Use findings to inform further development of enterprise and entrepreneurship in HE: FdA & BA.

Project Approach

- Establish small steering group comprising FE Programme Manager, Project Manager, Assistant Principal, and Business Development Coordinator responsible for Employer Engagement.
- Identify appropriate member of staff to be bought out of timetabled duties to carry out full audit of enterprise activity across all post 16 FE provision, develop framework for enterprise activity and source CPD opportunities for staff.
- Establish a small student panel to develop an enterprise initiative based on the concept of affordable art for Christmas and present ideas to an identified entrepreneur/employer and tutors.
- Panel to develop a time line action plan to address commercial dimensions: criteria for and selection of products, direct costs, expenditure, income, profit and loss.
- Create curriculum framework within existing units for participating students to plan, design, produce and cost their products.
- Student panel to plan and implement selection panel, organise and secure goods from student producers, organise display work in selling space, be responsible for promotion and sales.
- Students to produce final report and evaluation of process and outcomes.

Scope:

A Key Products from the project

- An audit of Enterprise activity and a clear definition of its place within and contribution to the FE curriculum.
- An enterprise audit template to share with partners.
- A framework within curriculum to sustain into subsequent years with clear criteria for assessment.
- A cohort of students with a greater knowledge and awareness of the practice of enterprise and commercial activity.
- A cohort of vocational students with increased confidence in their interpersonal skills and capacity to progress to HE.

- Staff with confidence and capability to deliver recognisable creative Enterprise learning.
- The framework for an HCA Enterprise policy document.

B Out of Scope

- HE Audit.
- Any additional curriculum work.
- The setting up of any commercial venture.

Constraints

- Limitation of available and appropriate business support with the acknowledgement that sector is represented by predominantly small enterprises.
- Time scale limitations in actively engaging partners.

Initial Project Case

It is acknowledged that enterprise learning is often unrecognised in the curriculum and that there is a need to review and document activity that represents entrepreneurship and enterprise in order to build on and develop initiatives that can be embedded into existing practice and inspire new. It is also recognised that for vocational route students, barriers for progression to HE often focus on lack of confidence, poor perception of abilities and lack of ambition.

It is hoped that this project will having identified existing work address the gaps in the curriculum by focusing on a specific enterprise project which, with the involvement of employers, will inspire students to develop their leadership, innovation, management and commercial skills along with their interpersonal skills and confidence in their own capabilities.

Benefits of the Project

For the LLN:

- The project presents an opportunity to develop framework for joint working with LLN partners, RNC, Enterprise Learning Partnership, Young Chamber (if still operative) and employers.
- An enterprise audit template and pilot project activity unit for FE students for dissemination to partners through the LLN forums, in particular the Employer Engagement and Arts Providers groups.
- Facilitates change in design and delivery of curriculum to meet needs of target students.
- Involves employers in development and delivery of curriculum.
- Aims to increase the number of vocational learners progressing to higher level study

Students

- Increased knowledge of enterprise culture for vocational route students.
- Better knowledge of commercial dimensions of an activity, managing budgets, working within time constraints, meeting customer needs.
- Endorsement of confidence in their capabilities and creative skills through achievement.
- IAG potential: development of career pathway and better knowledge of opportunities

For the college:

- Further development of employer engagement activities.
- An enhancement of existing curriculum to meet needs of students.
- Development of curriculum to address government directives.
- Staff development in delivery of enterprise learning.
- Clear direction in development of enterprise learning.
- Template to identify enterprise and entrepreneurship activity for HE.

Key Assumptions

- Suitable student cohort available for panel.
- External entrepreneur/employer available to mentor and support.
- Staff available to carry out audit, source training and develop specific enterprise activity
- Time scale sufficient to achieve outcomes.
- Venue available for enterprise event.

Timescale

We would like this project to start in September 2010 and is planned to be completed by mid-December 2010

Costs

Design and carry out enterprise audit: 10 days @ £180 per day:	=	£1800.00
Develop enterprise activity and framework for delivery: 5 days @ £180	=	£900.00
Provision for CPD in house	=	£800.00
Support for employer & student selection panels: exp/hospit/venue	=	£150.00
Support for enterprise activity event: marketing/promotion/display/venue	=	£500.00
Project management .5 day per week for duration: 12 weeks	=	£1080.00
TOTAL	=	£5230.00

How will the project be evaluated?

- Evaluation and feedback from students at course level at group critiques after the enterprise project event.
- Feedback from academic staff.
- Success of Enterprise event in terms of:
 - sales and turnover
 - customer footfall
 - organisation and coordination by student team
 - quality/volume of products/supply and demand

How will the project be sustained?

- Sustainability will be achieved on the basis that enterprise activity will become an embedded and recognised assessable activity within the curriculum.
- Framework will serve to inform activity of the Enterprise Learning Partnership
- Project will provide a focus for dissemination to regional partners through forums established by LLN in particular the Employer Engagement group

Initial Risk Log

The following table summarises the risks that have been identified that may prevent the project being completed to the required quality, budget and timescale. The probability and impact of each risk has been graded as low, medium or high to indicate the relative importance attached to each element of risk.

Risks	Probability	Impact	Containment Plan
Poor employer engagement	L	H	Seek alternative/additional practitioners from data base of creative sector
Poor response from students	L	H	Open up activity across the college
Insufficient capacity at HCA to support project	L	H	Expertise available at HCA
Unavailability of key staff	L	H	Identify other staff, part-time expertise

Project Team

Clair Hodgson: Programme Manager

James Smith: Course Leader

Helen Vine: Project Manager

Wendy Tolley: Business Development Coordinator (Emp. Eng.)

External Entrepreneur: Design Gap Group: Shirley Frost TBC