



Prowess

Strategic Business Plan

2006 – 2009

Contents

Executive Summary	2
Guiding principles	3
What we've achieved so far	4
The strategic environment for women's enterprise (summary)	6
What we will do	8
How we will do it	9
Measuring ultimate success	14

Annexes (separate document):

- 1. Policy objectives**
- 2. The strategic environment for women's enterprise**
- 3. Prowess members**
- 4. Business plan - consultation process**
- 5. Prowess supporters**

Executive Summary

Prowess's vision is: ***Enterprising women, growing the economy.***

This is a vital economic issue for the UK. As Gordon Brown, Chancellor of the Exchequer says: "The key factor in increasing the UK's business start-up rate is getting more women to start their own businesses.¹" The UK's relatively poor performance in rates of entrepreneurship compared to the USA is almost entirely accounted for by our low level of women's business ownership. More can and must be done.

Since its launch in 2002 Prowess has established a community of organisations committed to a women-friendly enterprise culture. Over 200 members support 100,000 women to start 10,000 new businesses each year. Affiliate members in business and policy have further promoted a significant cultural shift in how enterprise is understood, promoted and supported.

Prowess's existence accelerated a strategic approach to women's enterprise within Government for the first time: within a year of our launch we had assisted the Small Business Service, within the DTI, to produce the Strategic Framework for Women's Enterprise (SFWE). We have further advocated for and achieved the newly announced Government Women's Enterprise Task Force. Good progress has been made, but we are still a long way from the target of 30%² female majority ownership of all businesses.

This business plan builds on those foundations and Prowess's established reputation, brand and capabilities. It looks to broaden and sustain Prowess's impact through smarter communications, champions, advocates and strategic partnerships.

Our strategic aims and objectives are:

- Policy, strategy and advocacy: *Developing and implementing our policy objectives (our Manifesto).*
- Quality: *Setting, raising and maintaining standards.*
- Communication: *Promoting a women-friendly enterprise culture*
- Sustainability: *Lasting change*

And our policy goals:

- Women-friendly business support
- Evidence-based and long-term policy making
- Access to Finance
- Overcoming welfare benefits disincentives
- Acknowledging caring responsibilities

Prowess believes that a sustained promotional and strategic focus will result, in the next few years, in a tipping point where enterprising women become the norm. This business plan makes an important contribution.

¹ June 2004

² The long term target of the SFWE is to: "to increase significantly the numbers of women starting and growing businesses in the UK, to proportionately match or exceed the level (30%) achieved in the USA." In the short term SFWE set a target of 20% from a baseline of 12-14% women's business ownership. In 2004, 15% was achieved, and SBS figures for 2005 suggest 19% has been reached, however SBS accept those figures are not yet corroborated by other sources.

Guiding Principles

Our Vision

Enterprising women, growing the economy.

Our Mission

Prowess is a UK wide advocacy network that supports the growth of women's business ownership through the development of an effective women-friendly business support infrastructure and enterprise culture. We achieve this by raising awareness, providing capacity building support to organisations which provide enterprise support services and by advocacy and advice at national, regional, European and local levels.

Our Values

We believe in:

- enterprise for all
- diversity and inclusion
- professional and ethical business practices
- collaboration
- gender mainstreaming³
- empowerment

We strive to be:

- progressive, dynamic and ambitious
- transparent and accountable

Underpinning policy objectives

Prowess works closely with members, Government agencies and other key bodies such as the national Women's Enterprise Task Force, to share and shape knowledge and policy. Subsequently our policy objectives mirror a wider consensus about what needs to be done and incorporate the key government policy statements. Prowess's policy objectives underpin and provide a focus for all of our work: they are what we stand for. They cover the following areas and are outlined in full in appendix 1:

1. Women-friendly business support for every woman in every region.
2. Evidence-based and long-term policy making
3. Access to Finance
4. Overcoming welfare benefits disincentives
5. Acknowledging caring responsibilities

³ Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in any area and at all levels. It is a strategy for making the concerns and experiences of women as well as of men an integral part of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres, so that women and men benefit equally, and inequality is not perpetuated. The ultimate goal of mainstreaming is to achieve gender equality. Mainstreaming includes gender-specific activities and affirmative action, whenever women or men are in a particularly disadvantaged position. (United Nations Economic and Social Council 1997).

What we've achieved so far

National Policy and advocacy

Lobbying objective	Outcome
A Strategic Framework for Women's Enterprise	Prowess assisted DTI to produce the SFWE in 2002
A Women's Enterprise Task Force	Task Force announced by the Chancellor in Dec 2005. To be launched Spring 2006.
RDA leadership in women's enterprise	RDAs were given the remit to lead on women's enterprise issues in April 2005
Diversity training for business support providers	Prowess produced 'The Case for Women's Enterprise' toolkit, rolled out by DTI 2005.
Quality guidelines/ standards	The Prowess Flagship Award for Best Practice in women's enterprise development is advocated by the DTI and several RDAs.
Business Link client statistics to be gender disaggregated	Introduced by the DTI in 2004 and required by most RDAs who have now taken responsibility for BL contracts.
Small Firms Loan Guarantee Scheme to be reviewed	SFLG has been extended to include more female dominated sectors such as retail and some services.
Bank of England report	The British Bankers Association conducted its survey of SME finances in 2004, which found that women pay on average a full 1% point more than their male counterparts for business borrowing.
Increase the earnings disregard for the unemployed	There have been several Government reviews focussing on this issue.
Tax credits less bureaucratic	The 2005 Pre-budget report extended the earnings disregard within tax credits from £2,500 to £25,000 to make the tax credits more accessible to self-employed families with fluctuating incomes.

Regional Development programme

- Strategic support to all 9 English Regional Development Agencies (RDAs).
- 2 annual RDA women's enterprise summits, attended by teams from all RDAs and their key partners.
- Publication of 'The Regional State of Women's Enterprise in England' (2005).
- With Prowess support, 4 RDAs have appointed Regional Women's Enterprise Coordinators (they are Prowess secondees in London and the East Midlands), and all regions have either produced or are developing women's enterprise strategies or action plans.
- Prowess coordinated membership engagement and detailed consultation responses with all 6 Regional Economic Strategy reviews in 2005.

Developing a women friendly business support infrastructure

- Development of a strong women's enterprise sector – membership now stands at over 200 organisations and has grown by over 60% each year since 2002.
- Members support over 100,000 women each year, who start 10,000 new businesses contributing £1.5 billion to the UK economy.
- Prowess' annual members' survey has a 42% response rate. 76% consider that the volume of communications and tone of lobbying is 'just right'.
- The Prowess Flagship Award for best practice in women's enterprise development has enabled over 100 organisations to identify, measure and improve their services for women business owners. 29 organisations have achieved Flagship status.
- Women-friendly business support directories and mapping reports have been produced in 3 English Regions, based on the Flagship standard.
- Prowess designed training programmes for business advisers and strategists: Gender Focus and the DTI 'Case for Women's Enterprise' toolkit. Cascaded by agents those programmes have raised the awareness of over 1,000 key players.
- Popular study trips to best practice across the UK, USA and Europe organised for members and Government officials, have generated new ideas and synergies.

Educating and informing members, the public, and policy makers

- Development of a highly rated website, linking women to sources of effective business support and providing information and resources for the sector. It receives over 14,000 individual visitors each month.
- Production of a monthly ezine distributed to 3,000 key players. In a survey of recipients 91% said they found the ezine either very or quite useful. 70.6% felt it contained the right amount of information.
- Regular printed newsletters – Prowess Profile - circulated to over 5,000 key players. In a survey of recipients 86% gave Profile a rating of 4 or 5 (scale 1 – 5) for how interesting they found the content.
- Strategic PR programme, resulting in over 100 mentions in the national press and 6% recognition of Prowess by the general public⁴.
- High quality policy and best practice reports provided the focus for much of Prowess's lobbying activity. Four reports were launched by Government Ministers at member receptions or events.

- Business Support with the 'F' Factor: A multi-lateral approach to providing Female-Friendly business support for all women. (Oct 2005)
- Marketing Business Support to Women (Oct 2005)
- The Regional State of Women's Enterprise in England (June 2005)
- The Flagship Award for Best Practice in Women's Enterprise Development (2005)
- Women-Friendly Incubation Environments and Managed Workspaces (Feb 2005)
- Bridging the Enterprise Gap: Strategies to support socially excluded women into self-employment (Oct 2004)
- Show us the Money: The state of women's enterprise support 2004 (Oct 2004)
- Women and Private Equity Finance (June 2004)
- Who Benefits? The difficulties for women in making the transition from unemployment to self-employment (2003).

⁴ Market Research by OPERA, October 2005.

The strategic environment for women's enterprise development - summary (full version available in appendix 2)

The economic case

- The UK's relatively poor performance in rates of entrepreneurship (with consequent impacts on productivity) compared to the USA is largely accounted for by our low level of women's business ownership.
- Women in small business ownership make an estimated £50-£70 billion annual contribution to the gross value added by business.
- Women starting up in business will tend to provide a more immediate contribution to the economy (GDP): Around one in five women come into self-employment from unemployment compared with around one in fifteen for men.
- 24% of self-employed women have a degree of equivalent; compared with 18% of self-employed men: More highly qualified entrepreneurs grow their businesses at a faster ratio.
- US evidence shows revenues increase at a higher rate when the number of women-owned businesses is increasing: In effect, growth in the number of women's enterprises strengthens all women's enterprises. [Women-owned firms are now growing at nearly twice the rate of all firms in the US].
- There is good evidence that UK women-owned small businesses are growing at a faster rate than all firms

The Policy environment

In December 2005 the Chancellor announced a Task Force on Women's Enterprise (WETF), which will work with Government and the RDAs, over three years (from April 2006), to increase the levels of female entrepreneurship by accelerating and implementing the Task Force's action plan to increase women's business ownership in the UK. It aims to take the UK further towards US levels of entrepreneurship (currently 30% of US businesses are women-owned). The Task Force builds on the Government's strategy for women's enterprise: a Strategic Framework for Women's Enterprise (2003).

RDAs

RDAs have a critical role in providing leadership and focus on women's enterprise regionally, sub-regionally and locally through aligning their own and partners' strategies. A key aim of the WETF is to "ensure that every regional economic strategy includes a plan to increase women's enterprise rates, and that all RDAs have a strategy for incorporating women-friendly business support into mainstream provision".

A Cross Government Agenda

With leadership from the RDAs and the DTI/ SBS, women's enterprise fits into the cross Government agenda within the following Government Departments:

- Department for Education and Skills
- Department for Work and Pensions
- Office of the Deputy Prime Minister
- Department for Environment, Food and Rural Affairs
- The Home Office
- The Scottish Executive
- The Welsh Assembly Government
- Department of Trade and Industry Northern Ireland

Social changes

Attitudes

Women are expressing increasingly positive attitudes about their skills to start a business and the availability of entrepreneurial opportunities. There is growing evidence that women's businesses are more likely to be based on ethical values and women are not under-represented in social enterprise. Women are much more likely to work part-time and this is reflected in the way they choose to start businesses.

Demographic changes

- The economic integration of new EU members, has led to a massive influx of immigrants, who are filling skills gaps in the professions and in low-paid and low-status.
- Black and Minority Ethnic Women in the UK are more than twice as likely to be unemployed than white women (rising to 3, 4 and 5 times for Black African, Pakistani and Bangladeshi women respectively). Most BME women are 2 to 3 times as likely to be involved in enterprise.
- Society is ageing, with serious implications for social reproduction, caring and pensions. Women's significantly lower incomes over their lifetimes are resulting in gendered pensioner poverty. Poverty remains a gender issue.
- The birth rate is falling. It remains difficult for women in the UK to manage paid work and childcare. Childcare remains both a driver and barrier to enterprise for women.

Girls are outperforming boys in education and higher education is enabling women to overcome many gender barriers in the professions. But vocational training remains highly gender segregated, with female routes significantly less well paid. Occupational segregation remains an issue for women in corporate life and in the most dynamic and fast growing areas of our economy: Science, Engineering and Technology.

Those levels of experience, financial and social assets comprise the resources and capabilities which women bring to their experience of enterprise.

Technological changes

Technology is a key driver of productivity. Indeed recent research has suggested that improvements in the use of technology can be seen to account for almost all the productivity gains by US firms. Female entrepreneurs are well placed to exploit this. They come to their businesses with fewer preconceptions, are more likely to be providing a product or service unfamiliar to the market. They are more likely to be using technology in their products or services than their male counterparts. It should not be surprising then that companies run by women are leading the way in terms of sales and employment growth.

Building on technological changes, the UK is increasingly becoming a 'knowledge economy' and we are increasingly outsourcing labour intensive industry to lower wage economies. Technology is enabling women to work even more flexibly, through fully integrated and invisible 'virtual offices'.

More than 75% of women use the internet to find information about business support services (rising to 85% of 18-30 year olds). This leaves a significant 25% who cannot or will not use the internet. These are likely to be more excluded groups and so it is important that the internet is used to complement, rather than replace, other forms of marketing so that harder to reach groups are not ignored.

What we will do

To achieve our goals Prowess must be tightly focused with the capacity to catalyse and support others to deliver wherever possible. The summarised strategic plan below illustrates proposed key aims and objectives.

Priority areas	Policy, strategy and advocacy	Quality	Communication	Sustainability
Aims	<i>Developing and implementing policy objectives (Manifesto)</i>	<i>Setting, raising and maintaining standards</i>	<i>Promoting a women-friendly enterprise culture</i>	<i>Lasting change</i>
Objectives	<ul style="list-style-type: none"> • Consultations • Advocacy and lobbying across Government. • Research management • Knowledge base • NWETF support • Strategies for key groups inc. schools, Grads, pre-pre start and BME women, those with childcare and caring responsibilities. 	<ul style="list-style-type: none"> • Flagship Award • Training and development • Events • Resource materials and reports • Study visits • Women's enterprise Champions programme • Diversity 	<ul style="list-style-type: none"> • Information • Website • Newsletters • PR • Case studies data base • Regional Directories 	<ul style="list-style-type: none"> • Partnership building • Sector data and stats (members' profile and impact) • Educate funders • Prowess revenue streams
Cross cutting areas				
Communications strategy	<ul style="list-style-type: none"> • Updates • Concise briefings • Policy driven PR strategy. • Women's Enterprise Champions programme 	<ul style="list-style-type: none"> • Marketing plan 	<ul style="list-style-type: none"> • Brand management 	<ul style="list-style-type: none"> • Marketing plan • Funders' info • Sector profile and impact report
Membership	<ul style="list-style-type: none"> • Consultation • Support and involvement 	<ul style="list-style-type: none"> • Networking opportunities • Involvement and development opportunities 	<ul style="list-style-type: none"> • Segmented Communications and opportunities 	<ul style="list-style-type: none"> • Growth strategy • Advice/ info.
Board role	<ul style="list-style-type: none"> • Champion • Strategy sub 	<ul style="list-style-type: none"> • Custodian • Quality sub 	<ul style="list-style-type: none"> • Ambassador • PR sub 	<ul style="list-style-type: none"> • Governance • Finance sub
Women's Enterprise Champions role	<ul style="list-style-type: none"> • Engagement and dissemination 	<ul style="list-style-type: none"> • Professional development programme 	<ul style="list-style-type: none"> • Focus for concise information 	<ul style="list-style-type: none"> • Embedded knowledge

How we will do it

1. Policy, strategy and advocacy

	Outputs Year 1	Annual Outputs Year 2 and Year 3	Outcomes
1a. Consultations Coordinate responses to relevant Government consultations and undertake regular member surveys. Incorporate Govt and RDA planning cycles into our policy calendar.	Calendar of key dates on members' web area. 6 consultation exercises and responses. Annual members' survey.	Calendar of key dates on members' web area. 6 consultation exercises and responses. Annual members' survey.	Voice of women entrepreneurs represented in all major consultations, nationally and regionally. Prowess members' views clearly reflected.
1b. Advocacy and lobbying across Government Directly lobby and advocate across Government to promote Prowess policy objectives. Work with relevant Government departments. Develop and support a team of 'women's enterprise champions' from a range of organisations advocating at different levels across the sector.	Policy objectives and statements on key issues. (4 reports) Advocacy protocols. (2 sets of guidelines). Quarterly policy update reports to members. Key contacts est. in all key Govt. depts. 2 members' policy days. 100 champions Champions in 7 Regions/ Nations. 4 training days	Policy objectives and statements on key issues. (4 reports) Quarterly policy update reports to members. Key contacts maintained in all key Govt. depts. 2 members' policy days. 200 champions Champions in all Regions/ Nations. 4 training days	Widespread and effective leadership for, and understanding of, women's enterprise issues and opportunities across Government. Effective delivery of the SFWE and WETF Action Plan. Effectively aligned, focussed and funded Government strategies for women's enterprise.
1c. Research management Commission and manage relevant research.	Research - partnership project producing GEM report focussing on women's enterprise Launch event Dissemination strategy	Research reports addressing gaps in knowledge and concentrating on key groups Launch event Dissemination strategy	Extending knowledge in important areas. Improved awareness, understanding and engagement.
1d. Knowledge base Build and maintain the knowledge base on women's enterprise issues. Disseminate that knowledge in a variety of formats, including web-based, research reports, concise and pithy fact-sheets etc.	Extend virtual library on Prowess website. Key facts about women & enterprise leaflet. Regional/ National key facts booklet. Briefing reports produced on 3 key issues.	Extend virtual library on Prowess website. Update key facts about women & enterprise leaflet. Update Regional/ National key facts booklet. Briefing reports produced on 3 key issues.	Widespread understanding and acceptance of the issues facing women entrepreneurs and the opportunities for progress which exist.
1e. National Women's Enterprise Task Force (WETF) support Work in close partnership with the National Women's Enterprise Task Force (WETF) towards our common goals.	Full response to TF on areas for collaborative working following publication of TFs aims and objectives. Briefing meetings with each TF member. Presentation to TF on Prowess role. Expert support, research and advice to TF in its key role of influencing across Government. Attendance at TF meetings. Prowess member representation via updates/ consultations.	Attendance at TF meetings. Prowess member representation via updates/ consultations. TF members invited to study visits in UK, USA and Europe. Briefing reports produced for TF.	The WETF is well informed, demonstrably provides leadership, adds value and achieves its vision, of taking the UK further towards US levels of entrepreneurship.

	TF members invited to study visits in UK, USA and Europe.		
	Briefing reports produced for TF.		
1f. Focus on key groups Increase awareness of and build partnerships with key groups of women including: those at different life stages (in school, graduates, 50+); overcoming specific barriers (childcare and caring responsibilities, welfare benefits disincentives, access to finance and 'unrecognised partners'/female directors); cultural and social groups (Black and Minority Ethnic women, rural women); sectors (Science, Engineering, Construction and Technology, Caring, social enterprise) and stages of business development (pre pre-start, growth businesses and succession).	Strategic mapping of expert organisations undertaken and added to members' website. Expert groups included in communications and consultations. Case studies of women business owners from all key groups added to case study database. Briefing notes produced in partnership with experts.	Strategic mapping of expert organisations updated in members' website. Expert groups included in communications and consultations. New case studies of women business owners added to case study database. Briefing notes produced in partnership with experts.	Improved understanding that women in business are a heterogeneous group. Improved customer focused marketing and business support. Effective collaborative and partnership approach to advocacy and lobbying.

2. Quality

	Outputs Year 1	Annual Outputs Year 2 and Year 3	Outcomes
2a. Flagship Award The Flagship Award for Best Practice in Women's Enterprise Development supports providers of business support to develop their services in a women-friendly manner. The programme will build on the experience of 'The Case for Women's Enterprise' toolkit, rolled out by the Dti in 2005. The Award will be developed to include developmental support programmes for organisations making a long-term commitment to achieving the Award. We will also work with funders to incorporate the standards within funding criteria.	50 business support providers complete self assessment exercises. 20 re-confirmed Flagship organisations. 10 new Flagships 10 organisations join commitment to Flagship programme. Funders' information pack completed, with members input, and dissemination prog. Implemented. Direct promotion to national funders and cascaded to members to disseminate regionally and locally.	Yr 2 55 self assessments 27 re-confirmations. 12 new flagships 15 commitment to flagship Yr 3 60 self assessments 35 re-confirmations 15 new flagships 20 commitment to flagship	Every woman in every region has access to high quality Female-friendly business support from the pre pre-start-up stage onwards. (Women's Enterprise Panel and Task Force objective).
2b. Training and development Prowess has established the high quality training programme: Gender Focus for Business Advisers. The programme is now licensed to approved providers and we will continue to support those providers and also to develop the programme for other groups, including financial services providers. We will introduce an 'Accelerating Flagship' event to help members reach Flagship standard. We will also coordinate members' peer learning opportunities.	Gender Focus: License 10 members; update materials and trainers' peer support group (150 indirect trainees). Gender Focus for Financial Services providers: training for 100 people. Accelerating Flagship: 6 training days (60 people). Members peer groups: Flagship CEOs Women's Business Networks Regional Coordinators Regional members	Gender Focus: License 15 members; update materials and trainers' peer support group (200 indirect trainees). Gender Focus for Financial Services providers: training for 200 people. Accelerating Flagship: 8 training days (80 people). Members peer groups: Flagship CEOs Women's Business Networks Regional Coordinators Regional members	A well-informed, networked and collaborative sector, resulting in higher quality business support for more women in the UK.

<p>2c. Events We will continue to develop our popular Annual Conference and to develop policy and practice events on key issues with partner associations.</p>	<p>groups Women in SECT business/ procurement event (with UKRC). 300 delegates Annual Conference – 300 delegates. RDA Summit – 150 delegates. Members' / MPs Westminster event – 150 delegates.</p>	<p>groups Major sectoral event tba Annual Conference – 300 delegates. RDA Summit – 150 delegates. Members' / MPs Westminster event – 150 delegates.</p>	<p>Policy focus and shaping. High-quality learning and information sharing.</p>
<p>2d. Resources, materials and reports A wide range of good practice materials are now available. Prowess's focus in this period is to provide those materials in more concise format and to make them available via our members' website as well as handy size printed versions. We will also develop 'good practice' materials on key groups, working with partners.</p>	<p>Information pack and materials promoting the benefits of supporting Flagship level organisations – for funders. Best-practice tips booklets. Focus on women-owned SECT businesses – case studies, profiles and fact sheets. Focus on young enterprise – case studies, profiles and best practice information.</p>	<p>Work programme to be defined following annual members' survey.</p>	<p>A well-informed sector resulting in higher quality business support for more women in the UK.</p>
<p>2e. Study visits Opportunities to learn from good practice in the UK and overseas have been popular with Prowess members. We will continue this programme and seek bursaries to enable wider access. In 2006/07 we hope to lead study trips to the USA, Finland and to Flagship Award winners within the UK. We will also develop a UK study visit for overseas partners and UK delegates and policy makers.</p>	<p>4 UK study visits USA study visit Finland study visit 90 delegates in total.</p>	<p>4 UK study visits USA study visit South Africa visit 100 delegates in total.</p>	<p>Fresh and innovative thinking, broader understanding of w/e issues and policies. Learning from best practice from different perspective. Building partnerships within visiting group. Joining up research, policy and practice. Improved understanding of UK position.</p>

3. Communications

	Outputs Year 1	Annual Outputs Year 2 and Year 3	Outcomes
<p>3a. Information Prowess will consolidate its role as a centre of knowledge and expertise regarding women's enterprise development. Our information resources, including policy and good practice reports, key facts and figures etc. will be extended.</p>	<p>As section 1d and 2d.</p>	<p>As section 1d and 2d.</p>	<p>As section 1d and 2d.</p>
<p>3b. Website The Prowess website receives over 13,000 visitors each month. It includes channels aimed at: women in business; members; and press and researchers. We will add value to the site by strengthening links with associated quality sites and adding improved resource and inspirational material.</p>	<p>14,000 visitors per month. Site review and development. Additional practical resource materials added for women business owners. Survey and development of members' section.</p>	<p>15,000 visitors per month. Site review and development.</p>	<p>An effective gateway and sign-post to women-friendly business support in the UK. A portal for researchers and media. A resource and forum for Prowess members.</p>

3c. Newsletters We'll build on recent readers' surveys to extend and improve the popular monthly ezine and semi-annual glossy newsletter.	2 printed newsletters pa. 10,000 copies distributed to key stakeholders. 10 monthly ezines distributed to 4,000 stakeholders.	2 printed newsletters pa. 10,000 copies distributed to key stakeholders. 10 monthly ezines distributed to 5,000 stakeholders.	Widespread understanding and engagement with developments in women's enterprise support and policy.
3d. PR Prowess has gained good coverage for women's enterprise issues in the business, enterprise, regeneration and quality national press. Building on that, we will increase opportunities for members' publicity in the popular and consumer press.	100 mentions in national media pa.	150 mentions in national media pa.	Increased public recognition of Prowess members and women's enterprise opportunities and issues.
3e. Case studies data base We have developed a database of women business owners, prepared to share their stories with policy makers and the press. We will enable women to enter their own details via a web based form and draw out a representative sample to consult from time to time.	Web-based entry form. 500 searchable case studies. Members liaison to encourage their clients to input details. Women entrepreneurs advisory group formed from representative sample of 100 businesses. Advisory group consulted on 3 key issues (bi-monthly).	1,000 searchable case studies. Annual update of all entries. Advisory group sample of 100 businesses re-weighted. Advisory group consulted on 5 key issues per year.	Ability to provide immediate response to policy makers and media from relevant women business owners. Prowess policy tested against and informed by representative group of women business owners.
3f. Regional Directories and Mapping reports Prowess has mapped business support provision against women-friendly indicators, and produced Regional Directories of Business Support for Women in 3 Regions. We will extend this model to other Regions and Nations.	Develop mapping and directories for 2 further Regions/Nations. Disseminate Directories to 40,000 women in 4 Regions. Implement online versions of the Directory.	Each year to develop mapping and directories for 2 further Regions/Nations. Disseminate Directories to 10,000 women in each region/Nation.	Effective gap analysis regarding women-friendly business support in each region/nation, enabled via mapping exercise. Client friendly promotion of women-friendly business support and inspirations via Directories.

4. Sustainability

	Outputs Year 1	Annual Outputs Year 2 and Year 3	Outcomes
4a. Partnership building	Primary partnerships are with members, the Small Business Service, the Royal Bank of Scotland and Nat West, RDAs and other relevant Government Departments. Re key groups of women business owners we will partner with the groups outline in section 1f. Re Prowess Policy objectives, alliances have been formed and will be developed with key partners: Business support (NFEA, EI Campaign Coalition, EMBF). Welfare benefits disincentives (Community Links, BURA). Caring responsibilities (Daycare Trust) Evidence-based and long-term policy making (Women's Budget Group, nef) Access to Finance (CDFA, SBS A2F steering group, BBA and the BVCA).		Sustainable policy outcomes.
4b. Educating funders	As section 2a - Funders' information pack completed, with members input, and dissemination	Funders' information pack developed and disseminated with members.	Sustainable network of funding programmes for women-friendly business support and development

	prog. Implemented. Direct promotion to national funders and cascaded to members to disseminate regionally and locally.		programmes.
4c. Sector data and stats (members' profile and impact).	Annual members' profile and impact survey. Project to implement new Prowess/nef Social and Economic Impact evaluation toolkit. 4 developmental workshops and ongoing assistance to 10 members.	Annual members's profile and impact survey. Year 2: 10 organisational impact evaluation reports. National members impact evaluation report. Dissemination event and PR, academic report.	Improved practice among participants. Improved evidence base. Influence of design and delivery of economic support programmes for women nationally and internationally.
4d. Prowess revenue streams	50% non-grant income achieved.	70% non-grant income achieved.	Prowess is a sustainable organisation.

5. Cross cutting areas

Priority areas	Policy, strategy and advocacy	Quality	Communication	Sustainability
Communications strategy	Regular member updates and concise briefings. All PR linked to achievement of policy objectives (Manifesto).	Prowess's 'Quality' products and services will be communicated as part of our marketing plan.	We will undertake a brand management review.	Marketing plan Funders' info Sector profile and impact report
Membership	Prowess policy is defined by members, via regular member surveys, round-table discussions and think-tanks at our annual conference. We will also support members to advocate on a local and regional level and involve them and their clients in our policy programme.	Prowess will implement regular regional members' networking events, to give members an opportunities to share experiences and good practice and to learn from each other. Developmental opportunities will be available to members through our 'Quality' programme.	With our new membership database we will be able to provide better targeted and segmented communications to members. Information members can access will be more differentiated.	Expanding and sustaining membership growth is an important element of our sustainability strategy and linked to effective customer service and communications. We will support members to become sustainable organisations in their own right through information, advice and lobbying to develop the sector.
Board role	Policy is refined and regularly reviewed by the Prowess Board. Implementation of Policy is overseen by the Policy sub-group. The Board are the primary champions of our policy objectives.	The Prowess Board are custodians of Prowess's Quality programme. They oversee and approve assessments and verification for the Flagship Award and they advise on and steer other activities.	The Board are prime communicators and ambassadors for Prowess.	The Board are responsible for the Governance and viability of Prowess.
Women's Enterprise Champions	The 'women's enterprise champions' programme will offer training and	We will provide training, development and information resources	WE Champions are a focus for concise information	The WE Champions network of members and entrepreneurs will

role	support to enable Prowess members and women-business owners to participate in the process of developing and promoting policy.	for members and women business owners to enable them to advocate for and support women's business ownership locally and regionally. We will also encourage those women to connect with mentoring and role-modelling opportunities in their local areas.	provide long-term sustainability for our ultimate goal.
-------------	---	---	---

Measuring our ultimate success

The measure of this business plan's ultimate success will be a sustainable growth in women's business ownership and its contribution to GDP⁵.

Enabling targets	3 yr targets set in 2002	Actual 2005	Target by 2009 (per year)
Prowess member organisations	100	196	400
Women supported by members		100,000	250,000
New women-owned businesses supported by members		10,000	25,000
Contribution to GDP of new businesses		£1.5 billion	£3.75 billion pa.
Flagship members	30	18	50
Prowess sustainability (level of non-grant income)	30%	46%	70%
Outcomes	2002	2005	2009
Entrepreneurial women (GEM)	2.2%	3.9%	6%
Self-employed women (LFS)	886,000	954,000	1,200,000
Nos and % f/m	26.6%	26.1%	
Women business owners (SBS) %	12.3%	19% ⁶	25%

⁵ Including both an increase in the number of new female start-ups and the growth and sustainability of existing female owned businesses. Over the next year Prowess will explore measures to monitor the growth and sustainability of women owned firms. The Inter Departmental Business Register looks at the sustainability of new firms and those still trading after one, two and three years but this is not currently gender disaggregated.

⁶ This figure is a 27% increase from the previous year's figure of 15%. SBS acknowledge that the 19% achievement is not yet corroborated by other sources and remains vulnerable.