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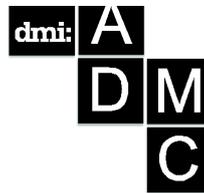
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Modelling Enterprise for a Disability Charity

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Work can allow people to express themselves and develop skills and abilities, create social bonds, and receive appreciation both symbolic and economic but what if you cannot access employment? How can the principles of enterprise be applied to create opportunities for greater self-development and social inclusion for people with a spectrum of impairments that currently utilise day-services?

This research focuses on defining a model of enterprise for the Percy Hedley Foundation. Using a mixed-method approach, case study and co-creative design-led innovation practice, the research reviews sector exemplars and produced propositional materials for critique and debate. Through synthesis and evaluation the research presents a model of enterprise that explores the flexibility of the concept 'meaningful employment'. The research aims to contribute to understanding about how disability support organisations can shift from a model of social care to a model of endeavour in order to increase social impact on investment. The paper suggests organisational conditions to enable people with a range of impairments to meaningfully engage in enterprise activity and be enterprising.

Keywords: Enterprise; Design-led Innovation; Disability Employment

Introduction

Why is research in this area needed?

'Work is one of the most important aspects of an adult person's life, where they can express themselves and develop skills and abilities, create social bonds, and

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receive appreciation both symbolic and economic' (Phelps, 2007 cited by Gidron, 2014). Currently there are sections of society that cannot work; that are not able to integrate with and contribute through work. The barriers, into employment, for disabled people are complex (Berthoud, 2006) and involve government policy, disability funding, cultural and societal stereotypes, working environments, recruitment practices, family and care support, and individuals' abilities, skills and knowledge. There is a significant history of practical effort and research to understand and address this situation. From a social model viewpoint, disability is not something people have (i.e., people with disabilities), but is something done to people with impairments. People with impairments are disabled by poor or non-existent access to and support within the world of work and by the condescending or prejudice responses of those who occupy these places. Research (Stanley & Regan, 2003; Tompa, Scott, Trevithick, & Bhattacharyya, 2006) continues to demonstrate that many economically inactive disabled people would prefer to work given appropriate opportunities and conditions. The individual and collective benefits of work are clear. However, there remains a need for understanding about how to adapt societal and organisational systems to better enable people with impairments to enter work environments and how to deliver 'meaningful employment', in new ways, for those who cannot access the labour market.

What is the research focus and question?

The context of this research is the Percy Hedley Foundation (known as PH from here on in). PH provides specialist, high quality, and innovative services for children, young people and adults with cerebral palsy, communication impairments, sensory impairments and complex learning, social care and therapeutic needs. PH as a co-investigator are interested in exploring 'enterprise' as a mechanism for achieving the benefits of meaningful employment and facilitating, where possible, a new relationship between the individual (adult day-service user), the organisation, and the wider social community. Together, through this research, we are concerned with developing an appropriate model of enterprise and understanding how the organisation needs to transform to shift from a focus on care to a focus on endeavour.

Although this research focuses on a single organisation it seeks to address knowledge gaps that have relevance beyond the organisation's specifics. The

research addresses the question: how can the principles of enterprise be applied, and what organisational adaptations are supportive, to generate greater self-development and social inclusion opportunities across a range of the population with a spectrum of impairments that currently utilise day-services?

What is in this paper?

This paper reports on our progress. It presents phase one, its process and its findings, of this three-phase research project. The project's phases are: 1) develop an appropriate model of enterprise; 2) develop new practices and processes to support the model's implementation; 3) test the model and support packages within the organisation.

This paper presents the following: A review of literature about the disability employment agenda focused on the range of models of enterprise recognised as supporting the intrinsic value of work. Case studies critically appraising the relevance of the model of enterprise in place at three enterprise exemplars; Arthouse Meath, Camphill Village Trust, and Henshaws. Thinking about the value and utility of enterprise in PH, based upon interviews with PH executives and service users, is presented. Findings from a design-led innovation process are summarised and finally the paper proposes a model of enterprise, based upon a principle of inclusivity, suitable for PH, which the authors argue will allow the organisation to move from a focus on care to a focus on endeavour, while avoiding the complications of wage transactions.

Literature Review

There is a significant employment gap between disabled and non-disabled people. In 2015, the Labour Force Survey reported that in Q4 of 2014, 46.1% of working-age people in Great Britain who are Equality Act Core Disabled are in employment compared to 73.5% of working-age non-disabled people (Department of Work and Pensions, 2015). There is therefore a 27.4 percentage point gap between disabled and non-disabled people, representing over 2 million people. According to the Department of Work and Pensions, (2014) the gap has reduced by 10 percentage points over the last 14 years but has remained stable in recent years.

While western governments have emphasised paid work as a key route to social inclusion for disabled people, there are still significant challenges in shifting the labour market to respond to the needs of disabled people both in terms of access and sustained engagement. The 2010-2015 UK Government's reforms to Access and Disability, their Employment Strategy to Work and in the private sector, Project Search, are examples of effort to address disability employment challenges. There is also a need to develop and provide alternatives, to paid employment that offer personal development and purpose and allow social inclusion (Hall & Wilton, 2011).

This research reviewed forms of paid and non-paid employment currently successful in engaging disabled people in meaningful and purposeful activity. There are lots of instances of market-orientated businesses employing disabled people, however, the following is focused on forms of endeavour whose existence, in part, is about meaningful employment for disabled people.

Social enterprise

A Social Enterprise is a business venture with social as well as economic goals (Katz, 2014). It may directly support, train or employ disadvantaged or excluded individuals or provide services or products that directly meet a social need or achieve positive social impact. Successful social enterprises engaging people with disabilities include:

- Arthouse Meath - selling artworks, stationary and homeware products;
- Pulp Friction Smoothie Bar Project - volunteering opportunities for young adults to develop work readiness;
- Hand on Heart - designing inclusive and safe work environments.

The balance between social and economic goals can vary dramatically between social enterprises depending on the purpose and values of the individual business. The most commercial examples of these could be described as a 'social business' (Yunus, 2009); a good example is Social Bite, a Scottish high-street sandwich shop that works with the homeless community.

Co-operatives

Co-operatives are owned and democratically managed by the people who work in them. Co-operatives can take many forms; an excellent example is Clean Sweep Co-operative Ltd (a supported co-operative), which is owned by people with

learning impairments. The co-operative model allows members to work and earn an income and provides a buffer between earnings and state-aid welfare support (Reddington & Fitzsimons, 2011).

Microenterprise

A microenterprise is defined as a small business employing five or fewer people (EU definition) often set up through microfinance (Reddington & Fitzsimons, 2011). Microenterprises are, often, very small business activities and may or may not produce sufficient revenue to support an individual, but provide purpose or meaningful work activity. They tend to be person-centred and allow individuals to control key areas of their lives, to pursue activities that they are interested in, and importantly to have flexible working hours and the ability to protect state-aid welfare support (Swift 2005).

Income Links LLC (2016) (US) assists people to generate income by starting their own microenterprise. They believe that enterprise gives people the freedom and ability to take charge of their lives, the freedom to decide how they want to live, control over their resources and responsibility for their decisions and actions. MiEnterprise (UK) works with disabled people with impairments to set up microenterprises, in areas of arts and crafts, and recycling and delivery services. Individuals often use their personal care budget (UK provision) to pay for a support worker to help them carry out the tasks required by the enterprise. MiEnterprise (2016) claim that this as a real alternative to day services.

Social Enterprise, Co-operatives, and Micro-enterprise are all opportunities PH should consider, however, in isolation they would have limited impact because proportionally only a small number of their service users would be able to engage and benefit.

Volunteering

Hall and Wilton (2011) suggest that paid employment is the primary marker of social inclusion but other forms of unpaid work like volunteering and creative work can offer disabled people a better chance of social inclusion and meaningful activity. Although there is some debate about the potential for these forms of unpaid work to be considered exploitative (Love & Bates, n.d., p. 16), Grover and Piggot (2015) conclude that their value outweighs this negative aspect. Hall and

Wilton (2011) summarised the work of Bates and Davies (2004) remarking that disabled people can 'gain a sense of self-confidence, status in local community and society more broadly, as well as opportunities for interaction with others (disabled and non-disabled) people and improve health and well-being' (Hall & Wilton, 2004). Significantly, these roles help to challenge the dominant discourse about disabled people as 'passive recipients of care, rather than active contributors to society' (Balandin et al., 2006).

Arts

The UK government has identified, the arts, as a mechanism through which marginalised individuals and groups can attain inclusion into space and activities of mainstream society. Hall and Wilton (2011) suggest that the arts offer an area where people have the opportunity to work, and gain the rewards of work, outside of paid employment. Hacking, Secker, Spandler, Kent, & Shenton (2008) found that by participating in arts activities people with mental health conditions improved feelings of empowerment, confidence, and self-esteem. The authors raise the question: does enterprise within, and through, the arts, provide opportunities for individuals currently within a system of care to transition into purposeful and productive endeavours engaged with a wider community?

Why is enterprise valued?

Enterprise does not need to entail contract employment and the transaction of a wage for a service. According to the Collins Oxford dictionary (2016), enterprise can be understood to mean participation in a project or undertaking, especially a bold or complex one, and requires initiative and resourcefulness. It can provide the framework for purposeful activities, focused roles and responsibilities, social inclusion, personal development and creative challenges where both worth and value are created. The authors seek to understand how to create and sustain a culture of enterprise within a disability-support organisation, like PH, which will increase the social return for investment and transition from social care to social endeavour. The authors are working on the premise that even without a wage transaction that enterprising endeavour can provide the benefits of work and meaningful employment: it can allow people to express themselves, develop skills

and abilities, create social bonds and receive appreciation: it can allow people to see how economic appreciation supports and can be generated by endeavour.

Research Context

Enterprise Appetite: Project 2013_2014

In 2014, PH and Northumbria University collaborated to understand the appetite for enterprise amongst their adult day-service users and management. That research presented a vision about how a social enterprise could be developed and launched, in this case, to both be run by and support the disabled adults enabled by PH.

The results of the 2014 research project, when presented to the organisation's executive team and Board of Trustees, raised the question: what model of enterprise would be suitable for the Foundation, what additional value could it deliver and what barriers would need to be overcome for the model to be successful?

A Model of Enterprise: Project 2015_2016

Percy Hedley is enterprising. They have many examples of enterprising activity. Through their adult day-services they sell artefacts (woodwork items, craft pieces, flower baskets). PH service users and support staff have traded their artwork and craftwork through a pop-up shop. Service users work in a PH printshop, provide media support for in-house conferences, run disability awareness training commercially, and perform at regional music festivals. However, these activities are piecemeal not coordinated, haphazard and without robust economic and impact plans, and result from opportunism not strategy.

PH are interested in understanding what 'enterprise' and 'to be enterprising' mean to their service users and staff, and the differences across the organisation. They set the challenge to explore how enterprise is understood and how it can be applied within and across different service functions. The project is future focused and is intended to inform the Foundation's growth and development planning. There is the ambition to: unite the foundation through coordinated endeavour; allow participation in the enterprise to be inclusive and meaningful; and, within

enterprise, afford opportunities for leadership and autonomy for PH service users. The research, therefore, aims to develop a model of enterprise that allows these ambitions.

In order to progress this research Adult Day Services were identified as the function within the Foundation to use as leading a model of enterprise. PH¹ have 166 adults engaged in their day-services. While each individual has individual needs, there are three categories that describe the level of independence and support that individuals require. Of those 166 service users, 40% require standard placements, 7% require extra care placements, and 53% require direct support. Standard Placements describe those most independent; 50% of these individuals require 1:1 support for personal care and assistance with eating and drinking. Extra Care Placements are individuals who can buy quotas of 1:1 support (typically 2-4hrs per day), and need 2:1 support for personal care and assistance with eating and drinking. Direct Support Placements are individuals who have a dedicated support worker at all times and may need 2:1 or 3:1 supports for personal care. Currently workshops within adult day services will have two leads. Both of these individuals are also responsible for providing personal care and support. Under the current system these day to day workshop practices functions well, but, the focus currently is care not endeavour. Even at this level, if the organisation wishes to move from a system of care to a system of endeavour, there are significant complexities that need considering and setting within a new strategic context.

Research Approach and methods

This research utilises a mixed method. Based upon a review of relevant literature, the research used observational site visits, semi-structured interviews and design-led innovation practice (Ward, Runcie, & Morris, 2009; Kyffin & Gardein, 2009; Bucolo & Matthews, 2001). Research was conducted into organisations located in the North of England considered as sector exemplars. Site visits and interviews generated data to produce an understanding of the model of enterprise underpinning those exemplars. This research approach was replicated, on a larger scale, across PH to understand the perceptions of, appetite for, and

¹ PH source, June 2016.

fears about PH's future enterprise ambition. In this research, design practice, was used as an approach for learning, not solution defining (Rust, Mottram, & Till, 2007). Design Practice acted as a mechanism to connect and integrate sets of stakeholders to jointly investigate a 'Percy Hedley culture of enterprise'.

Case Studies

This section presents three exemplars of day-service disability support organisations that have used enterprise to transition from a focus on care to a focus on endeavour. Each case study introduces the enterprise and its financial premise, it describes the roles and value for service users and highlights where each case's situation differs to PH.

ARTHOUSE Meath (AHM)

AHM is a social enterprise that showcases the skills and talents of people living with complex epilepsy, learning and physical difficulties by selling artworks, stationary and home ware products. Individual service users, who are either in The Meath Epilepsy Charity supported living or pay to attend daily workshops, work alongside instructors to create artworks, which are then developed, by staff, into designer products. The income generated through the sale of the products is reinvested back into the enterprise.

Individuals attending the workshops are called artists rather than service users reflecting the role they play in the enterprise. Being able to use and develop their skills and talents through work has allowed artists at AHM to develop purpose, a sense of achievement and feel valued. Through their model of enterprise AHM believe they can improve the inclusion of people living with impairments creating a business where individuals feel respected for who they are.

Unlike at PH, the workshop instructors do not provide any personal care, allowing them to work with the artists to respond to a project brief, which is developed by the AHM team and is based on commercial needs or commissions. Although supporting disabled people at AHM, the range and severity of impairment is very different from those at PH, where most were perceived by PH staff as being aligned to their most independent users.

Camphill Village Trust (CVT)

CVT provides support for people with learning and physical impairment. Nine communities across the organisation offer supported living as well as running workshops for internal and external day-service users. The authors conducted research at the Larchfield site, a rural community, which includes a café and shop selling products from CVT's farm, bakery and arts and crafts workshops. Service users are referred to as community members reflecting the CVT's community ethos. Across the Trust community members have opportunities to be involved in commercial activities at art and craft workshops, the cafes, farms, print shop, and visitor centre, which includes units let out to small artisan businesses. Some community members (mainly those on day placements) are funded to attend the workshops, as well as volunteer in the organisation. Income generated through enterprise is invested back into CVT; it is not about individual financial remuneration but social impacts – providing meaningful work, delivering wellbeing, and learning.

Following a review of their enterprise activity, through an external agency, CVT are developing their enterprise model and have appointed a National Enterprise manager. CVT believe it is important that products are produced to a standard, high enough, in terms of quality and creativity, to sell because they are good not because someone with learning impairments has made them. CVT community members have a real sense of pride when something is sold. CVT also showcase products on social media and are developing opportunities to sell products via third-party web stores.

Like at Percy Hedley, the leads also provide personal care but the level of care required at CVT is not as intense or complex as at PH as their community members are largely Standard Placement. Community members have a forum through which to input into the running and direction of CVT and its enterprise activity but do not have active involvement in the management of this activity. CVT currently have a few community members who work part time as paid employees and plan to continue to support people in various forms of self-employment, micro enterprise, as well as paid employment in the future. Achieving employment and its benefits for their members is recognised as a significant challenge.

Henshaws' Arts & Crafts (HAC)

The HAC centre offers workshops, training and volunteering opportunities and run a range of music and cultural events for both service users and members of the public. The service users attending HAC, who all have some level of learning impairment, are referred to as Art Makers and pay to attend workshops that are run during the week. While HAC offer opportunities for work experience and training they have so far only been able to offer one Art Maker paid employment. HAC is open on a Sunday and is hired out for private events or mainstream workshops where Henshaws offer catering services, which involves the Art Makers. Money generated from events and art-works sold in their shop and at local events goes back into the enterprise, although the primary source of income is art-makers' workshop fee. HAC is also supported by the parent charity, Henshaws, who provide business support services like PR, marketing and IT etc., as well as attracting and drawing on trusts, grants and charity donations.

Through HAC's workshops and centre, people living with a range of impairments are able to discover their talents and put them into practice. Recently HAC has focused on developing community engagement by running regular events (e.g., music events and craft fairs) in the evenings and at weekends - some purely for disabled people, however, most are open to the wider community. Although events help to raise money for HAC, the priority is to offer their Art Makers real life experience and an opportunity to engage with the local community. HAC staff do not need to provide personal care, have time within their role to develop partnerships and organise events and their service users are largely Standard Placements.

Arthouse Meth, Camphill Village Trust and Henshaws' Arts & Crafts serve as differing examples of disability support organisations that have changed the day-service social care model to combine and shift to purposeful endeavour through enterprise. While the range of support required for sections of PH's day-service users is higher than these cases there are lessons that can be drawn:

- Defining titles and roles by individuals' enterprise activity and not using the title 'service user', as a label for a 'care day-service user';
- The coordination required defining and delivering a coherent business or enterprise offer;

- Creating opportunities to connect to communities, in joint activity and to trade and disseminate (or exhibit) work;
- The importance of high quality, market relevant, artefacts and services;
- Providing dedicated time for staff to focus on the objectives of the enterprise.

Percy Hedley on Enterprise

Through eight semi-structured interviews (including members of the Board of Trustees, Executive Team and Project Leaders) and discussions with a range of staff and service users during visits to the organisation an understanding of what 'enterprise' could mean to PH and its service users has been developed. This element of the research took place concurrently to the design-led innovation practice and the co-creative workshops that formed part of that practice and it is unclear how they influenced each other.

There was a wide consensus that the main purpose of enterprise would be to recognise and showcase the talents and skills of service users and realise their potential. It is seen as a way of creating opportunities for service users to be 'employed', engaged in something that is meaningful, useful and to create opportunities for their aspirations and ideas to be realised. PH recognises that being engaged in meaningful activities helps develop an individual's confidence, self-esteem and gives a sense of achievement. Enterprise is also seen as an opportunity for service users to participate in broader society, offering something back to the community, which can develop their feeling of belonging, help reduce a sense of isolation, and address negative perceptions about disability.

At a senior management level enterprise is also seen as an opportunity for cross-organisational development and business engagement, which in turn will benefit the organisation as well as individual service users. Enterprise is a way of generating income for PH and although this is considered a secondary benefit, its level of importance is unclear. All enterprise activity must be sustainable and income generated would go back into the organisation.

Concerns were raised about strategy and funding, the commissioning and benefit systems, and capacity of staff to do their day job (which was seen as care not enterprise). Although creating paid employment through enterprise would be

considered to be a real achievement, PH takes the view that realistically this is plausible for only a small number, but that work-like opportunities can be created for a much larger proportion of their service users. Concerns were expressed by some staff at PH that support staffs' attitudes can act as a barrier to enterprise and that family members will play a critical role in supporting relatives' engagement in enterprise.

It was unclear how the partnership/relationships between staff and service users would develop in terms ownership, management and delivery of enterprise. There is a drive to enable, where possible, ownership of the enterprise to be in the control of PH service users, but the balance of this relationship will vary depending on the type of enterprise activity, however, currently no one from PH has stated a clear strategy about this. Staff noted that for many service users their experience of enterprise was limited so thinking about future opportunities for both themselves and the endeavour would be difficult and there would need to be some mentoring available. Previously, PH worked with MiEnterprise to develop microenterprise opportunities, however, they found the process long and drawn out and they struggled to identify individuals within their service who could or wanted to run their own enterprise.

Design-led Innovation Practice

This section describes the core findings from the design-led innovation practice of a group of 16 Multidisciplinary Innovation masters students (known as 'the design project'). The study's research indicated that focusing on a culture of enterprise as opposed to a business enterprise was vital. During the three-week project the students ran two co-creative workshops with a cross-section of PH, including: members of the board and executive team; management and staff from the school, adult services and residential care; and day-service users. Their practice drew together a network of stakeholders with different priorities and perspectives to:

- Collaboratively develop a common understanding of 'enterprising' and 'enterprise',
- To explore how this understanding might materialise within the organisation,
- To consider what consequences, rights and responsibilities, might result.

This following sub-sections summarise the design project's findings and conclusions.

Project Focused

PH believes that as an organisation they could be more enterprising and develop the mechanisms for new income from existing resource. For example, the organisation has an iMuse facility and expertise, an innovative music based therapy, which could be commercialised for external audiences. They could, for example, rent space in a local park and run a cafe serving the local community and promoting PH service users' art. Both of these examples are possible and were raised by members of PH as opportunities. They both hold value, raise awareness of the foundation, could be a source of pride for everyone within the organisation, and may, in servicing and running the enterprise lead, for a very limited number of individuals, to meaningful work. However, the impact of this kind of enterprise on the experience of day-to-day activities for the majority of day-service users in PH might be very limited unless it is linked to broader programmes of activity. The students, during the design project, used the principles of enterprise, to think about how to make activity more meaningful and the cultural changes required to support that effort. The design project focused on exploiting the value of being enterprising as opposed to developing a specific business-enterprise. The design project proposed the need for a programme of project-focused endeavour - enterprises that require funds to be raised, products to be produced or a services to be offered, means for engagement and dissemination that offer the possibility for limited trade. One way of supporting this programme of endeavour might be a cafe in a local park but using social media, like Instagram and Facebook, with a small number of exhibitions through local galleries might be as effective and require less investment. What is critical is the 'work' needed to support a full programme of endeavour and an evaluative mechanism to judge social impact.

Changing Roles and Creating Roles

One of the major barriers identified through the design project were the attitudes held by staff and service users about their role, their abilities and their perceptions about enterprise. A strong element of PH culture, which does not currently support an enterprise culture, is captured in two labels: service user and

carer. These define the existing paradigm and relationships between those employed by PH and those using PH's services. The design project recognised that care is fundamental to PH and will continue to be, but in transitioning the organisation (in part) from an environment of care to a culture of endeavour thinking about titles and roles is important.

Extending thinking from the terminology and roles defined at Arthouse Meth, Camphill Village Trust and Henshaws the students explored PH enterprise roles. They proposed that Service Users would become members of one or more projects and would take on one, or a combination, of three different roles: CREATOR (TUTOR) | CURATOR (TUTOR) | FUNDRAISER (ADVISOR). These three categories may be further refined depending upon the project, e.g., artist, gardener, cook etc. These titles lead to descriptions of role, rights and responsibilities. It became clear through the project that the staff are all incredibly committed to their jobs and were concerned that 'enterprise' may be an expectation, from senior management, which becomes a burden and is not core. It was proposed that PH would need to integrate enterprise within role descriptions and the appraisal and reporting system in order to give value and permission. The students proposed that staff work within projects too, where they work with service users using the same role structure. In order to produce a strategic approach to enterprise across the foundation and maximise opportunities for integration across different functions an Enterprise Team was proposed. The team would consist of three roles - PROJECT PLANNER | BID WRITER | COMMUNICATIONS - and would be represented on, and report to, the executive team.

Engaged with Communities

PH has very strong links with local businesses and community groups. The design project proposed establishing new networks and a new basis for some existing relationships. The work suggested that barriers between PH and the community needed to be reduced - physically and socially. A series of enterprise weeks and two exhibitions were proposed for the first year. The enterprise weeks would provide a format for training, development of ideas with local entrepreneurs and small-scale dissemination or trade as the climax. The two exhibitions would be larger events that would be a community engagement mechanism for the PH

enterprise projects. Both of these event types would be supported by social media campaigns to showcase the projects and the individuals involved.

Support, Processes, and Permissions

It was recognised that in order to create the shift described in the project's proposals there would need to be a programme of training and development for both staff and service users including on going support and mentoring - online and UK providers were identified. There would need to be knowledge development about enterprise; the requirements and process to develop, launch and sustain viable endeavours. PH would need to support the planning and evaluation of project ideas - and an adaption of the business model canvas to become an enterprise model canvas for PH has been proposed. There needs to be acceptance and learning from failure and visible celebration of success - large and small, individual and collective.

Co-creative learning

The two workshop events were central to the design project. The workshops provided a mechanism for collaboration and also facilitated significant learning for each stakeholder group. PH members reported that the activities, for example, developing plans for an 'Enterprise Week', allowed them to imagine what enterprise or an enterprise day looked like and helped staff start to think about what it means to be enterprising and move away from seeing it as 'an enterprise'. The events also helped PH bring new perspectives on existing activities - Challenge 500, a programme where PH gives £500 to an external team to invest and grow, was reconsidered to support internal enterprise initiatives. Activities helped PH think about the different spaces they may need, not just physical resources, but spaces for new forms of collaborative and creative working. Service users reported that the events and the designed materials helped them to think about themselves and their friends in those situations and then talk through their needs and desires.

Early in the design project, all of the students, in small teams, undertook a series of visits and shadowing activities at PH. These activities, in the context of the design project, were key for developing empathy and understanding about the service users, the staff and their setting. Project tutors reported a notable change in perception and a shift in project thinking as a consequence of these encounters.

For researchers, the design project process allowed a range of stakeholders to input early in the development of a model of enterprise, supporting a co-creative rather than a informative or consultative approach. The design project overall, and the workshops in particular, acted as means to develop, prototype, test and validate research conjectures.

A Model of Enterprise

Enterprise is the mechanism, through which people at PH are employed in a programme of project-focused endeavour, consisting of day-to-day activities that are purposeful for the endeavour and meaningful for the individual. The following constitutes a model of enterprise for PH:

The core principles of enterprise are -

- Enterprise represents a move from a focus on care to a focus on endeavour
- Anyone can be enterprising by the work of purposeful endeavour
- Enterprising endeavour must be financially viable and have an impact and sustainability plan and measures.

Enterprise should -

- Be based upon a programme of project-focused endeavour with an evaluative mechanism to judge social impact
- Provide opportunities for individual self-development and autonomy
- Increase engagement opportunities with communities outside of PH

Enterprise will -

- Utilise the roles of, CREATORS | CURATORS | FUNDRAISERS, for service users and staff
- Require the human resources and infrastructure to ensure there is foundation wide co-ordination and reporting
- Develop a framework that allows creative input from all levels of the organisation (management, staff and service users).

Enterprise does not need to -

- Be based upon wage-based employment
- Be solely defined by trade

- Provide full support for individuals to develop and launch microenterprises, independent social enterprises or cooperatives, or find employment opportunities within external businesses regionally but should be able to link to suitable providers by recognising and nurturing aspiration.

Transition requires -

- A review to consolidate current enterprise into the new model
- A programme of training to support enterprise knowledge and know-how
- An individual member of the Executive Team to hold responsibility for enterprise.

Conclusion

Through this research three conclusions can be drawn:

(1) To maximise inclusivity and enhance self-development and social inclusion, the starting point for a model of enterprise, in the context of day-service disability support organisations, should be the values, behaviours and organisational infrastructure necessary to support a culture of 'being enterprising'.

(2) Developing a model of enterprise for a disability organisation is an opportunity to better understand the conditions that enable people living with a spectrum impairments to engage and benefit from work.

(3) The process of using co-creative student-based design-led innovation practice supports three-way learning. In this study the process helped:

- PH (a cross section of: Board of Trustees, Executive Team, Project Leads, Support Staff and Service Users) to come together around a common issue. To feel empowered to input into organisational decision-making and feel informed about the development process. To express their views and concerns, share relevant information and consider the implications of the model of enterprise.

- The student design team to developed their understanding of enterprise and disability, and to develop their capabilities in innovation practice. The workshop events allowed them to test and extend their thinking through discussion and debate with the people responsible for taking decisions within the organisation and

those impacted by those decisions. The workshops also allowed the student team to practice creative facilitation and probing.

- The study's researchers to capture and capitalise on the materials developed through the design project and the reactions and debates they stimulated. This became a rich data source for developing the model of enterprise presented in this paper.

Further research will a) detail this model of enterprise in collaboration with PH to produce an action plan and b) develop a set of resources to support the development and evaluation of a programme and project-focused endeavour c) assess the impact of the model of enterprise in PH and within similar organisations to establish sector relevance.

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