



BEYOUR OWN BOSS

Programme Toolkit

An Evidence-Based Blueprint for Inclusive Growth

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Produced By: Dr Dominic Hill

Prepared For:
Growing Kent & Medway

www.growingkentandmedway.com

Executive Summary

This Toolkit offers a de-risked, replicable model to address local youth unemployment challenges. Our pilot programme achieved an 18% increase in participant confidence and a 25% strengthening of support networks. The mixed-media approach provides video evidence of this impact for streamlined funder reporting.



Overview

The Be Your Own Boss Toolkit is a practical guide for organisations to help young people to start their own food and drink businesses. Developed as a collaborative project by Growing Kent & Medway, the toolkit is based on a successful co-designed programme that provides a path to employment for young people who have disengaged from formal education and career routes.



Who's it for?

This toolkit is designed for community organisations, charities, local councils, and businesses that want to create **meaningful employment opportunities** for young people in their area. It's particularly relevant for those working with young people who are **Not in Education, Employment, or Training (NEET)**, or who face significant barriers to entrepreneurship.



Young People

Participants gain practical business and kitchen skills, learning how to develop a product, understand pricing and marketing, and manage finances. The programme also boosts their **confidence**, **resilience**, **and personal networks**, providing a safe space to grow and build a sense of purpose.



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Hosting Organisations

The programme offers a scalable, cost-effective model that addresses a persistent social and economic challenge. It provides a new way to deliver on **inclusive growth goals**, while generating evidence-based outcomes that strengthen reporting to funders.



Delivery Partners

Partner organisations gain a proven model for youth engagement that complements their existing services. The programme strengthens their local reputation and offers a clear, effective pathway to help young people progress into further education, training, or employment.

What Are The Benefits?

Participants acquire practical business and culinary skills, **boosting confidence and employability.** Organisations gain a replicable, impact-driven model that satisfies funding metrics, while partners **strengthen community ties** and expand pathways for young people.



Key Recommendations

Collaboratively develop programmes with your target audience by partnering with local organisations, co-designing hands-on projects, maintaining small cohorts, and removing attendance barriers. Further evidence-based recommendations will be derived from our and Activmob's research.

Co-Design is Essential

Build your programme with your target audience, not for them. Work with local partners and trusted community members to understand their real needs and motivations.

Meet Them Where They Are

Ditch formal, rigid structures. Use relatable language, recruit through local networks, and keep the programme **informal and handson**. Practical, project-based learning (like creating a product) is more effective than a traditional classroom setting.

Focus on Trust & Flexibility

A small cohort size allows for personalised support. Partner with organisations already **trusted by young people**. Be ready to adapt the programme's format based on participant feedback.

Provide Practical Support

Remove barriers to attendance by budgeting for incentives such as **travel reimbursement, free meals, and childcare for young parents**. These often-small investments show participants that their time is valued and can improve retention.

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Introduction & Background

Growing Kent & Medway is an innovation-led cluster that supports the growth of the region's horticulture, food, and drink industries.

We work across the supply chain – with local growers, manufacturers, entrepreneurs, and researchers – to establish and maintain our region as a world leader in sustainable food and drink production, processing, and packaging.

To fully realise our potential, we must continue increasing investment in research and innovation, unlock entrepreneurial talent, and tackle persistent social inequalities. We invest in the skills, infrastructure, and innovation needed to boost productivity and build an inclusive, sustainable economy.

Tip: This toolkit focuses on young people in our region, as that's where we've gained experience.

However, the co-design methods we utilised can be adapted for other groups and locations.

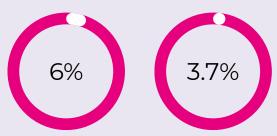
Why Young People? Why These Areas?

According to Innovate UK (the innovation arm of the UK Government), young people face significant barriers to entrepreneurship, restricting their ability to innovate and contribute to their local economy. These barriers include insufficient access to funding, underdeveloped business networks, and a lack of mentorship.

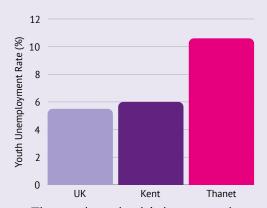
Analysis of our own Mentoring and Food Accelerator programmes indicated that young people weren't exploiting our innovation opportunities at the same rate as older members of their communities. These findings are supported by statistics from Kent County Council (right).

Based on this research, and our own commissioned work with young people in Thanet, Growing Kent & Medway identified Folkestone & Hythe, Medway, Thanet, and Swale as key areas to target with business support activities.

Statistics



6.0% of young people (18-24) in Kent are unemployed (compared to 3.7% of 25-49).



Thanet has the highest youth unemployment rate in the South East (10.6%).

Kent Analytics (Kent County Council). 2025. Statistical Bulletin – Unemployment in Kent. Data for Sept. 2025 (latest). Available <u>here</u>.

How Be Your Own Boss Aligns with Our Mission

Our mission is for everyone in our region to have the opportunity to contribute to, and benefit from, local economic growth.

We are committed to an agenda of inclusive growth by actively engaging with local communities that have historically been underserved. This means helping people who feel excluded from the local economy to participate.

That's why we've developed the Be Your Own Boss programme and why we've produced this toolkit: to empower young people to create their own employment opportunities and to help others do the same.





















"I was thinking to open one day a Polish cafe that everyone from other countries too can come to taste Polish food.









What Makes Be Your Own Boss Different?

Aims of the Programme

Be Your Own Boss has two core aims:

- 1. To give young people confidence and expand their sense of opportunity, supporting long-term personal and career development.
- 2.To provide them with the business and practical skills needed to start a food or drink business.

See for yourself: Lyra explains wanting to learn the practical steps of starting a business:

"...I thought this would be a good way to learn how to like start a business and to set it all up... to like actually figure out what the actual steps are, because I don't really know how to do it or anything about it."





The first aim supports the growth of participants' **soft skills**. Building confidence is central to this, with positive knock-on effects for motivation, resilience, and self-reliance. Creating supportive peer relationships and connecting with mentors helps to expand participants' networks and fosters a sense of belonging.

The second aim focuses on developing **core business skills**. These include generating low-cost business ideas, understanding target markets, building a brand, managing finances, and planning a public showcase. Skills were taught through the development of a tangible group product, giving participants the chance to apply their learning in real-time.

See for yourself: Caleb details the specific business skills he hopes to gain from the course:

"From this course I'm hoping to learn... skills like marketing, transportation, selling online, scaling my business up. I'm also hoping to get connections with people that can help me with my business."



Programme Structure

Be Your Own Boss is a flexible programme, typically delivered in six to eight weekly sessions from 10am to 4pm. Each day blends practical learning,

mentoring, and hands-on food enterprise activities. The aim is to inspire young people to explore entrepreneurship through the lens of food, sustainability, and self-belief.

Daily Format

2 hours

Start-Up Session

Explore business ideas, branding, markets, and money.

2 hours

Kitchen Session

Develop a low-cost, food or drink product.

1 hour

Mentor Lunch

Discussions with relatable mentors over a hot lunch.

1 hour

Clean Up

Develop diligence & discipline while recapping the day.



Tip: Adapt these timings for your target audience. Don't be afraid to modify the schedule based on participant feedback, even during the programme.

Weekly Progression

Participants co-design a food or drink product, rooted in principles of sustainable and healthy food systems, which becomes the practical focus of the course. Each week builds skills around this shared project. Key weekly topics include:

- Spotting trends and generating business ideas
- Knowing your market and identifying your customers
- Building a brand and using social media effectively
- Understanding pricing, costs, and profit
- Planning a final showcase event



Each kitchen session reinforces learning through recipe development, food hygiene, scaling up, and budgeting – all linked to wellbeing and teamwork.

Final Showcase

The programme culminates in a celebration where participants present their product and share their journey with family, friends, and invited guests – a chance to build confidence, pride, and a sense of what's next.



Producing a Video Case Study

We produced a video case study documenting the course, showing the participants and team learning, reflecting, and enjoying themselves – all of which are vital to success.



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See for yourself:
Participants bring a
key business concept
- the customer
persona - to life:

"That's just an example about how we try to think about who our customer is, how they're living their life, so we can provide our product and our business to fix their lifestyle."



See for yourself: Elfo discusses learning the crucial financial skills of pricing and profit:

"We've been pricing, looking at pricing and finance and looking at all the factors of things that you need to price and making profits on things."





Episode 1

Introduction



Discover more about our mission to bring Be Your Own Boss to The Perfect Place to Grow in Margate, and meet our first cohort of aspiring bosses.



Episode 2



The Project

Discover how we developed a plant-based burger, offering our participants the opportunity to acquire practical kitchen skills while also understanding key elements of business.



Episode 3



Interviews

Hear the inspiring stories of our participants as they share their aspirations for entrepreneurship. Witness their journey towards becoming their own bosses and see their confidence flourish



Episode 4



Showcase

Join us for a Showcase Event that celebrates six weeks of crafting our plant-based burger. This occasion will highlight the our participants' new skills, joined by friends, family, and even the Mayor of Margate.

Built with Young People

Why Co-Design Matters

Our Be Your Own Boss programme was co-designed with young people in areas of high unemployment to make sure the programme met their real needs, not our assumptions about them. Co-design means building a programme with your intended audience, not for them.

Growing Kent & Medway commissioned ActivMob, a not-forprofit Community Interest Company (CIC) with deep expertise in community engagement, to lead this process. Their insightdriven, asset-based approach helped us "get under the skin of the issue," building trust and generating rich, actionable findings.

"By starting with understanding what matters to individuals – and not what's the matter with them – a richness of data is captured." – Activmob



Our Co-Design Process with ActivMob

We began by outlining our assumptions based on prior desk research, such as:

- Traditional education routes had failed many young people.
- They might avoid long forms and formal appointments.
- They were passionate about creative activities but didn't see these as viable careers.

ActivMob was asked to test these ideas and explore what support young people want (and avoid), how they feel about business-related language, and what might engage or deter them from a new programme.

Tip: Start your co-design by identifying what you think you know. Then test those ideas, openly and without ego.

ActivMob used an asset-based approach, working through trusted people and places in the community. While group workshops were originally planned, young people preferred informal one-to-one chats. Flexibility in how and where engagement happened made it easier to build trust.

Tip: Work through local networks. Trusted youth workers, cafés, or community leaders often hold the key to deeper engagement. Be ready to change your format; co-design isn't a tick-box workshop, it's a relationship.

What We Learned: Key Insights from Young People

★ Let down by structured education – but still ambitious

Young people described feeling judged by school but also motivated to prove people wrong. They were often interested in side hustles, but lacked confidence and support.

"I'd love to go back [to the teacher] who said I'd be nothing."

♦ Not scared of process – just scared of failing

Contrary to our assumptions, paperwork wasn't a major barrier. Instead, low self-worth, fear of failure, and the pressure to earn quickly were bigger challenges

"If it doesn't work... it's not about my rep, it's about what I will do."

◆ Language really matters

Some terms (like 'mentoring') were unfamiliar or even offputting. Industry jargon like 'horticulture' and 'agriculture' also didn't land.

On 'agriculture': "Is that cement? Like building?"

How Co-Design Shaped the Programme

These insights led us to:

- Build an informal programme that feels like a creative project.
- Focus on product creation ('side hustles') to tap into motivation.
- Avoid inaccessible language and test messaging before launch.

Co-design didn't just make Be Your Own Boss better – it made it relevant.

Want to Do Your Own Co-Design?

Co-design doesn't need to be expensive, but it does require time, trust, and humility. Here are a few DIY tips:

- **Test your assumptions** and be ready to let them go.
- Map your assets who already knows and supports your audience?
- Recruit through trust work with people already embedded in communities.
- Stay flexible be ready to adapt methods to suit participants.
- Language test everything including programme names and marketing copy.
- **Listen deeply** co-design is a process, not a box-ticking exercise.

See for yourself: Lyra reflects on her initial lack of confidence and fear of making expensive mistakes:

"...I think I probably would have spent all my money on like a tuk tuk to be honest. I probably would have spent all my money on something dumb like that... and then we would have gone bankrupt."



Recruitment & Retention

Delivery Partners: Your Recruitment Backbone

The value of trusted, local community organisations can't be overstated. The right delivery partner is central to both recruitment and retention. Three organisations have partnered with us to deliver Be Your Own Boss: The Perfect Place to Grow (Margate), Sunlight Development Trust (Gillingham), and Sunflower House (Folkestone).

The ideal delivery partner will:

- Be embedded in the community and be working effectively with your target audience.
- Provide a safe, welcoming space (not one that feels like a classroom).
- Bring additional skills, facilities, or lived experience to complement your offer.
- Share your vision and bring genuine enthusiasm.

Tip: Ensure the responsibility and boundaries for programme recruitment are clear between all partners. A well-chosen partner should allow you to focus on delivery while they lead on initial outreach.

In our experience, pre-existing relationships between delivery partners and participants significantly improved retention. Trust takes time to build, but working with people already known to your audience helps accelerate this process.

Reaching Young People: Meet Them Where They Are

Traditional outreach – like social media posts or online sign-up forms – was largely ineffective. We found the most effective strategies were:

- Attending existing youth or community sessions to meet people in person.
- Leveraging trusted local voices to make introductions.
- Asking participants to refer friends.
- Prioritising informal, peer-to-peer conversations over digital marketing.

Language was another crucial consideration. Our co-design process revealed that terms like 'mentoring' and 'horticulture' were off-putting. We replaced them with simpler alternatives like 'business support' and 'plant-based'.

Tip: Language testing with your audience before launch can dramatically improve engagement. If a term doesn't land, change it.

Make It Personal, Make It Fun

Engagement is critical to retention. We kept the format informal and adaptable, allowing young people to bring their personalities into the programme. This included:

- Letting creative participants lead on designing logos or event materials.
- Giving food-focused participants influence over recipe development.
- Embracing unexpected interests (one cohort's enthusiasm for TukTuks became a learning opportunity around product distribution).

Fun and flexibility weren't afterthoughts – they were essential. When participants felt ownership, they were more likely to show up and stick with it.

Participant Incentives

Practical support played an important role in removing barriers to attendance. We recommend budgeting for incentives, such as:

- Travel planning, support, or reimbursements.
- Free meals during sessions.
- Certificates of completion.

These small investments can make a big difference.

Tip: Be prepared to adapt activities to suit individual strengths. The more personalised the experience, the higher the retention.

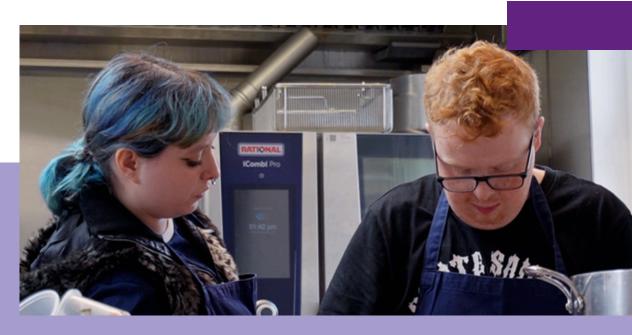
See for yourself: How the group's shared interest in tuk-tuks became an unexpected lesson in marketing and branding:

"...you see a tuk tuk, you're going to think of us and you're going to be like, wow, I should get some of those burgers."





Tip: Incentives should be simple, consistent, and clearly communicated upfront. They help build trust and reduce drop-out rates.



The Benefits For

Young People

Participants gain extensive business and kitchen skills, learning how to develop a low-cost product, understand market challenges, and manage finances. These skills increase employability and build business understanding for future endeavours. The programme also provides a safe environment for personal growth. Participants gain confidence, build their networks, and connect with mentors who can provide valuable long-term support.

Delivery Partners

Delivery partners are at the heart of the programme. They gain a proven model for youth engagement and a powerful tool to complement their existing services. The programme strengthens their local reputation, expands their professional networks, and offers a clear pathway to help young people progress.

Funders & Hosts

By offering a new path for young people who have disengaged from traditional routes to employment, the programme directly contributes to KPI delivery around inclusive growth, strengthens reporting to funders with evidence-based outcomes, and demonstrates a replicable and scalable model. It also broadens our regional network, deepening relationships with recruiters, charities, and the young people themselves.

The Wider Team

Our university partners, colleagues, and mentors found significant rewards in helping participants evolve. For everyone involved, the programme demonstrated the power of a diverse team working together, bringing a wide range of skills and knowledge to a shared objective.

Testimonials

I did enjoy Be Your Own Boss. It was very helpful, interesting, and it taught me about all the different aspects of business, even the bit I wouldn't have thought about or understood myself. I really enjoyed the practical kitchen skills and when different professionals [mentors] came in. We got to talk about what they do and learn from them.

The list of things that I needed to do to help set up my business was really helpful. I learned about creating an ideal customer silhouette and how I could appeal to them. I also learned a lot about advertising, the financial side, and environmental costs. A lot of percentages too!

[Since Be Your Own Boss] I have designed my own logo for Barking Bars [Anya's new business], been on a radio show, and sold my product at one market, which went really well. My product was loved by several people, including the Mayor of Ramsgate. I felt like it was a success because I sold out easily and got positive responses from 90% of people who tried my product.

So, it's going really well. Sometimes I feel more inspired and occasionally I feel like I struggle a lot. If it wasn't for Growing Kent & Medway I don't think I'd be able to do it because I need help. I'm okay with the artistic side of things – making the product, designing the logo – but I find the business aspect and the numbers quite difficult.

[Without Be Your Own Boss], my idea would have been forgotten. Be Your Own Boss helped me to solidify my idea, change my idea, and to realise, 'okay, so this is a product, people like it, I like it, this is what I'm going to start with and I'm going to see what it takes me.'

– Anya, Participant of Be Your Own Boss at The Perfect Place to Grow



The Be Your Own Boss Programme at The Perfect Place to Grow encouraged young people to explore the real challenges and opportunities of launching their own food businesses. Using the centre's kitchen and support staff - backed by extensive youth-work and counselling experience - we gave participants a holistic framework for realising their ambitions.

At The Perfect Place to Grow we treat hospitality as a route to employability, drawing on diverse resources to inspire and develop. As all our trainees face barriers to work, tailoring this programme was a natural next step, expanding horizons, networks and providing concrete structure for food-business ideas.

To foster teamwork and structure, we chose a low-waste burger as a single product and guided it through every stage: kitchen hygiene and prep, recipe scaling maths, local market research, communication, pitching and sales to the Thanet community. Watching satisfied customers enjoy the result was immensely rewarding.

For The Perfect Place to Grow, the partnership broadened our professional network, elevating our farm-to-fork scheme into a vibrant entrepreneurship hub with classroom-style, highly engaging learning. It highlighted the community's eagerness to back local youth, a vital boost for those feeling lost or uninspired. Be Your Own Boss alumni remain in touch, continuing their next steps.

YOUR OWN BOSS

– Anistasia James, Director & Operations Manager at The Perfect Place to Grow



If We Started Again: Lessons Learnt

What Worked Well

- **Keep the cohort small:** Limiting the group to fewer than 10 participants allowed for personalised support and fostered meaningful connections.
- **Involve relatable role models:** Hearing from local entrepreneurs who had 'been there' made the goal feel real and achievable.
- **Make it hands-on:** Practical sessions like product development in a kitchen made abstract business ideas tangible and boosted confidence.
- **Celebrate participants publicly:** The showcase event boosted confidence, reinforced learning, and engaged wider support networks.
- **Build a strong peer network:** Participants placed real value on bonding with peers, creating relationships that can evolve into long-term support networks.

See for yourself: Lyra describes the hands-on process of creating the group's sustainable food product:

"They're waste burgers. So instead of like getting rid of all the pulps and beans and stuff like that, we just smush them all up together and make a burger which is really tasty."



What We'd Do Differently

- Extend support beyond the programme: Many participants asked for more structured follow-up. A lightweight alumni support model (e.g., quarterly events or a WhatsApp group) may help maintain momentum.
- Adapt the format for flexibility: While full-day sessions worked for this group, others may need different formats. Gathering ongoing feedback is key.
- Offer clearer entry points for families: Community buy-in boosted motivation. Inviting supporters from day one could build stronger support systems.
- **Start with a place-based partner:** Working with an organisation rooted in the community can increase trust, recruitment reach, and sustainability.
- **Embed sustainability from the start:** Framing social and environmental impact as core to business planning can tap into young people's values.
- **Consider sharing good news:** With full agreement, sharing the programme's story on social media could incentivise ongoing engagement.
- **Reflect on the age range:** A diverse group can add benefits, but it's worth considering the ideal mix for your cohort's dynamic.

See for yourself: Kamil's reflection on their progress highlights the need for ongoing support after the course:

"I feel more confident but I still need to learn more."



How to Evaluate Your Programme

To evaluate a programme effectively, you need to measure its impact, gather feedback, and use that information to make improvements.

Our Approach

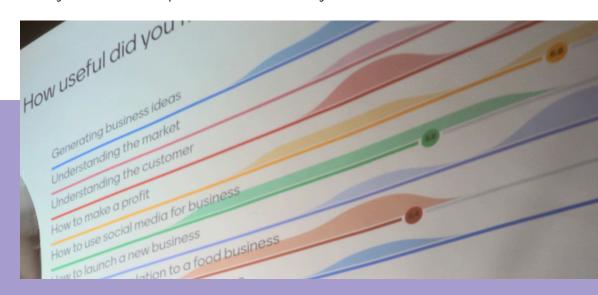
We defined our core metrics as wellness, opportunity, and prosperity. We used a participant questionnaire to capture feedback at four key points:

- **Start of the programme:** To establish a baseline.
- End of the programme: To capture initial feelings.
- 3 and 6 months post-programme: To measure lasting impacts.

This multi-point approach allowed us to see if participants were applying what they had learned and if the programme had influenced their next steps. For online questionnaires, we used the Menti platform, which was user-friendly, visually appealing, and anonymous, encouraging honest feedback.

Suggestions for Your Own Evaluation

- Balance funders' reporting with useful learning: Use a variety of methods to collect both quantitative and qualitative data.
- Embed light-touch evaluation throughout: Gathering ongoing feedback helps you stay responsive and make real-time adjustments.
- Refine your follow-up timeline: We saw a slight drop-off in participation at six months. Consider adjusting your timeline to improve engagement.
- Be mindful with in-person feedback: In-person sessions can facilitate richer discussions, but be aware that this could influence the authenticity of responses.
- Define success clearly: Look for an "upward movement" in your core metrics.



Key Findings

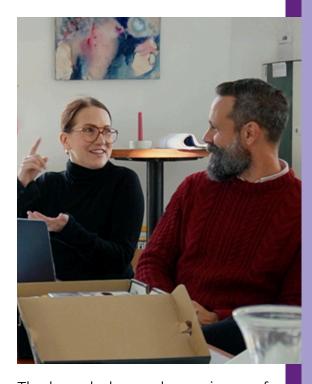
- Programme Duration: Participants favoured a longer duration.
- Content: Hearing from experienced entrepreneurs was consistently cited as the most valuable element.
- **Confidence:** The programme directly increased participants' confidence, which in turn enabled their next steps.
- Risk Awareness: Awareness of the risks of self-employment increased slightly – a favourable outcome, as participants won't now enter the field naively.

+18% Confidence

Participants selfconfidence increased over the six weeks +25%

Support Networks

Participants finished with stronger support networks



The knowledge and experience of entrepreneurs like **Eleanor Searle** and **Dan Rubin** from Independent Codependency proved to be immensely valuable to participants.

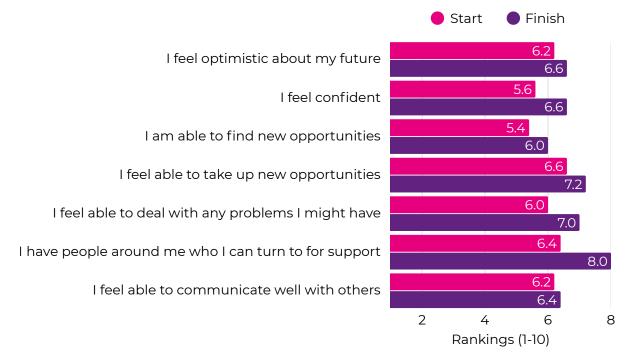


Figure 1. Well-being, opportunity, and prosperity ratings (scale = 1–10) among participants at The Perfect Place to Grow. Light-shaded bars represent pre-programme responses; dark-shaded bars represent post-programme responses.

Telling the Story Differently

A Mixed-Media Approach to Storytelling

To capture and communicate outcomes effectively, we adopted a mixed-media approach – combining film, photography, written reflection, and digital storytelling. This approach helped to amplify participants' voices, demonstrate impact to funders, and inspire others through authentic, visual narratives. It also allowed young people to see their own progress represented creatively, reinforcing confidence, ownership, and pride in their achievements.



A Personal Reflection

Capturing the true impact of a programme like Be Your Own Boss is never straightforward. The most meaningful outcomes – **confidence**, **creativity**, **and connection** – are often felt rather than measured.

That's why I developed this toolkit using a **mixed-media approach**, blending video, photography, and storytelling with traditional reporting to reveal both the data and the human stories behind it.

Involving participants also gave them space to reflect, express themselves, and gain confidence on camera – **modern, transferable skills** that reach far beyond the kitchen.

By helping others to see change as well as read about it, this approach demonstrates real value while **bringing every story to life**.

– Dr Dominic Hill, Growing Kent & Medway

Quick Reference & Resources

♦ Checklist: What You'll Need

- A delivery partner with strong community networks.
- A flexible delivery model (use ours or co-design your own).
- A pool of relatable mentors or business contacts.
- Safe, accessible spaces (that don't feel like a classroom).
- A budget for participant incentives (e.g., travel, food).
- A small cohort of fewer than 10 participants.
- A common theme for a group product (e.g., a plant-based burger).
- A plan for a final showcase event.

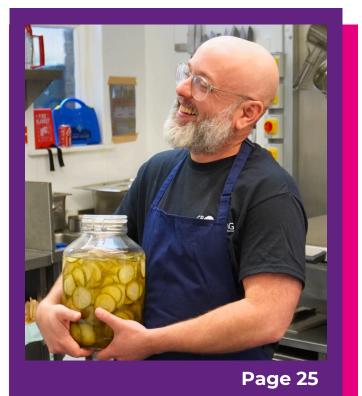
♦ Budget & Funding

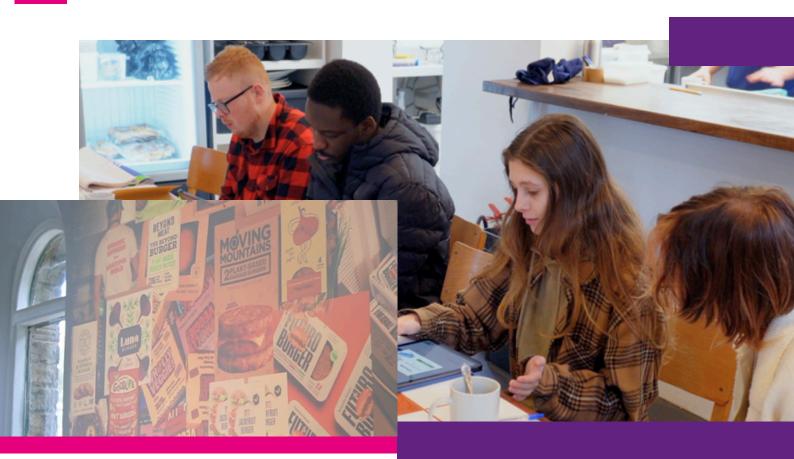
To run the programme, you'll need a budget that covers partner fees, materials, and participant support. Key areas to budget for include:

- Staff Time: Programme managers, coordinators, and support staff.
- Delivery Partners: A fee for their expertise, time, and facilities.
- Participant Incentives: Travel, food, and completion certificates.
- Programme Materials: Kitchen ingredients, equipment, and other supplies.
- Final Showcase: Venue hire, food, and other celebration costs.
 When preparing a funding application, connect your budget directly to

When preparing a funding application, connect your budget directly to the programme's outcomes to demonstrate a clear return on investment.







Glossary of Terms

- Asset-based approach: A
 community development model
 that focuses on the strengths
 and resources already present in
 a community.
- Co-design: A creative process that involves all stakeholders – especially those directly affected – in the design process.
- **Entrepreneurship:** The process of designing, launching, and running a new business.
- KPI (Key Performance Indicator): A measurable value that demonstrates how effectively an organisation is achieving key objectives.
- NEET: An acronym for Not in Education, Employment, or Training.
- Side hustle: An additional job or business taken on to supplement a main income.

Kit Bag: Templates & Tools

This toolkit is supported by a collection of practical resources to help you develop your own programme. These include:

- ActivMob Insight Summary
- Example Application Forms
- Session Outlines
- Feedback Forms
- Partner Briefing Packs
- Service Level Agreement (SLA)

Full kit bag available at https://bit.ly/BeYourOwnBossKitBag or scan the QR code below:



Our Partners













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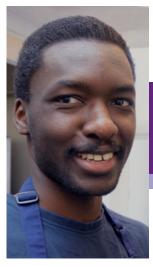
The Be Your Own Boss programme, on which this toolkit is based, was conceived of, and developed by, Rebecca Smith. She drew on over ten years of experience managing startup programmes, adapted with research from Activmob. Charlotte Price was central to the programme, designing and leading participant recruitment, reflection, and wellbeing support.

We would also like to thank the team members who provided valuable support to the programme: Simon Barnes, Lauren Colagiovanni, Tyler Cook, Valerie Pondaven, and **Sally Reeves**, as well as our former Director, **Nikki Harrison**.

Finally, we thank our external partners for their essential contributions: Emma Green (Gorse Services); Caroline Hooper and Jo Pullen (Activmob); Lee Coad, Ani James, and David Wilson (The Perfect Place to Grow); Mirelle Frost and Malcolm Hazelton (Sunlight Development Trust); Jon O'Connor (Sunflower House) and Hülya Erdal (Folkestone Cookery School); as well as the many mentors and businesses that generously offered their time, skills, and experience to the participants.















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