



# Diploma in Business and Enterprise Support at SCQF Level 8

## Qualification Specification

Created: January 2013  
Version: 1.0  
Accreditation Number: R276 04  
Qualification Start Date: 30<sup>th</sup> January 2013  
Qualification Last Start Date: 31<sup>st</sup> December 2019

## Qualification Overview

The Diploma in Business and Enterprise Support at SCQF Level 8 aims to provide professionals within the business and enterprise support profession with the necessary knowledge and skills in order to carry out their roles in an effective and efficient manner. The qualification also provides the opportunity for the learner to widen their knowledge as to the bigger picture of support services on a local, regional and national scale.

This qualification has been developed in order to support those who wish to be recognised as Premier Advisers within the Scottish Business Gateway support network.

Those likely to undertake this qualification include:

- Those who are carrying out a business and enterprise support role

There are no formal entry requirements for this qualification however, in order to benefit from the qualification; learners should possess communication skills sufficient to allow them to address the assessment requirements.

## Qualification Structure

To achieve the Diploma in Business and Enterprise Support at SCQF Level 8 the learner will be required to successfully complete the 5 mandatory units listed within this specification.

The table below provides details of the units contained within this specification.

Reference Number	Unit Title	Status	SCQF Credits
UC01 04	Personal Professional Development	Mandatory	1
UC02 04	Building Business Support Relationships	Mandatory	2
UC03 04	Delivering Business Support	Mandatory	2
UC04 04	Understand Economic and Enterprise Development	Mandatory	2
UC05 04	Understand Business and Enterprise Support	Mandatory	2

Evidence for this qualification must be gathered as detailed within the SFEDI Business Gateway Assessment Strategy, namely:

- Knowledge and understanding needed to support people starting and developing an enterprise is 'applied knowledge and understanding' and should be supported through learning and development opportunities throughout the delivery of this qualification.
- The qualification must be based on evidence that would naturally occur during business and enterprise support activities or events
- The qualification must include evidence drawn from a minimum of three observations with at least one of these being a directly observed consultation with a real client. Simulation can be used for the remaining two observations if required following the guidance as laid out in the Business Gateway Assessment Strategy.

- Direct observation with a client by a qualified Assessor or testimony from an expert witness must be a major source of the evidence used within the assessment of this qualification.

As well as the three mandatory observations for this qualification, further details as to mandatory assessment methods are provided within the individual units.

## **UC01 04                      Personal Professional Development**

**Unit Status**                      Mandatory

**SCQF Unit Level**                7

**SCQF Credit Value**            1

### **Unit Overview and Main Outcomes**

To equip business advisers with the skills to manage their continuing personal professional development.

<b>Learning Outcome</b>	<b>Assessment Criteria</b>
<b>The learner will:</b>	<b>The learner can:</b>
1. Assess whether the ethical and professional standards expected of business advisers are met	1.1 Review own work practice in order to assess whether they meet the ethical and professional standards expected of business advisers, and identify improvements that could be made to own work practices
2. Plan and implement own personal professional development	2.1 Investigate own continuing professional development needs, taking into account changes in own work roles and operating environment 2.2 Devise and implement personal development plans based on identified needs
3. Develop own professional networks	3.1 Assess the quality of own current networks and identify how they could be improved 3.2 Implement plans for improving own professional networks, and identify the outcomes of these efforts
4. Review and improve business support services offered by self or employers	4.1 Use performance monitoring techniques to review the business support services offered by self or employers 4.2 Identify and implement opportunities for improving business support services offered by self or employers

## **Assessment Methods**

Assessment for this unit must include a Continuous Professional Development plan. Other forms of assessment may include:

- Learner reflective account of performance
- Professional discussion (learners discuss with their Assessor how their evidence meets the standards and the discussion is recorded as part of the evidence)
- Recorded oral and written questioning
- Naturally occurring products (eg. notes on sessions with clients or emails, letters)
- Video or audio recordings of client consultations
- Evidence from prior experience and learning that clearly matches the requirements of the standards
- Evidence from simulations of the occupational role in a realistic working environment

	<b>Indicative content:</b>
1	<ul style="list-style-type: none"> <li>• The reasons for reviewing their own performance and the limitations of self-appraisal</li> <li>• Professional codes of conduct and ethics for business advisers</li> <li>• Reliable sources of feedback from, for example, line managers, supervisors, peers, mentors, fellow learners and professional associations</li> <li>• Methods for monitoring and recording work practices with clients</li> <li>• The standards of performance set by professional associations, commissioning bodies, contractors and business support providers</li> </ul>
2	<ul style="list-style-type: none"> <li>• The principles of continuing professional development</li> <li>• Personal learning styles and preferences</li> <li>• Action-planning techniques</li> <li>• A range of work-based learning activities, for example:               <ul style="list-style-type: none"> <li>• Learning logs</li> <li>• Mentoring</li> <li>• Projects</li> <li>• Work shadowing</li> <li>• Books, journals, videos, CDs and other media</li> </ul> </li> <li>• Sources of continuing professional development for business advisers</li> <li>• The personal development policies and practices of their employer</li> </ul>
3	<ul style="list-style-type: none"> <li>• Communication and interpersonal skills associated with networking</li> <li>• How networks are established and developed, the distinctions between formal and informal networks, and methods for extending and strengthening networks</li> <li>• The ethics of using contacts and networks for the benefit of clients, and the limitations of networks in recruitment, procurement and contracting</li> <li>• Policies and guidelines on client confidentiality, sharing client data, sharing access to management information systems, equal opportunities, diversity and social inclusion</li> </ul>
4	<ul style="list-style-type: none"> <li>• The importance of establishing and applying appropriate measures for evaluating the performance of business support services</li> <li>• Sources of information about the performance of other business support providers</li> <li>• Systems for collecting and assessing performance monitoring data</li> <li>• How to use performance assessments to identify opportunities for improvements to services</li> <li>• Customer services standards and practices used by business support providers, including practices for contracts and agreements with clients, handling complaints and disputes, client confidentiality, and professional indemnity</li> <li>• Current approaches to evaluating business support services used by and for government agencies</li> </ul>

## **UC02 04 Building Business Support Relationships**

**Unit Status** Mandatory

**SCQF Unit Level** 8

**SCQF Credit Value** 2

### **Unit Overview and Main Outcomes**

To equip business advisers with the skills to build effective business support relationships with their clients.

<b>Learning Outcome</b>	<b>Assessment Criteria</b>
<b>The learner will:</b>	<b>The learner can:</b>
1. Interact effectively with clients	1.1 Find a style of discussion and exchange that helps clients to be open about business matters 1.2 Maintain contact and exchange information with each client in ways that are appropriate and meet their needs
2. Use an effective mode of consulting and direct clients to others where necessary	2.1 Use a mode of consulting that is effective for each client at each stage of the relationship 2.2 Direct clients to other services when these will meet their needs more closely
3. Make sure clients understand roles, responsibilities, processes and procedures	3.1 Make sure clients understand the roles and responsibilities of the support process and the limits of any contractual obligations 3.2 Follow your organisations processes and procedures when delivering business support
4. Encourage clients to develop their confidence, knowledge and skills	4.1 Work with clients in ways that allow them to develop their skills and knowledge for themselves 4.2 Work with clients in ways that improves their confidence in how they manage their business

## **Assessment Methods**

Assessment for this unit must include observation. Other forms of assessment may include:

- Learner reflective account of performance
- Professional discussion (learners discuss with their Assessor how their evidence meets the standards and the discussion is recorded as part of the evidence)
- Recorded oral and written questioning
- Naturally occurring products (eg. notes on sessions with clients or emails, letters)
- Video or audio recordings of client consultations
- Evidence from prior experience and learning that clearly matches the requirements of the standards
- Evidence from simulations of the occupational role in a realistic working environment



	<b>Indicative content:</b>
1	<ul style="list-style-type: none"> <li>• How to use effective interpersonal and communication skills, including, when appropriate:               <ul style="list-style-type: none"> <li>• listening fully and attentively;</li> <li>• questioning;</li> <li>• checking accuracy;</li> <li>• summarising;</li> <li>• reflecting back;</li> <li>• challenging;</li> <li>• respecting and acknowledging issues;</li> <li>• negotiation;</li> <li>• giving, receiving and passing on constructive feedback;</li> <li>• dealing with difficulties.</li> </ul> </li> <li>• The benefits and drawbacks of different kinds of communication in different circumstances (for example, face-to-face contact, phone, fax and e-mail).</li> <li>• The dynamics of business support relationships.</li> <li>• How to detect if a client is anxious about their business and raise the matter sensitively.</li> </ul>
2	<ul style="list-style-type: none"> <li>• Ways to respond to clients' values, ways of thinking and business needs</li> <li>• Ways to tailor your approach to align with clients' goals and circumstances</li> <li>• How to agree with the client:               <ul style="list-style-type: none"> <li>• When you will provide feedback</li> <li>• what actions you will carry out</li> <li>• when you will make yourself available</li> </ul> </li> <li>• Methods to encourage clients to clearly explain what they want to achieve so that you can identify and arrange support services that may help them</li> <li>• Ways to propose and promote services (including costs) that are likely to meet clients needs</li> <li>• The principles and practice of different modes of consulting (for example, acceptant, catalytic, confrontational and prescriptive).</li> <li>• Ways to encourage clients to judge when and how to share their views and concerns with you and among their team.</li> <li>• Ways to clarify the roles and needs of different team members if you are working with a client team</li> <li>• Ways of resourcing, including financing, support for business development and assessing returns on investment.</li> <li>• The boundaries of the relationship between you and the client</li> <li>• The ways that different clients prefer to work;</li> <li>• The limits of your own abilities and understanding of business practice.</li> <li>• Ways to recognise when a client needs more specialist:               <ul style="list-style-type: none"> <li>• personal support (for example, through conversation with you, reference to a counsellor or agreeing it's nothing to do with you); and</li> <li>• business advice (for example, an accountant, financial advisor, marketing specialist, IT consultant, e-business adviser and so on).</li> </ul> </li> <li>• The features and benefits of the business support services you provide, and those of any other services that you direct clients to.</li> <li>• Who is qualified to give specialist advice and when to direct clients to them.</li> <li>• How to co-ordinate support services that match different client needs.</li> <li>• The funding that is available and relevant to clients' needs.</li> </ul>

	<ul style="list-style-type: none"> <li>• The procedures of funding agencies.</li> </ul>
3	<ul style="list-style-type: none"> <li>• Ways to end an engagement with a client in a way that encourages them to contact you for support in the future.</li> <li>• Ways to review with clients how they feel the relationship with you and your organisation is going</li> <li>• Processes for keeping up-to-date and accurate records of client contact at all stages of the relationship.</li> <li>• How to maintain client confidentiality.</li> <li>• The conditions for accepting clients onto different business support services</li> <li>• The benefits and drawbacks of working in different physical locations (for example, your organisation’s premises or your client’s premises)</li> <li>• The limitations of your role and responsibilities.</li> <li>• Any relevant contractual obligations.</li> <li>• The guidelines for providing support services set by your organisation or professional body about:             <ul style="list-style-type: none"> <li>• maintaining confidentiality in different working environments;</li> <li>• ethics, values and professional standards;</li> <li>• equal opportunities, diversity and social inclusion;</li> <li>• funding and other support available to the client;</li> <li>• using information management systems;</li> <li>• using invoicing systems, pricing and credit-control policies; and</li> <li>• procedures for quality assurance and handling complaints.</li> </ul> </li> <li>• The role of your organisation in developing competition among local businesses.</li> </ul>
4	<ul style="list-style-type: none"> <li>• Ways to work with clients to help them to review and develop skills that will improve their ability to compete with other businesses (for example, mentoring, coaching and e-learning).</li> <li>• Ways to identify the knowledge and skills that clients need</li> <li>• The theories and application of learning styles (for example, Kolb experiential model; auditory, visual, tactile/kinaesthetic; collaborative/activist, individual/reflective, theory-based/theorist or practice-led/pragmatist).</li> <li>• Ways to identify effective ways of learning</li> <li>• What obstacles or barriers there may be to changing working or business practices (for example, personal emotional baggage or objections from other business partners).</li> <li>• The available support services and resources and how they can be accessed, combined and co-ordinated</li> <li>• Ways to develop clients’ self-confidence.</li> <li>• Ways to respond to the client’s values, ways of thinking and business needs.</li> <li>• Ways to assist client’s decision making to promote their autonomy.</li> <li>• Effective delegation</li> </ul>

## UC03 04 **Delivering Business Support**

<b>Unit Status</b>	Mandatory
<b>SCQF Unit Level</b>	8
<b>SCQF Credit Value</b>	2

### Unit Overview and Main Outcomes

To equip business advisers with the skills to work with their clients to develop their businesses.

<b>Learning Outcome</b>	<b>Assessment Criteria</b>
<b>The learner will:</b>	<b>The learner can:</b>
1. Help clients review and plan how to develop their business	1.1 Work with clients to analyse their business and decide the way forward 1.2 Inspire clients to decide how to develop their business
2. Help clients embrace change and put it into practice	2.1 Evaluate clients' readiness to implement changes and help them develop the necessary commitment 2.2 Challenge clients to evaluate and prioritise changes and put them into practice
3. Support clients when action planning to improve their business	3.1 Work with clients to devise and evaluate an action plan for improving the performance and sustainability of their business 3.2 Show clients how to implement and monitor their action plan and deal with any necessary contingencies or re-planning

### Assessment Methods

Assessment for this unit must include observation. Other forms of assessment may include:

- Learner reflective account of performance
- Professional discussion (learners discuss with their Assessor how their evidence meets the standards and the discussion is recorded as part of the evidence)
- Recorded oral and written questioning
- Naturally occurring products (eg. notes on sessions with clients or emails, letters)
- Video or audio recordings of client consultations
- Evidence from prior experience and learning that clearly matches the requirements of the standards
- Evidence from simulations of the occupational role in a realistic working environment

	<b>Indicative content:</b>
1	<ul style="list-style-type: none"> <li>• Ways to identify clients': <ul style="list-style-type: none"> <li>• business aspirations;</li> <li>• style of learning;</li> <li>• obstacles and stated and unstated objections to changing their ways of working or doing business;</li> <li>• thoughts and feelings about business performance, direction and shared values of the business and stakeholders</li> </ul> </li> <li>• The information needed to review a business and how to obtain it</li> <li>• Ways to use established measures and diagnostic tools to evaluate business situations, including: <ul style="list-style-type: none"> <li>• Business performance data analysis and performance measures (for example, benchmarking).</li> <li>• Qualitative and quantitative analytical and diagnostic techniques (for example, SWOT, PEST, five forces or variance analysis).</li> <li>• Market appraisal, pricing and evaluating the different types of products offered (product mix).</li> <li>• Evaluation of production processes and techniques.</li> <li>• Financial appraisal techniques.</li> <li>• Risk assessment techniques.</li> <li>• Analysis of business culture</li> <li>• Identification of stakeholders and their influence</li> <li>• Profiling of individuals' strengths, weaknesses and motivation</li> <li>• Common problems and opportunities small businesses (including structured business formats such as franchising, direct selling, licensing and distribution agreements) may face.</li> </ul> </li> <li>• Ways to identify: <ul style="list-style-type: none"> <li>• trends and developments that may affect the client's business (for example, consumer demand, new technology or government legislation).</li> <li>• Barriers or obstacles to improving performance (for example, personal, interpersonal issues, funding or skills).</li> <li>• which parts of a business would benefit from change</li> </ul> </li> <li>• Ways to solve business problems, by: <ul style="list-style-type: none"> <li>• identifying possible problems and opportunities;</li> <li>• monitoring and evaluating progress; and</li> <li>• evaluating the benefits and drawbacks of different decisions.</li> </ul> </li> <li>• The most suitable options and the options most appropriate to specific issues.</li> <li>• How to challenge clients in overcoming obstacles and barriers to achievement.</li> <li>• How to support clients in dealing with problems and difficulties that may exist in achieving solutions.</li> <li>• How to define business objectives, actions, organisational structures, roles and responsibilities.</li> <li>• How to set practical, specific and ambitious personal and business objectives for the short-, medium- and longer term</li> <li>• How to improve competitiveness and the benefits and drawbacks of different kinds of competition</li> <li>• Cash flow forecasts and survival planning.</li> <li>• Profit and loss accounts, balance sheets and cash flow statements.</li> <li>• Development, presentation and use of business plans.</li> <li>• Sources of new opportunities (for example, networking, collaboration with other businesses or carrying out first hand research with their customers).</li> <li>• The benefits and drawbacks of different business models including franchising, direct selling, licensing and distribution agreements (either when replicating their business</li> </ul>

	<p>or purchasing a structured business format).</p> <ul style="list-style-type: none"> <li>• Business, financial and legal rules and methods.</li> <li>• The range of legal and governance structures available to small businesses</li> </ul>
2	<ul style="list-style-type: none"> <li>• The impact of change on an organisation</li> <li>• Ways to judge clients readiness and commitment to making changes</li> <li>• Methods to develop commitment to change including:             <ul style="list-style-type: none"> <li>• Evaluating them against personal and business objectives</li> <li>• Identifying the business and personal benefits</li> <li>• Resolving personal and interpersonal issues and habitual behaviour that are obstacles to change</li> <li>• Countering stated or unstated objections with facts and arguments</li> <li>• Resolving conflict between competing ideas</li> <li>• Identifying the urgency of changes needed</li> </ul> </li> <li>• Ways to decide which changes should be made including:             <ul style="list-style-type: none"> <li>• Evaluating them against business and personal objectives</li> <li>• Evaluating the risks and benefits</li> <li>• Finding out what may be involved personally and in business terms</li> </ul> </li> <li>• Forms of business plan that can be used to record and manage change</li> </ul>
3	<ul style="list-style-type: none"> <li>• Ways to enable clients to plan, set objectives and decide what is important</li> <li>• Resources that are needed to achieve desired results, such as:             <ul style="list-style-type: none"> <li>• Commitment of other people</li> <li>• Skills,</li> <li>• Knowledge</li> <li>• information</li> </ul> </li> <li>• The stages in developing and implementing an action plan including:             <ul style="list-style-type: none"> <li>• setting short- and longer-term goals;</li> <li>• actions and timescales;</li> <li>• identifying what resources will be needed, where they will come from and how they will be used;</li> <li>• assigning roles and responsibilities;</li> <li>• managing risks; and</li> <li>• monitoring performance.</li> </ul> </li> <li>• When plans need to be adapted.</li> <li>• Ways to engage clients with contingency planning and risk assessment.</li> <li>• Ways to identify stakeholders and other people who help develop or carry out the plan or whose support is needed</li> <li>• Methods of consulting with and getting buy in from stakeholders</li> <li>• Ways to achieve results through the guided actions of others</li> </ul>

## UC04 04 **Understand Economic and Enterprise Development**

<b>Unit Status</b>	Mandatory
<b>SCQF Unit Level</b>	8
<b>SCQF Credit Value</b>	2

### Unit Overview and Main Outcomes

To allow learners to develop an understanding of different theories of economic development and the contribution of business enterprise to economic development at different geographical scales.

Learning Outcome	Assessment Criteria
The learner will:	The learner can:
1. Understand theories of economic and enterprise development	1.1 Define what is meant by economic development 1.2 Evaluate the influence of internal and external forces on economic development 1.3 Critically assess the case for public policy intervention in supporting economic development
2. Understand how success in economic development is measured	2.1 Describe the characteristics of a high performing business enterprise community 2.2 Critically evaluate the types of market failure in economic development which can be addressed by public policy interventions 2.3 Explain how to measure the benefits of economic development at a local, regional and national level
3. Understand the contribution of business enterprise to national, regional and local economic development	3.1 Evaluate the contribution of small business to job and wealth creation 3.2 Analyse the role for small business in stimulating innovation and growth 3.3 Assess the contribution of small business to stimulating market diversification and competition 3.4 Assess the contribution of cohesion and integration in support networks in maximising the economic impact from business enterprise support interventions

## **Assessment Methods**

Assessment may be through the following methods:

- Learner reflective account of performance
- Professional discussion (learners discuss with their Assessor how their evidence meets the standards and the discussion is recorded as part of the evidence)
- Recorded oral and written questioning
- Naturally occurring products (eg. notes on sessions with clients or emails, letters)
- Video or audio recordings of client consultations
- Evidence from prior experience and learning that clearly matches the requirements of the standards
- Evidence from simulations of the occupational role in a realistic working environment

	Indicative Content
1	<ul style="list-style-type: none"> <li>• The meaning of “economic development” in relation to business &amp; enterprise</li> <li>• The key components of effective economic development</li> <li>• The relationship between inputs, activities, outputs and outcomes</li> <li>• The role of economic development agencies at local, regional &amp; national Levels in respect of business &amp; enterprise</li> <li>• The internal and external forces on economic development (short &amp; long term) that can affect business &amp; enterprise</li> <li>• Benefits of partnership approaches to economic development</li> <li>• Rationale for Public Sector Intervention</li> <li>• How to assess the case for public policy intervention in supporting Economic Development. (Awareness of environmental &amp; waste management, new Technologies, clusters, priority sectors)</li> </ul>
2	<ul style="list-style-type: none"> <li>• Definition of “Growth Business” (locally, regionally nationally?)</li> <li>• The characteristics of a high performing business enterprise community</li> <li>• The use of risk assessment tools / techniques (SWOT, PEST, PESTLIED, STEEP)</li> <li>• Identifying &amp; understanding the complexity of factors in “market failure”</li> <li>• Understanding of public policy interventions to address market failure</li> <li>• Sources of information / data sources for economic profiles</li> <li>• Monitoring and evaluation of the benefits of economic development at local, regional &amp; national level</li> </ul>
3	<ul style="list-style-type: none"> <li>• Describe the expressions wealth creation, innovation &amp; growth in terms of small businesses as used at local, regional &amp; national levels</li> <li>• How can small businesses contribute to job &amp; wealth creation at local, regional &amp; national level</li> <li>• Methodologies to measure the impact of business &amp; enterprise on job and wealth creation</li> <li>• What role can small businesses play in stimulating innovation and growth</li> <li>• The different types of diversification strategies</li> <li>• Ways in which enterprise support networks can work together to benefit clients &amp; maximise business enterprise support interventions</li> </ul>



## UC05 04                      Understand Business and Enterprise Support

<b>Unit Status</b>	Mandatory
<b>SCQF Unit Level</b>	8
<b>SCQF Credit Value</b>	2

### Unit Overview and Main Outcomes

This unit will allow learners to develop an understanding of business and enterprise support structures at a local, regional and national level and the ways of assessing the impact of business and enterprise support interventions.

Learning Outcome	Assessment Criteria
The learner will:	The learner can:
1. Understand what is meant by business and enterprise support	1.1 Explain what is meant by external support 1.2 Describe the types of business and enterprise support available to small and medium enterprises at a local, regional and national level 1.3 Critically evaluate the similarities and differences between types of business and enterprise support available to small and medium enterprises at a local, regional and national level
2. Understand the current structure of business enterprise support networks in Scotland	2.1 Describe the role of economic development agencies at a local, regional and national level 2.2 Compare and contrast the types of support provided by public and private sector organisations 2.3 Explain how the Business Gateway service can operate as a national programme but can deliver local flexibilities 2.4 Evaluate how business and enterprise support interventions add value to local economic development within their local context and networks
3. Understand how the impact of business and enterprise support can be measured	3.1 Describe the indicators which can be used to understand impact of business and enterprise support on an individual business 3.2 Compare and contrast approaches to assessing impact of support on an individual business 3.3 Assess the role for business support professionals in assessing the

	impact of business and enterprise support, both as individuals and as a team
--	--

### **Assessment Methods**

Assessment may be through the following methods:

- Learner reflective account of performance
- Professional discussion (learners discuss with their Assessor how their evidence meets the standards and the discussion is recorded as part of the evidence)
- Recorded oral and written questioning
- Naturally occurring products (eg. notes on sessions with clients or emails, letters)
- Video or audio recordings of client consultations
- Evidence from prior experience and learning that clearly matches the requirements of the standards
- Evidence from simulations of the occupational role in a realistic working environment

	Indicative Content
1	<ul style="list-style-type: none"> <li>• The meaning of external business and enterprise support</li> <li>• What types of business and enterprise support is available to small and medium enterprises at a local, regional and national level (including social enterprises, community groups, charities and voluntary groups)</li> <li>• The similarities and differences between the types of support for small &amp; medium enterprises at local, regional and national level</li> <li>• How this support can be easily accessed by small &amp; medium enterprises</li> <li>• How does business &amp; enterprise support actively collude to the benefit of the small &amp; medium enterprise</li> </ul>
2	<p>The role of economic development at local, regional &amp; national levels</p> <ul style="list-style-type: none"> <li>• The differences between the types of business enterprise support networks particularly private and public sector</li> <li>• What local, regional &amp; national strategies does business &amp; enterprise support assist</li> <li>• What business &amp; enterprise support services are offered nationally that have local flexibilities</li> <li>• How do national business and enterprise support services meet local development needs</li> <li>• The importance of establishing and implementing appropriate/relevant measures for evaluating the performance of business &amp; enterprise support to local economic development</li> <li>• Ways in which business &amp; enterprise support interventions can add value in respect of local initiatives &amp; to local networks</li> <li>• The benefits to clients of network introductions / contacts</li> <li>• Sources of information about the added value of business &amp; enterprise interventions to economic development</li> <li>• Systems and processes for collecting and assessing added value</li> <li>• Current approaches to evaluate business &amp; enterprise interventions used at local, regional &amp; national level</li> </ul>
3	<ul style="list-style-type: none"> <li>• The indicators that can be used to assess the impact of business &amp; enterprise support by individuals (and the team) on individual businesses</li> <li>• Ways to evaluate the similarities and differences of different impact assessment approaches of support interventions on individual businesses</li> <li>• How to use individual and team performance assessments to identify opportunities for improvements to the service</li> <li>• Ways to assess how the role of the business support professional, individually and as a team impact on the support offered</li> <li>• The professional codes of conduct and organisational policies for business &amp; enterprise support</li> </ul>