



NOTICE OF MEETING

Scrutiny Review - Support to small businesses

FRIDAY, 11TH DECEMBER, 2009 at 10:00 HRS –NORTH LONDON BUSINESS BOARD ROOM, 1ST FLOOR, HERON HOUSE, HALE WHARF, FERRY LANE, N17 9NF.

MEMBERS: Councillors Adje (Chair), Allison, Thompson and Winskill

AGENDA

1. APOLOGIES

2. URGENT BUSINESS

The Chair will consider the admission of any late items of urgent business. Late items will be considered under the agenda items where they appear. New items will be dealt with at item 6 below.

3. DECLARATIONS OF INTEREST

A member with a personal interest in a matter who attends a meeting of the authority at which the matter is considered must disclose to that meeting the existence and nature of that interest at the commencement of that consideration, or when the interest becomes apparent.

A member with a personal interest in a matter also has a prejudicial interest in that matter if the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice the member's judgment of the public interest **and** if this interest affects their financial position or the financial position of a person or body as described in paragraph 8 of the Code of Conduct **and/or** if it relates to the determining of any approval, consent, licence, permission or registration in relation to them or any person or body described in paragraph 8 of the Code of Conduct.

4. SCOPE AND TERMS OF REFERENCE FOR THE REVIEW (PAGES 1 - 6)

To approve the scope and terms of reference for the scrutiny review of support to small businesses.

5. PROVISION AND DEMAND OF BUSINESS SUPPORT TO SME'S IN HARINGEY (PAGES 7 - 122)

The report sets out an economic snapshot of Haringey and outlines the existing strategic framework and delivery of business support. It also contains comparative benchmarking information with other borough's.

6. NEW ITEMS OF URGENT BUSINESS

7. DATE OF NEXT MEETING -14 JANUARY 2010

Ken Pryor
Deputy Head of Local Democracy and Member
Services
5th Floor
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3 December 2009



Agenda item:

4**Scrutiny Review – Support to small businesses****On 11 December 2009**

Report Title.

Scrutiny Review on support to small businessesReport of **Councillor Charles Adje, Chair of the review Panel**

Signed :

Contact Officer: Carolyn Banks, Principal Scrutiny Support Officer

Tel: **0208 489 265**E- Mail carolyn.banks@haringey.gov.ukWards(s) affected: **[All / Some (Specify)]**Report for: **[Key / Non-Key Decision]****1. Purpose of the report (That is, the decision required)**

- 1.1. To approve the scope and terms of reference for the Scrutiny Review of support to small businesses.

2. Introduction by Cabinet Member (if necessary)

- 2.1. N/A

3. State link(s) with Council Plan Priorities and actions and /or other Strategies:

3.1. This review links with the Sustainable Community Strategy Outcomes of:

- Economic vitality shared by all, specifically through business and inward investment

3.2. This review links with the Council Plan priorities of:

- A thriving Haringey

3.3. This review links with the following Local Area Agreement:

- NI 171- Number of new business registrations for VAT and PAYE per 10,000 resident population aged 16 and above

4. Recommendations

4.1. That the scope and terms of reference be confirmed and approved by the Panel.

5. Reason for recommendation(s)

5.1. Reasons for the above recommendation are laid out in the main body of this report.

6. Other options considered

6.1. N/A

7. Summary

7.1. The Overview and Scrutiny Committee commissioned a review into support to small businesses as part of their 2009/10 work programme.

8. Chief Financial Officer Comments

Any costs associated with the review itself will be contained within the overview and scrutiny service.

Any financial implications arising from the recommendations of the final report will be addressed in that final report.

9. Head of Legal Services Comments

9.1. The legal service has been consulted and have no comments to make at this stage.

9.2. Any reports submitted to the panel will include legal comments where relevant and any legal implications arising from the final report and recommendations will be considered at that stage.

9.3. The Scrutiny Review will provide a valuable and reliable source of evidence that can then be fed into the Comprehensive Area Assessment

10. Head of Procurement Comments – [Required for Procurement Committee]

10.1. N/A

11. Equalities & Community Cohesion Comments

These will be addressed throughout the review together with relevant Equality Impact Assessment (EIA)

12. Consultation

The review will seek the views of a range of small businesses in the borough and partners in the relevant theme group of the HSP.

13. Service Financial Comments

13.1 This review will be carried out within the current resources of the Overview and Scrutiny Service.

13.2 Any financial implications of the final report will be covered within that report.

14. Use of appendices /Tables and photographs

14.1. N/A

15. Local Government (Access to Information) Act 1985

- Council Plan - Year 3, 2009-10, Haringey Council
- Sustainable Community Strategy, Haringey Strategic Partnership
- Haringey Local Area Agreement Refresh, 2009-2011, Haringey Strategic Partnership

16. Background

16.1. The Overview and Scrutiny Committee commissioned a task and finish review into support provided to small businesses in Haringey as part of their 2009/10 work programme

17 The Scrutiny Review process

17.1 Panel Membership:

Cllr Charles Adje (Chair), Cllr David Winskill, Cllr Rachel Allison and Cllr Sheik Thompson

17.2 Terms of reference

To consider:-

1. How small and medium enterprises (SMEs) in the Borough and those wishing to move here are supported by Haringey's Business and Enterprise Team and other departments, in partnership with governmental and non governmental agencies operating in Haringey.
2. How the Council's regeneration strategy operates and supports small businesses and whether it meets its objectives.
3. How the Council is contributing to and influencing the London Business Support policy and Strategy
4. How support is offered in appropriate areas, including
 - training
 - staff recruitment
 - finding/providing suitable premises
 - sign posting to information including (health and safety, taxation, employment law etc)
 - business start-ups, planning and expansion
 - access to funding including new Government Enterprise Loan Fund
5. The support given by other London Boroughs to their SME's to identify best practice and value for money.

17.3 Methodology

The Chair of the Enterprise Partnership Board, other relevant Council Officers, Business Link and the other agencies in Haringey offering advice and help to small business, including the Chamber of Commerce would be invited to all meetings.

MEETING 1

The Business and Enterprise Strategy Team, in consultation with the other officers involved, will submit a report:

- Summarising the effects of the recession on Haringey including the number of Companies that had gone bankrupt in the past year compared to previous years, the health of the surviving SMEs, employment rates etc.
- Setting out the range of services , support and advice offered by all the agencies to SMEs in the Borough and specifying whether any special measures had been taken to provide more assistance during the recession
- The way in which each agency signposted other agencies services
- The total budget available, who contributed what, how it was spent and how this compared to the sums provided in other similar local authority areas.
- Whether any budgets were pooled, and if so what were the arrangements.
- The role of the Enterprise Partnership Board in supporting local SMEs, whether it co-ordinates, monitors and reviews services and how it encourages the development of new initiatives.
- The Councils policy and an assessment on whether it is being achieved
- The grants and loans made to SMEs in Haringey and by whom. Whether there are any other sources of funds which could be tapped in the future.
- The arrangements for distributing funds, the administrative costs involved and how this compared to other similar local authorities.
- New initiatives or services offered by other similar local authority areas which might be introduced in Haringey

The resultant discussions should cover areas such as:

- Was the present mix of services the right one, were there gaps or duplications in services, was each agencies role sufficiently clarified and was the overall provision cost-effective?
- Was there a case for further pooling of budgets and what would be the advantages of doing this?
- How effective were the financial controls over budgets etc?
- How did Haringey compared with other similar local areas and were any of them doing anything which was not done in Haringey
- Should the Enterprise Partnership be doing more and how could it most usefully contribute toward the continual improvement in the support given?

MEETING 2

Again all agencies and business support organisations and, if appropriate, other local authorities, will be invited to the meeting to discuss reports on any issues identified at the first meeting, including the possible introduction, likely cost and financial implications of any new initiatives. At the end of this meeting a decision would be taken on whether any additional meetings required.



Agenda item:

5**Scrutiny Review – Support to Small Businesses****On 11 December 2009**

Report Title. Report on provision and demand of Business Support to SMEs in Haringey.

Report of **Marc Dorfman, Assistant Director of Planning and Regeneration**

Signed :

Contact Officer : Juneed Asad, Business and Enterprise Manager

Wards(s) affected: **All**

Report for: **[Key / Non-Key Decision]**

1. Purpose of the report (That is, the decision required)

- 1.1. this reports sets out an economic snapshot of Haringey and outlines the existing strategic framework and delivery of business support in the borough.
- 1.2. the report contains benchmarking information, comparing Haringey with the business support offer in the London Borough of Enfield, Redbridge and Waltham Forest.
- 1.3. the purpose of this report is to provide an evidence base for the Scrutiny Review Panel for the Scrutiny Review of Support to Small Business.

2. Introduction by Cabinet Member (if necessary)

- 2.1. [click here to type]

3. State link(s) with Council Plan Priorities and actions and /or other Strategies:

- 3.1. This review links with the Sustainable Community Strategy Outcomes of 'Economic vitality shared by all, specifically through business and inward

<p>investment'</p> <p>3.2. This review links with the Council Plan priorities of 'A thriving Haringey'</p> <p>3.3. This review links with the following Local Area Agreement of NI 171- Number of new business registrations for VAT and PAYE per 10,000 resident population aged 16 and above.</p>
<p>4. Recommendations</p> <p>4.1. this report is the evidence base for the scrutiny review and as such will be interrogated by the panel and officers, with discussions leading to recommendations for the future delivery of support to small businesses in the borough.</p>
<p>5. Reason for recommendation(s)</p> <p>5.1. see above comment</p>
<p>6. Other options considered</p> <p>6.1. The Overview and Scrutiny Committee commissioned a review into support to small businesses as part of their 2009/10 work programme.</p>
<p>7. Summary</p> <p>7.1. This report is the evidence base for the Scrutiny Review of Support to Small Business.</p>
<p>8. Chief Financial Officer Comments</p> <p>8.1. The costs of preparing this report can be contained within existing budgets. It should be noted that the activities identified in this report are largely funded by external grant, the level of which cannot be guaranteed in later years</p>
<p>9. Head of Legal Services Comments</p> <p>9.1. [click here to type]</p>
<p>10. Head of Procurement Comments – [Required for Procurement Committee]</p> <p>10.1. n/a</p>

11. Equalities &Community Cohesion Comments

11.1. The Chair has requested that an Equalities Impact Assessment is completed.

12. Consultation

12.1. This report has been put together with contributions from colleagues working on business and enterprise support in the London boroughs of Enfield, Redbridge and Waltham Forest.

13. Service Financial Comments

13.1. Staff costs for the Business and Enterprise Team are funded from Core Budgets, whilst commissioned services are funded through the Area Based Grant and procured through the HSP Enterprise Board's commissioning framework.

14. Use of appendices /Tables and photographs

- Appendix 1 – List of Solutions for Business products
- Appendix 2 – Enterprise Commissioning Prospectus
- Appendix 3 – List of business support projects funded through the ABG
- Appendix 4 – HSP Enterprise Board report of the scoring panels decision
- Appendix 5 – HSP Enterprise Board minutes of the scoring panels decision

15. Local Government (Access to Information) Act 1985

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Enterprise Snapshot of the Borough

Haringey is the 6th most deprived local authority in London and the 18th most deprived in England & Wales. Nearly 65,000 people (30% of Haringey's residents), live in the 43 Super Output Areas in the borough that are amongst the 10% most deprived in England.

Claim rates for Job Seekers Allowance in the borough show that historically, claim rates in Haringey have been 2-2.5% higher than the average for London and England. In October 2009, 6.4% of Haringey's residents were claiming Job Seekers Allowance, which was higher than the London (4.5%) and national (4.1%) claim rates. As the economic downturn led to recession, all trends for JSA claim rates pointed up. However, the figures for Haringey have been less severe relative to London and England, increasing by 48.5% since October 2008, compared to 57.7% in London and 63.6% across England. The increase in the number of JSA claimants is also amongst the lowest in London, although the absolute number of claimants in the borough remains amongst the highest in the capital.

Entrenched unemployment is high with over 50% of unemployed residents not working for two years or never working. Median weekly wages in Haringey are also significantly lower than the Greater London median

The 2007 release of the Annual Business Inquiry¹ showed that there were 8,500 places of work in Haringey employing 61,700 people, representing approximately 7,200 businesses. The largest industrial sector was retail (12% of businesses) which accounts for 12% of employment in the borough – the joint largest sector of employment, along with education. Retail businesses and jobs were as expected, concentrated in our town centres; Wood Green, Crouch End, Muswell Hill, Green Lanes and Tottenham.

Top 5 Sectors (Standard Industrial Classification 2-digit codes)

By number of outlets...

Retail trade	1,000
Recreation and Cultural	900
Wholesale trade	500
Computers and IT	500
Real Estate	500

By number of employees...

Retail trade	7,500
Education	7,500
Health and social work	6,600
Recreation and Cultural	4,400
Public administration	3,800

The strong presence of retail businesses and employment is a common trend in both the East and West halves of the borough, however, both sides of the borough display different characteristics. For example, 86% of the 300 architecture and engineering

¹ ABI statistics are rounded to the nearest 100 so figures of less than 50 are not available for publishing under the terms of Haringey Councils access to the data on Nomis.

firms in Haringey are in the West of the borough whereas the East has proportionally more manufacturing businesses and over 76% of the manufacturing jobs.

Retail, Food and Drink production and the Creative Industries three key growth sectors in the Haringey. Their importance is based upon the potential for employment growth, for example we have nearly 50 food and drink manufacturers employing over 1,200 people – when combined with our strong wholesale sector there is certainly potential for growth.

Haringey is also an area that historically has a strong enterprise and entrepreneurial culture with new business registration (83.1 registrations per 10,000 working age residents compared to 64.2 for England), and self employment rates that are significantly higher than the national average (20% compared to 13% for England). Our enterprise commissioning framework is currently funding 11 projects to deliver business support across a range of providers with various specialisms, such as procurement (including Olympic Games opportunities), business start-up, VAT and/or PAYE registrations and establishing growing business networks and forums.

The recession has impacted heavily on businesses across the country, with the number of voluntary company liquidations increasing by 39% since April 2008. Locally, Haringey has lost several high profile names from the high street retail offer, including Woolworths, however this is a nationwide situation. In terms of unique local circumstances, Bridisco is the most high profile company to go into liquidation; however, businesses in the borough appear to be relatively resilient borne out by retail vacancy rates well below the national average.

Haringey’s Business Community in the Regional and Sub-Regional Context

It is both interesting and informative to compare Haringey’s distinctive borough profile and statistical information with other London Boroughs and Enfield, Redbridge and Waltham Forest have been chosen as viable comparators, as they are geographically close to Haringey and all have different approaches to supporting Economic Development within North London.

People and Place

	Area (sq km)	Population (2008 est)	Proportion of pop that is BME (2007 est)	Proportion of pop that is aged 16-29 (2008 est)	Proportion of pop that is aged 60/65+ (2008 est)	Gender split (2008 est)	IMD 2007 rank of average score (nationally)
Haringey	30	226,200	34%	22%	11%	50F/50M	18
Enfield	82	287,600	29%	19%	16%	51F/49M	74
Redbridge	56	257,600	42%	20%	15%	57F/43M	143
Waltham Forest	39	223,300	37%	21%	13%	50F/50M	27
London	~	~	31%	21%	14%	50F/50M	~
England	~	~	12%	19%	19%	51F/49M	~

Haringey has the smallest land area amongst the four benchmarking boroughs, almost half the size of Redbridge and nearly a third of the size of the largest borough, Enfield. Despite the disparity in size, the variance in population is not as marked and despite being the smallest borough, Haringey does not have the smallest population.

Redbridge has the highest proportion of BME residents, with only Enfield of the four boroughs with a lower proportion than the London average. Haringey and Enfield have the highest proportion of residents classified as 'white other' which accounts for their large Turkish and Kurdish populations. Redbridge along with Enfield has a proportionally higher population of older people over 60 (females and 65 males). Haringey has the highest proportion of residents between 16 and 29. Only Redbridge has a significantly varied gender split, with 57% of the population being Female. Haringey is the most deprived borough based upon ranking of average score in the 2007 IMD, Redbridge is the lowest ranked borough and therefore the least deprived. Haringey's ranking belies the fact that there are areas of significant affluence in the borough and it is London's most divided borough. Its 19 wards contain four of the richest and five of the poorest in London.

Employment

	Working Age Population (2008 est)	Economically Active Residents (to Mar 09)	Economically Inactive and not seeking a job (to Mar 09)	JSA claim rate (Nomis Oct 09)	JCP vacancies per 10k working age pop (Nomis Oct 09)	Gross weekly pay /tk (ONS 2008)
Haringey	156,900 (69%)	109,600 (68%)	39,600 (25%)	6.4%	33	£493
Enfield	181,100 (63%)	140,800 (74%)	34,900 (19%)	5.1%	48	£481
Redbridge	163,100 (63%)	125,100 (73%)	36,100 (22%)	4.5%	34	£572
Waltham Forest	146,900 (66%)	109,700 (72%)	33,700 (23%)	6.0%	32	£510
London	67%	76%	18%	4.5%	50	£613
England	62%	79%	15%	4.1%	74	£483

Over 69% of the Haringey's population is of working age – consistent with the demographic data above – this is the highest of the benchmarked boroughs and higher than the London average. Despite this, Haringey has the lowest proportion of economically active working age residents, significantly below the London average. The other benchmark boroughs also have proportionally lower economically active residents than the London average, but are closer to the average. Haringey has the highest proportion of working age residents who are not seeking work, which is an indicator that is consistent on both sides of the borough. Haringey also has the highest JSA claim rate, with only Redbridge having a rate as low as the London average. Redbridge also has the highest average gross weekly earnings by workplace; average gross weekly earnings in Haringey are 14% lower and less than the London average.

Enterprise

	VAT registrations (BIS 2007)	ABI data units (ABI 2007)	employees (ABI 2007)	density of businesses (per sq km)	% of businesses employing less than 10 people (ABI 2007)	% of businesses employing more than 50 people (ABI 2007)	Largest industrial sector (SIC 2-digit)*	Largest employing sector (SIC 2-digit)*
Haringey	7,140	8,500	61,700	238	89.9%	2.4%	retail (13.4%)	retail (12.2%)
Enfield	7,840	9,600	91,500	96	87.9%	3.4%	retail (12.0%)	retail (11.2%)
Redbridge Waltham Forest	6,700	8,300	67,100	120	89.1%	2.8%	retail (13.3%)	retail (12.7%)
London	~	~	~	~	87.1%	3.2%	retail (10.3%)	retail (9.0%)
England	~	~	~	~	84.8%	3.5%	retail (11.7%)	retail (10.4%)

* excluding health, education and public administration as well as the 'other business activities' category

Based on land area, Haringey has by far the highest density of registered businesses per square kilometre. Enfield has the highest absolute number of registered businesses and the highest number of data units (which equate to places of work, but can include different branches of a single business), Waltham Forest has significantly less of either compared to the other three boroughs. Enfield has significantly higher numbers of employees compared to the size of the business community, this is due to a larger number of enterprises employing over 250 people. Haringey has the highest proportion of 'micro' enterprises (employing less than 10 people) and also the lowest proportion of medium to large enterprises (employing more than 50 people), Enfield is the reverse of that pattern. Retail is the largest single sector and employing sector in all boroughs, regionally and nationally (this is based upon the Standard Industrial Classification 2-digit codes and excludes health, education and public administration as well as the 'other business activities' category) with Waltham Forest having the highest concentration as a proportion of its overall business community. The trends for the benchmark boroughs are above the London average. Only Haringey amongst the boroughs has retail as the largest employer, when health is reintroduced. Health is the largest employer in all other benchmark boroughs and this is due to the presence of major Hospitals in all boroughs, except Haringey where St Ann's does not have such intensive services as accident and emergency.

National Performance Indicators

Haringey has included NI171 in its Local Area Agreement (LAA) with a target to reduce the gap between the average performance of the VAT/PAYE registration rate in Haringey and the average performance for London. The three year target is to close the gap by 1.5% from the current 19.5%. Only Redbridge of the benchmark authorities has also included NI171 in its LAA, they have picked a more basic approach to target setting, by forecasting a set target and hoping to achieve within a small variance of that target. The other national indicator relating to business and enterprise support is NI172, none of the benchmark boroughs have adopted this in their LAAs. The tables below set out recent performance of the date behind these indicators.

National Indicator 171: Number of new business registrations for VAT and PAYE per 10,000 working age population					
	Haringey	London Average	Enfield	Redbridge	Waltham Forest

2005	71.2	85.2	61.4	62.4	63.8
2006	62.1	78.9	61.4	66.2	66.0
2007	83.1	104.8	63.6	78.5	59.7
2008	Data for 2008 is due in November 2009.				

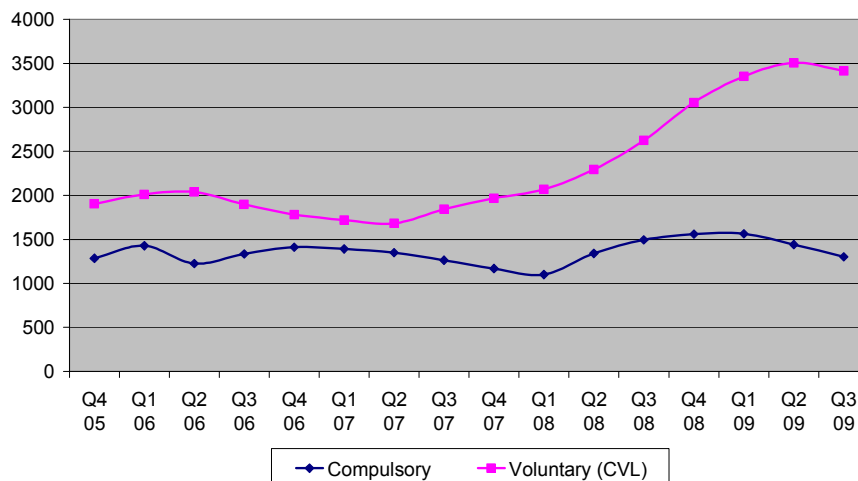
National Indicator 172: Percentage of small businesses in area showing employment growth					
	Haringey	London Average	Enfield	Redbridge	Waltham Forest
2005	7.8%	8.9%	9%	7.6%	8.8%
2006	10.8%	11.5%	7.6%	9.7%	10.7%
2007	10.3%	11.3%	11.2%	9.9%	10.7%
2008	Data for 2008 is due in March 2010.				

The Recession in Haringey

Resilience in the Business Community

Haringey Council monitors the impact of the recession through the Recession Dashboard – covering a broad range of economic indicators – which informs us of the broad socio-economic effects of the economic downturn. Haringey has suffered from the loss of high profile chain stores such as Woolworths (located in Wood Green, Crouch End and Muswell Hill) and Dolcis as well as the loss of recognisable local firms including Bridisco and Mayers furniture in Crouch End. Otherwise the borough appears to have been relatively resistant during the recession. However, it must be noted that at this stage information is anecdotal or ad-hoc and national bankruptcy statistics are not available at a local level even though they do show an upsurge in voluntary liquidations.

Company Liquidations 2006 to 2009



Retail Vacancies and Town Centre Vitality

Vacancy rates in our Town Centres are lower than the national average of 12% (British Retail Consortium study); in November 2009 only 10% of commercial premises in the borough were vacant and only 6% of retail premises were vacant. In Wood Green the Mall is almost up to 100% occupancy and has experienced a healthy upturn in footfall since the opening of Primark and New Look. Lidl is also

about to open on the old Matalan site. Overall we could say that in Wood Green the Town Centre is showing resilience.

We are supporting our Town Centres in a number of ways: In Green Lanes, Wood Green, Tottenham High Road and Crouch End we have worked closely with traders groups to establish strong partnerships. Events and initiatives such as The Haringay Food Festival and the Christmas parking programme and discount scheme in Crouch End have assisted footfall and helped to raise the profile of retailers in those areas who are facing increased competition from chain stores, out of town shopping centres, the rise in internet shopping and the economic downturn.

Strategy and Policy Context

A History of Business and Enterprise Strategy in the Borough

Haringey City Growth (HCG) was originally launched in 2003 as a way of giving businesses more influence over the regeneration of the Borough and to harness the comparative advantages of the local economy. The vision of HCG was to create a strong, competitive economy at the heart of a thriving and vibrant North London sub-region. The programme was funded by the European Regional Development Fund, London Borough of Haringey and North London Business. The HCG programme covered east of the borough with a particular focus on the Upper Lea Valley area.

Five sectors Cluster Action Teams (CAT) with representatives from each sector were set up, in a bid to assist the business to network effectively with other businesses with the same the same issues and to work on making sectors as economically prosperous as possible. The sectors were Retail, Food & Drink, Sport Leisure & Tourism, Business & Professional Services and Creative Industries.

Local business leaders in partnership with strategic agencies set the following objectives to turn the HCG Vision into reality by:

- Making Haringey a more competitive location for new and existing businesses
- Increasing income wealth and job opportunities for Haringey residents
- Change the perception and attitudes regarding opportunities in Haringey and especially Tottenham
- Uncover and unlock the economic advantages and opportunities within the inner city area

The HCG programme concluded in March 2009 and the evaluation was signed off by the LDA. The legacy of the programme is active clusters in the Creative Industries and Tourism sectors, significant progress was also made in linking food and drink manufacturers to local supply chains.

In September 2006 Haringey Council submitted the Transforming Tottenham: Local Enterprise Growth Initiative bid (LEGI). Despite acknowledged strengths of the bid, the substantial amounts awarded to Croydon and Barking & Dagenham Councils in the first round (up to £20.3m and £15.5m respectively) meant that further awards to London boroughs were curtailed. The ambition of 'Transforming Tottenham' was to secure a high quality physical infrastructure for business support and to back it up with a flexible and comprehensive business support offer. In both Croydon and Barking & Dagenham, the establishment of Enterprise Centres and high quality workspace for all stages of business was delivered with significant LEGI investment, without which the centres would probably not have materialised.

Haringey's Regeneration Strategy and Delivery Plan

In February 2008, Haringey Council adopted 'People, Places & Prosperity', Haringey's Regeneration Strategy, setting out Haringey's regeneration priorities for the to 2016. The Regeneration Strategy is a principal component in the delivery of the Community Strategy objective 'economic vitality and prosperity shared by all'. The Strategy was developed through consultation and has been endorsed by the Haringey Strategic Partnership.

The focus of the Delivery Plan reflects that of the Strategy – with a very clear focus on economic regeneration. The Delivery Plan clearly sets out the activities on which we intend to concentrate and that constitute priorities. This plan contains a number of projects that have already been initiated by Haringey Council, demonstrating a clear commitment to the major regeneration programme necessary to engender social and economic change in the borough. The principle projects include:

- The Haringey Guarantee and the North London Pledge
- Families Into Work
- The transformation of Tottenham from Seven Sisters to Tottenham Hotspur and to Tottenham Hale
- The redevelopment of Wood Green and the Haringey Heartlands site.
- Developing a simple but effective single point of access for business inquiries to the council.
- Supporting Businesses in Key Sectors such as food and drink, retail and the cultural industries.

The prosperity objective contains the following priorities:

- Unlocking the entrepreneurial talent in our most successful growth sectors. These are; cultural & creative industries, food and drink, production and distribution, professional services, hospitality, leisure & tourism, retail.
- Making full use of the opportunities offered by new developments in the Borough to create business space that better matches the needs of business, in particular our growth sectors.
- Provision of good quality, simple to access, business support that businesses want and value.
- Capitalising on Haringey's locational advantages and the exciting new developments in the Borough by marketing a dynamic, changing Haringey in order to generate new investment.
- Delivering high quality Town Centres to ensure they thrive in a changing leisure and retail environment and meet the needs of ever-more demanding consumers.
- Building on Haringey's young, ethnically diverse community to take full advantage of innovation and global trade opportunities and promote entrepreneurialism
- Make the relationship with the Council an asset for business by improving the quality & responsiveness of Council services. This will help both retain existing businesses and encourage new ones to invest in the Borough.
- Using the enormous procurement and purchasing power of businesses, especially the public sector, to create opportunities for local businesses including social enterprise businesses

Progress in 2008/09 against the strategic objectives has been positive. Under 'prosperity' a great deal of work has been done to rationalise the services provided

by the council to business, work that was consolidated through the single business account workstream. At the same time the government has been rationalising its own approach to funding business support, which will lead to further clarity. Funding for business support in the capital has been restricted by the LDAs suspension of funding in 2008/09, which affected a tri-borough ERDF bid, and will hopefully resume once their new investment framework is established and finally the Haringey City Growth programme came to a conclusion, with the Haringey Business Board becoming the private sector led legacy body, which takes a strategic view of business boards across the issues in the borough and the sub-region.

The Mayor's Draft Economic Development Strategy

In October 2009 the Mayor of London and the Greater London Authority released three key draft strategies, the draft replacement London Plan, the draft Transport Strategy and the draft Economic Development Strategy. In relation to business and enterprise there are two headline objectives:

- Objective 1: To promote London as a city that excels as a world capital of business
- Objective 2: to ensure that London has the most competitive business environment in the world

Objective 1 focus primarily on London's position as a global centre for business and a leader in financial services. Objective 2 proposes to assist SMEs in receiving support for innovation and collaboration in order to generate higher levels of growth. There are also proposals to ensure high quality of business support programmes in the capital, with public funding complimenting the offer of the private sector. There is no specific proposal for supporting businesses in outer London other than to say that Town Centres should be the key focus of economic regeneration and enterprise in the outer boroughs. This focus on Town Centres is mirrored in the policies of the draft replacement London Plan and also in Haringey's strategic approach, where we have established or are seeking to establish a network of business led forums in our town centres.

The prominent position of Town Centres in strategic planning for Outer London is a direct result of recommendations made in the Outer London Commission. Specifically the commission concluded the following in relation to economic growth:

- Town centres need to become stronger focus for their communities.
- Outer London does have potential to contribute more strongly to growth of London and the wider city region –but this needs to be considered in terms of its economic functions.

The Business Support Simplification Process and Solutions for Business

The Business Support Simplification Process (BSSP) was a government programme to rationalise the plethora of publicly funded business support programmes available nationally and locally. The initial framework was launched early in 2007 and was followed by a consultation exercise in the summer of the same year. In March this year, coinciding with the Budget, a summary document entitled 'Simple Support, Better Business: Business Support in 2010' was published and the new brand 'Solutions for Business by Government' was launched.

BSSP mapped all the publicly backed business support activities across Britain and streamlined them into a common framework of activities that could be clearly identified regardless of where they are accessed. This framework is then accessed through regional Business Link contacts. BSSP is about branding as much as it is about rationalisation. This is a response to poor take up of some national schemes, while similar local schemes are successful. Some brands will remain such as Train to Gain, UK Trade and Industry (UKTI) and the Manufacturing Advisory Service. The principle goal was to have no more than 30 business support 'products' – cut down from over 3,000 at present.

'Solutions for Business'

There are 30 products, outlined in the table below including at which stages in the business life-cycle those products are intended. The products are designed to support the following types of businesses:

- Pre start-up – tapping into entrepreneurial potential and enterprising activity
- New Businesses – that are starting up as standalone SMEs (i.e. not subsidiaries of existing firms)
- Existing SMEs (less than 250 employees and/or less than €50m annual turnover – EC definition)
- Larger Companies (i.e. bigger than SMEs)

These products, through their specification, are intended to cover all the business support required and that is reasonable to fund through the public sector they are listed in appendix 1. Through a mapping exercise, against the evidence of need presented in the HSP Enterprise Commissioning Prospectus, the following products are currently funded directly by the Haringey Strategic Partnership through the area based grant:

- Enterprise coaching
- Business start up
- Business collaboration networks
- Innovation Advice and Guidance

All other products, where appropriate, will be available to all eligible businesses and potential businesses in the borough through the **Business Link brokerage model**. This includes the established products including Train to Gain, Export Credit Insurance and the Enterprise Finance Guarantee Scheme.

In London the LDA has been the lead organisation on the roll-out of BSSP and Solutions for Business on behalf of Business Link in London. The LDA convenes a working group with Local Authorities to ensure compliance with the branding and mapping of LA funded programmes to the product list. Haringey is the only North London borough on the group and one of less than 20 organisations represented. The LDA have, for the last two financial years, requested that Local Authorities map the business support they fund to the Solutions for Business Products. Although it is yet to be determined, the LDA will provide financial support to four of these products in the Capital.

Service Provision in Haringey

Business Support

In 2006 the London Business Support Network identified 15 organisations operating in Haringey that provided direct business support services. In 2009, the number of dedicated business support providers in the borough is down to three; London Youth Support Trust and London Business Development Corporation (formerly Haringey Business Development Corporation) and Urban Futures. This is not to ignore the third sector providers who have bid in to deliver business support projects and who have specialist advisers and the generic regeneration and community development organisations.

Typically the kind of business support demanded is predominantly start-up advice and business planning. Access to finance has become a recent issue during the recession. Much of this market is taken by Business Link in London, at least in terms of the initial brokerage of business support needs. However, businesses do not universally access business support through Business Link.

Business Engagement

The Business and Enterprise Team directly engages with the business community to develop new initiatives and to inform policy decisions. Over the last 18 months direct business engagement has been conducted in Haringey's Town Centres and across the key sectors of Food & Drink, Retail & Wholesale and Creative Industries. This has covered a range of issues including premises, rates, parking, growth, recruitment, staff training, the recession and access to finance.

Much of this engagement work involves substantial internal brokerage for example with Benefits, Rates and Local Taxation around rates issues, VAT registrations and company registration and liquidation. We also work with Communications, Frontline Services, Adult and Community Services, Enforcement, Highways and Sustainable Transport: close partnership working with the latter to enable Haringey Council to deliver a Christmas stop-and-shop parking initiative in Crouch End, which we anticipate will assist the traders to generate business over the holiday period.

The Business and Enterprise Team have developed a simple guide to council services for businesses – this booklet was distributed to all businesses in the borough in Spring 2009. The booklet contained an outline of the service offered and key contact details of the following council departments:

- Business and Enterprise Support
- Business Rates
- Commercial Environmental Health
- Commercial Property
- Greening Your Business
- Licensing
- On-Line Services
- Planning Applications
- Recruitment and Staff Training
- Selling to the Council/Procurement
- Trading Standards
- Neighbourhood Management

Access to Finance

The Business and Enterprise Team and the Council do not provide direct grants to businesses. For general advice and support on access to finance, the team will refer

the business to Business Link in London for access to formal support. Where the team are aware of opportunities, such as the loans provided by the GLE in the event of rejection by the bank, the government's Enterprise Finance Guarantee Scheme and of course commercial loans from the high street lenders, we will signpost to the appropriate sources of information.

In conjunction with North London Business, the Business and Enterprise Team has brokered two meetings with retail banks, a move that was applauded by London Councils as proactive and original. These meetings have offered an opportunity for senior officers and politicians to express their concerns about the issues facing Haringey's business community and have enabled retail banks to state how they can help, but also how businesses can help themselves.

In London, aside from commercial lenders, the key providers of low cost finance for businesses are GLE oneLondon who provide loan finance to existing businesses – offering up to £100,000 (secured or unsecured) – and also secured loans of up to £250,000 to social enterprises. GLE have also provided start-up finance for new businesses, but this is currently suspended. There are over 20 Community Development Finance Institutions (CDFIs) – sustainable, independent organisations which provide financial services for enterprise with two aims: to generate social and financial returns – that can be accessed by businesses in London. In North London there is the North London Enterprise Fund, which provides loans to Social Enterprises, SMEs, Micro enterprises and individuals from £1,000 and up to £25,000.

The Business and Enterprise Team – Roles

1x Business and Enterprise Manager – Co-ordinates the work of the team and liaises with senior officers and members to set the work programme of the team. The Manager also carries out high profile business engagement.

2x Business and Enterprise Policy Officers – Develop and deliver projects pertaining to business and enterprise and wider economic regeneration goals. Review and analyse national and local policy agendas and carry out business engagement activities across the borough and Town Centres.

1x Film Liaison Officer – Provides advice and guidance on film locations in the borough. Administrate and agree filming requests using council premises as locations. Support Haringey film makers through the North London Film Fund and associated training. Co-ordinate the annual Wood Green International Short Film Festival that brings around 1,000 people into Wood Green over one weekend.

1x North London Property Officer – Seconded to North London Business (the inward investment agency for North London) to provide a property search service for business premises.

1x Business Development Co-ordinator – Provides logistical support to the Business and Enterprise Team and assists with the financial functions of the team. Administers meetings and events and updates the Business webpages on www.haringey.gov.uk/business.

1x Administrator – Provides administrative support to the Business and Enterprise Team and assists with the logistical support provided by the Business Development Co-ordinator.

The Business and Enterprise Team – Responsibilities

The Business and Enterprise Team provides a strategic overview of business support provision in the borough as well as an ongoing analysis of changing business needs. Main responsibilities of the team include:

- 1) Analysis of national and regional policy and dissemination of briefings outlining the impacts upon Haringey and the business community
- 2) Business engagement activities mostly, but not exclusively in Town Centres to identify and define business needs and issues as well as signposting businesses to the support they need
- 3) Ensuring that LBH leadership has opportunity to interact with the local business community, private sector business, the enterprise community in general and latterly the banks to ensure we are informed and up to date with our business base.
- 4) Commissioning of business support projects in the borough to meet identified needs.
- 5) Leading on the work the Council is doing to maximise the opportunities for the borough through the Olympics.
- 6) Leading on significant regeneration events and conferences as appropriate.

The Business and Enterprise Team can help businesses to find the right support and advice, whether through specialised knowledge or through a referral to **Business Link in London**. The team can signpost to a range of organisations that provide business funding, loans and grants and there is a link to the LDA's Grantnet service for access to a database of the latest funding opportunities. This advice and support is detailed on the website and in a booklet that has been distributed to businesses across the borough.

Business Link in London

Business Link is the national government funded single point of contact for business support and advice. All initial diagnostics and brokerage is accessed either via the telephone or through the website.

Support is provided for SMEs from new and potential start-up enterprises through to existing and growing enterprises to:

- Manage finances
- Employ people
- Find and keep customers
- Pay the correct tax
- Comply with environmental legislation
- Trade internationally
- Understand sector specific regulations
- Find relevant events and support

From April 2009, Business Link became the portal for the 'Solutions for Business' (SFB) brand, which is the new streamlined model for publicly funded business support services.

Commissioning and the Area Based Grant

The Business and Enterprise team is a commissioner of business support services in the borough. This is a procurement process that is common to the Economic Regeneration Service in Haringey Council and is delivered through the HSP

Enterprise Theme Board. Economic Regeneration was at the forefront of this approach, which is now being rolled out across other HSP theme boards. Commissioning ensures transparency in selecting the right projects to deliver effective services in the borough that demonstrate value for money. An independent organisation, EcoTec, will deliver a comprehensive and independent evaluation of our ABG programme that will monitor the effectiveness of the commissioning framework and recommendations will inform the delivery of future commissioning work.

For 2009/10 and 2010/11, £300k per annum has been allocated to fund enterprise activities. Projects to deliver on our priorities were procured through a commissioning framework agreed by the HSP Enterprise Theme Board (attached as Appendix 2). The agreed list of projects is attached as Appendix 3 and they will deliver across seven agreed categories:

- General business support
- Support specific to the economic downturn
- Increasing VAT/PAYE registration
- Maximising opportunities for business through the Olympics
- Prosperity in Town Centres – increasing footfall and turnover
- Procurement and Supply Chains
- Social Enterprise development

All project proposals received were double scored by officers, based upon a consistent scoring sheet (attached as Appendix 3) and a special appraisal panel of the Enterprise board took officers recommendations and made a decision as to whether the project was to be funded or not. The panel recommendations were discussed and ratified by the Enterprise Board on 5th May 2009 (report and minutes attached as Appendices 4 and 5). The summary of what outputs will be delivered is as follows; 200 residents and young people will receive information, advice and guidance to help them enter self-employment and 600 businesses will be directly supported through a range of initiatives that will ensure sustainability and facilitate business growth. A further 120 businesses will receive mentoring to help them access procurement opportunities created by the Olympics.

The appraisal panel was made up of the following individuals:

- Naeem Sheikh – HAVCO
- Jo Parsons Cook – JCP
- Ian D'Souza – LSC
- Gary Ince – North London Business
- Phil Gowan – CONEL

For Business and Enterprise our priority is to build upon a culture of entrepreneurship and business growth in the borough. The boroughs stock of VAT registered enterprises has steadily risen year on year, from 5,150 in 1994 to 7,140 in 2007. With the release of the combined dataset of VAT and PAYE registrations – the dataset for NI 171 in our basket of LAA indicators – the trends show that the registration rate has increased from 66 (newly registered businesses per 10,000 population) in 2002 to 83.1 in 2007.

Going forward we have proposed a challenging target to raise our performance relative to the London wide average. As a result of this, we will expect business support provision that we commission to further develop the spirit of enterprise in the

borough, and to promote equality by encouraging key groups in the Black, Asian and Minority Ethnic (BAME) communities, amongst women and those with disabilities.

Additionally at this time of recession, there are significant opportunities for new business to adopt a social enterprise model. Increasingly there is an appetite for more ethical and community driven business practice and through the use of the SROI tool (Social Return on Investment) the benefit to the community can be measured. Through this prospectus we will seek to expand the diversity of our business community by supporting the development of social enterprises.

Benchmarking

As referenced earlier in the report, we have captured data from neighbouring boroughs, which is useful when defining the scope and value of the Business and Enterprise Service.

Enfield

London Borough of Enfield run the Enfield Business Centre, a one- stop shop for the business customer, where the main business support agencies are co-located. The Business Initiatives team, consisting of 2 staff, is based at the Enfield Business Centre, responsible for the day-to-day operation of the Centre, and who deal with industrial estate issues, property/premises enquiries, grant requests, general queries- they plug the gaps that the other business support agencies do not cover.

Enfield provides direct support to the following organisations;-

- North London Business - for inward investment and business retention
- North London Chamber of Commerce - for industrial estate activities
- Enfield Business and Retailers Association - who deliver town centre management activities on behalf of the borough

Currently Enfield are commissioning Enterprise Enfield - the borough principle not for profit independent business support agency – to provide a range of services including: advice to start-ups and micro businesses, Access to Finance, business growth , export escalator. Enfield also have managed workspace at Claverings Industrial Park and Innova Park.

Redbridge

The London Borough of Redbridge no longer has a dedicated business support staff or ring-fenced funding to facilitate business support activity. In place of in-house provision, business support is now facilitated through servicing the Local Strategic Partnership economic sub-group known as enterpriseREDBRIDGE and supporting the 7 town centre partnerships and two BID companies (Business Improvement Districts, one industrial – Hainault; one metropolitan town centre), together with grants and memberships of third party agencies such as East London Small Business Centre, East London Business Place and North London Business Ltd.

Other activities such as events and workshops are delivered in partnership with agencies such as the East London Small Business Centre, East London Business

Place, North London Strategic Alliance and North London Business. Match funding to support these projects is made available through the Regeneration base budget, subject to the approval of the Head of Regeneration. Ad-hoc and telephone enquiries are dealt with as part of day to day operations.

Town Centre Management is delivered through a £105,000 annual budget, broken down as follows:

- District Centres Contract £44,000
- Ilford BID Voluntary contribution £50,000
- Support match funding £11,000 (7 town centres at £1,500 each, plus misc. costs)

Additional resources through the Regeneration base budget, totalling 50k, but no amount specifically earmarked.

Waltham Forest

Waltham Forest employs two Town Centre Managers and one Business Policy Officer working to the Business and Enterprise Manager within the Economic Regeneration Team.

Business support during the recession has focused upon the local supply chain and setting ambitious targets – namely 50% of council contracts awarded to local suppliers in the next three years. Overall, business support strategy is directed by the Waltham Forest Business Board and the council will provide £400,000 of funding over the next 2 years from their LABGI allocation (Local Authority Business Growth Incentive), which the board secured by lobbying the Council to access this money – the board use the funding to deliver training and support services as well as supporting the two BID companies (E11 in Leytonstone town centre and the Argall Industrial Estate BID). Through the E11 BID, business support has a strong presence on Leytonstone High Street where a One-Stop-Shop for business has been established providing meeting space, print and IT facilities as well as hosting workshops and training events.

Waltham Forest has a strong history of business engagement, particularly in Leytonstone, which has enabled the E11 BID to be successfully extended for a second term despite the recession. The E11 BID and the Waltham Forest Business Board both have strong leadership from within the business community.

The Waltham Forest Business Board receives £400,000 over two years (through LABGI), this delivers the following:

- Match Funding for two BID companies for two years £220,000
- One Stop Business Centre on Leytonstone High Road £50,000
- Dedicated Waltham Forest Business Growth Officer, sitting with the Business Board £38,000
- Business Champion £12,000
- Business Board Secretariat Costs for North London Business £46,700
- Business Directory £5,000
- Communications and marketing £10,000
- Admin and research costs £18,300

In addition there is Revenue from the E11 BID and Argall BID levies £220,000

Analysis

SUMMARY	Haringey	Enfield	Redbridge	Waltham Forest
Budget Apr 2009 to Mar 2011 (excluding core costs)	£600,000		£210,000	£400,000
Average number of Businesses Supported annually	720			800
Establishment of Officers	5 (+2)	2	1	4
Direct Business Support provision	x	✓	x	x
Commissioning of services (managed internally)	✓	✓	✓	✓
Outsourcing of services (managed externally)	✓	✓	✓	✓
BID companies	x	x	✓ (2)	✓ (2)
Current Externally Funded business support projects	x	x	x	x

All four boroughs have a financial and strategic relationship with North London Business – effectively outsourcing (i.e. a service in the borough that is delivered and managed wholly externally) all responsibilities for Inward Investment Activities in North London. North London Business receive a financial contribution of around £35,000 from each borough to deliver this activity.

Redbridge has the most restricted budget for business support and focuses this budget directly on its Town Centres, engaging with businesses through town centre business forums. Waltham Forest has a similar town centre focus, but twice the budget and two town centre managers working on the ground. Enfield has a substantial asset for businesses in the form of Enfield Enterprise Centre and a borough wide Business and Retail Association that covers Town Centre Management duties. Haringey has the widest spread of commissioned services, with a substantial budget and considerable policy expertise.

Achievements

Below are listed some of the achievements of the Business and Enterprise Team mostly delivered over the past 12 months

- 12 initiatives currently running across the borough funded through the Area Based Grant programme
- Over 700 businesses receiving support to facilitate business growth and sustainability from July 09 to March 10
- 250 students and young people engaged on enterprise education initiatives and business start up programmes from July 09 to March 10
- 100 sole traders supported through networking events from July 09 to March 10

- 80 residents receiving intensive support to encourage business start up from July 09 to March
- 10 businesses in the fashion industry receiving intensive business mentoring from July 09 to March 10
- Organised and facilitated tours and 9 meetings between Town Centre businesses, the leader, councillors and senior officers throughout 2009
- Over 350 businesses benefiting from programmes to promote independent traders in our Town Centres from July 09 to March 10
- 12,000 visitors attracted to the borough through Town Centre Events from December 2008 to September 09
- 1,000 visitors attracted to Wood Green for the International Short Film Festival in March 2009
- 30 businesses engaged in marketing activity around the Film Festival
- 20,000 Crouch End Loyalty Cards distributed across the borough over last eighteen months
- Free Christmas parking initiative in Crouch End delivered in partnership with traders and council services from November-December 2009
- Haringey Business Board, private sector led strategic business board established in June 2009
- Ongoing meetings with banks and financial sector organised and facilitated throughout 2009
- 120 businesses receiving one to one support to access Olympic procurement opportunities from July 2009 to March 2010
- 300 businesses currently registered on CompeteFor Olympic procurement web portal
- 61 businesses attended first CompeteFor networking event in March 2009
- 7,300 businesses in receipt of the Haringey Business pack
- 3 High Profile annual Business awards events delivered from 2006
- £120,000 raised through business sponsorship to deliver the awards events
- 90 businesses benefited from high profile publicity through winning awards
- 3 businesses went on to win regional awards in 2008

As a result of the above achievements and interventions the Council has enjoyed a marked improvement in their relations with the business community in Haringey

Recommendations

- The Council's Regeneration Strategy (which brings together place, employment and business and enterprise policies and projects) should be reviewed in the light of the production of a Work and Skills Plan (a duty to be met by April 2010) and a Local Economic Assessment (a duty to be met by December 2010) to ensure both the Regeneration Strategy and Business and Enterprise aims and services in particular are properly focused and organised – including first point of contact.
- That Business and Enterprise continue to look for the most effective way to support **critical gaps** in business support in Haringey and the sub-region particularly relating to signposting advice and support for key sectors, and also to look for external funding for this where appropriate
- A survey of Haringey businesses is undertaken to ascertain their strengths and weaknesses and needs in terms of business support

- That benchmarking and value for money assessment work for Business and Enterprise services continue to be carried out to ensure best value for Haringey. This should not only include the proposed above business survey but also more rigorous assessment of the impact of spending and services in Haringey and other mechanisms for delivering critically needed services.
- That the Regeneration Strategy is regularly monitored and updated to ensure that Business and Enterprise projects are focussed, delivered and aligned to other relevant government strategies. This would include North London and Haringey needs and address the Mayor's Economic Development Strategy.
- The most effective way of carrying out Town Centre Management is developed, with preference given to partnership working between LBH and businesses, with businesses helped to take responsibility for town centre improvement plans – eventually leading to business improvement districts.

APPENDIX 1 – SOLUTIONS FOR BUSINESS PRODUCTS

Product	Pre-Start up	New Company	SME	Large Firm
Export Credit Insurance			✓	✓
Grant for Business Investment		✓	✓	✓
Maximising Foreign Direct Investment			✓	✓
Accessing International Markets			✓	✓
Developing your International Trade Potential			✓	✓
Train to Gain			✓	✓
Business Collaboration Networks		✓	✓	✓
Business Premises		✓	✓	
Business Growth: Specialist Facilities and Environments			✓	
Starting a Business	✓	✓		
Intensive Start-up Support	✓	✓		
Starting a High Growth Business	✓	✓		
Manufacturing Advisory Service		✓	✓	✓
Designing Demand		✓	✓	
Innovation Advice and Guidance			✓	✓
Coaching for High Growth			✓	
Enterprise Finance Guarantee		✓	✓	✓
Small Loans for Business		✓	✓	
Understanding Finance for Business	✓	✓	✓	
Finance for Business		✓	✓	
Enterprise Coaching	✓			
Improving your Resource Efficiency			✓	✓
Collaborative R&D			✓	✓
Networking for Innovation		✓	✓	✓
Knowledge Transfer Partnerships			✓	✓
Innovation Vouchers			✓	
Low carbon Energy Demonstration			✓	✓
Rural Development programme for England business support	✓	✓	✓	✓
Grant for Research and Development	✓	✓	✓	✓
Automotive Assistance programme			✓	✓
Trade Credit Insurance Top-up Scheme		✓	✓	✓
Vehicle Scrappage Scheme				✓

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Haringey Enterprise Partnership Board

Enterprise Commissioning Prospectus and Plan 2009 to 2011

March 2009

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Enterprise Partnership Board Commissioning Prospectus and Plan 2009-2011

1. Introduction

This document sets out the priorities, objectives and outcomes for the Haringey Enterprise Board's allocation of Area Based Grant (ABG) for the period April 2009 to March 2011.

It sets out the Board's strategic approach and processes in commissioning programmes of activities and interventions to support delivery and achievement of partnership priorities and Local Area Agreement outcomes and national indicators.

2. Why a commissioning prospectus and plan?

In July 2008, the Government published statutory guidance under the Local Government and Public Involvement and Health Act (2007) on creating strong, safe and prosperous communities. The guidance reiterates the duty local authorities and other public agencies have in relation to securing best value; more specifically, they would be better able to meet this duty by:

“adopting a commissioning role...in which the authority seeks to secure the best outcomes for their local communities by making use of all available resources – without regard for whether services are provided in-house, externally or through various forms of partnership.”

By publishing this commissioning prospectus and plan we want to ensure that we are taking advantage of the full range of expertise available in the marketplace to enable us to use our limited resources to secure the best possible outcomes for our residents and businesses.

3. Our approach

Through this commissioning process we have and will be adopting the following principles:

1. Analysis of current service delivery and identification of unmet need to have a clear understanding of the outcomes we expect to be delivered
2. Planning how to fund activities and develop the approach to secure our desired outcomes
3. Sourcing the most appropriate providers to deliver our desired outcomes
4. Monitoring and reviewing performance against our desired outcomes and adapting our approach where necessary.

We would expect any successful applicants who enter into any sub-contractual arrangements to also abide by these principles

4. Haringey Strategic Partnership

Haringey Council joined with local public agencies, community groups and businesses to create the Haringey Strategic Partnership (HSP) in April 2002. The HSP aims to improve public services and address the key issues in the borough through partnership working.

The shared vision for the future of Haringey and the HSP's priorities are set in the new [Sustainable Community Strategy 2007-2016](#).

The vision for the borough to 2016 is:

“A place for diverse communities that people are proud to belong to.”

The priorities of the new Sustainable Community Strategy are:

People at the heart of change

And, Haringey will:

- 1. Have an environmentally sustainable future**
- 2. Have economic vitality and prosperity shared by all**
- 3. Be safer for all**
- 4. Have healthier people with a better quality of life, and**
- 5. Be people and customer focused**

There are six key HSP theme boards that work to deliver the outcomes outlined in the Sustainable Community Strategy:

1. Better Places
2. Children and Young People's Strategic Partnership
3. Enterprise
4. Integrated Housing
5. Safer Communities
6. Well-Being

The interventions outlined in this commissioning prospectus although being directly linked to the work of the Enterprise Board, will also link across to the work of the remaining five theme boards.

5. The Local Area Agreement

The HSP has also developed a [Local Area Agreement \(LAA\)](#) which provides a substantial part of the delivery mechanism for the Sustainable Community Strategy.

Our LAA is an agreement with Central Government that sets out our priorities for Haringey over the next 3 years. It focuses on some of the most pressing issues for Haringey such as worklessness, poor housing conditions, health inequalities and low educational attainment.

Officers in the different agencies of the HSP have drawn up action plans for meeting LAA targets and the different Theme Boards of the HSP are responsible for implementing these action plans checking that targets are being met and taking action to keep performance on track.

The Enterprise Partnership Board is responsible for action plans, programmes of activity and interventions around enterprise outcomes and targets in the LAA.

The ABG pools £4bn of central Government funds into one non-ringfenced pot and gives local areas the freedom and flexibility to use this money to support the delivery of local outcomes.

Current Enterprise ABG programmes of activity in 2008/09 are:

- Haringey Guarantee
- Families into Work
- Business support and enterprise

These programmes of activity contribute to the following LAA outcomes:

- NI 153 – Working age people claiming out of work benefits in the worst performing neighbourhoods
- NI 171 – New business registration rate
- NI 79 – Achievement of a Level 2 qualification by the age of 19
- NI 116 - Proportion of children in poverty
- NI 117 – 16 to 18 year olds who are not in education, employment or training (NEET)
- Stretch target (1) – Number of people from the worst twelve wards supported into sustained work (this target is based on long-term Job Seekers Allowance claimants (6 months + and lone parents)
- Stretch target (2) – Number of people on Incapacity Benefit (IB) for more than 6 months supported into sustained employment

Plus local indicators on:

- Number of registered Haringey Guarantee participants with a completed better off calculation
- Adults achieving a Skills for Life qualification and entered employment and those gaining a qualification in the workplace
- Adults achieving a full level two qualification and entered employed and those gaining a qualification in the workplace

6. Regeneration Strategy

Flowing from the Sustainable Community Strategy and LAA is Haringey's [Regeneration Strategy](#), which has been approved by the Enterprise Board.

The strategy's vision is to put People, Places and Prosperity at the heart of regeneration in Haringey, and this focus will have a positive impact on all major developments in the borough.

This vision will be achieved through innovation in the way in which we develop and implement projects and by challenging established ways of working that do not deliver long-term sustainable outcomes. To support this, evaluation will be embedded across the programme to assess the impact of activities. Emphasis will be placed on initiatives that add value to existing services and which are easily replicated and up-scaled.

Our key priorities are:

- To unlock the potential of Haringey residents through increasing skill levels and raising employment so that they can contribute to and benefit from being part of one of the most successful cities in the world.
- To transform Haringey into a place in which more people want to live and invest by using the opportunity of major sites and key locations to create positive change.
- To develop a 21st century business economy that offers opportunities for sustainable employment and enterprise, to help make Haringey a place people want to work, visit and invest in.

7. Other key priorities

Local Development Framework

The Planning and Compulsory Purchase Act 2004 introduced a range of reforms to the planning system. The most significant reform is the introduction of a Local Development Framework (LDF) to replace the Unitary Development Plan (UDP). The process of replacing the adopted UDP policies and proposals should normally be completed within a three year period from adoption of the UDP. Haringey's UDP was adopted in July 2006 so the policies are automatically saved until July 2009.

The Haringey LDF is made up of a number of documents including the [Core Strategy](#), [Local Development Scheme](#) and [Statement of Community Involvement](#). In line with the HSP's role under the [place shaping](#) agenda, ABG funded projects will be expected to contribute to the delivery of the LDF.

Child Poverty Strategy

Haringey Council recently adopted a [Child Poverty Strategy](#) that sets out the Council's (and partners) contribution to the Government's target to reduce child poverty by 2010 with full eradication by 2020. The Strategy contains five key objectives:

1. Addressing worklessness and increasing parental employment in sustainable jobs.
2. Improving take up of benefits and tax credits.
3. Reducing educational attainment gaps for children in poverty.
4. Ensuring children live in adequate housing.
5. Partners within the Haringey Strategic Partnership taking responsibility as corporate bodies for their employees in helping to reduce child poverty.

The Strategy is accompanied by an [action plan](#), which sets out how these objectives will be achieved.

Welfare Reform

The Government is currently undertaking a substantial welfare reform programme that will have far reaching implications nationally, regionally and locally. This welfare reform programme has the explicit intention of achieving the Government's aspirational target of an 80 per cent full employment rate. More specifically, the Government want to:

- Reduce the number of IB claimants by 1 million
- Support 300,000 and 1 million more older people into work
- Halve child poverty by 2010 with full eradication by 2020
- Provide equality for all disabled people by 2025

A raft of Green and White Papers have been published in recent years and a draft [Welfare Reform Bill](#) is currently going through Parliament. Some of the major current and future changes include:

- Introducing the Employment and Support Allowance (ESA) for people with a disability or long-term health condition. Eventually all IB claimants will be transferred to ESA.
- Rolling out Pathways to Work, a support programme for ESA and IB claimants, across the country.
- Replacing the Personal Capability Assessment with the Work Capability Assessment to provide more of a focus on the work activities that a ESA/IB claimant can perform.
- Consolidating the various New Deal programmes into one Flexible New Deal package, which will start to operate from 2009.
- Transferring the majority of lone parents from Income Support to JSA once their youngest child reaches a certain age. The current age trigger is 12, which will reduced to 10 in 2009 and to 7 in 2010.

- Eventually abolishing IS and creating an out of work benefits system around JSA and ESA.

London Skills and Employment Board

The London Skills and Employment Board (LSEB) was established in December 2006 to provide leadership in improving adult skills and employment in London. The LSEB is chaired by the Mayor of London and will set the framework for the spending of the London Learning and Skills Council's £400m+ annual budget. The LSEB is also able to influence and direct the spending of other key agencies such as the London Development Agency (LDA) and Job Centre Plus (JCP). The Board is accountable to the Secretary of State for Education and Skills.

The LSEB published its strategy, [London's Future: The Skills and Employment Strategy for London 2008 – 2013](#), in July 2008. The strategy has three strategic aims:

1. Working with employers to better support them in providing more job and skills opportunities to Londoners, to the benefit of their businesses and to keep London's economy competitive.
2. Supporting Londoners to improve their skills, job and advancement prospects through integrated employment support and training opportunities.
3. Creating a fully integrated, customer-focused skills and employment system.

There are also two key overarching targets:

1. Raising London's employment rate to 72 per cent by 2013. In achieving this there should be a disproportionate increase in the employment rate of key target groups such as ethnic minorities, women, women with dependent children, people aged between 50 and retirement, disabled people, lone parents and people with no qualifications.
2. Cutting the proportion of London's working age population with no qualifications to 10 per cent by 2013.

Business Support Simplification and the Government's Solutions for Business

The Business Support Simplification Process (BSSP) is the Government's attempt to rationalise the plethora of publicly funded or backed business support programmes available nationally and locally. The initial framework was launched early in 2007 and was followed by a consultation exercise in the summer of the same year. Last March, coinciding with Budget 2008, a summary document entitled [Simple Support, Better Business: Business Support in 2010](#) was published.

BSSP maps all the publicly backed business support activities across Britain and streamlines them into a common framework of activities that can be

clearly identified regardless of where they are accessed. This framework is then accessed through regional Business Link contacts. In part BSSP is about branding as much as it is about rationalisation. This is a response to poor take up of some national schemes, while similar local schemes are successful. Some brands will remain such as Train to Gain and UK Trade and Industry (UKTI). The principle goal is to have no more than 100 support activities – cut down from over 3,000 at present.

New London Development Agency Investment Framework

As part of the recasting of the London Development Agency (LDA), a new investment function is required. Future investment will focus upon JOBS, SKILLS and SUSTAINABLE GROWTH. The new programme will run from 2009 to 2013 – encompassing the Olympics. The LDA's investment framework will support the objectives shared with the Mayor of London, namely:

- Growth and development for London and achieving a low carbon economy
- Working with business to remove barriers and enable all Londoners to access employment
- Creating the conditions for business growth and productivity in London

Throughout all activities strong links will be made, or will need to be made, with the securing of the Olympic Legacy and realising the benefits of Crossrail.

The growth agenda will focus upon facilitating the improvement of the built environment, improving transport and accessibility and developing sustainable communities and the environment. There is a focus on developing outer London and Town Centres as growth hubs.

The skills agenda has three strands, the implementation of the London Skills and Employment Board delivery plan, investing in young people and delivery high quality affordable childcare – the latter to facilitate access to employment and also to give children a platform for learning and developing.

The jobs agenda focuses on the creation of employment opportunities through business growth. The role out of Business Support Simplification is a major factor along with innovation and collaboration.

The LDA sees business as a key partner, because it is the principle creator of jobs and a driver of economic growth. Business will play a key role in the development of an Economic Development Strategy. There is also an important role for the London boroughs, because they are best placed to provide local knowledge of needs and priorities. As such the LDA will seek to support the boroughs delivery of their Local Area Agreements and place shaping agendas. Also, because they are best placed in their fields, the Learning and Skills Council (LSC), JCP and the third sector will play a key role in shaping policy and delivery within their respective fields. This also certainly includes the Homes and Communities Agency.

Haringey Compact

A Compact is an agreement between the local council, other public sector agencies, and local voluntary and community sector organisations. It can also include the local private sector.

Haringey's Compact was officially launched in June 2006, titled [Working BETTER Together](#), and identifies the following principles to improve partnership working:

- Improve volunteering
- Valuing the role of BME, Voluntary and Community Groups
- Recognising the role of young people
- Good practice in funding and procurement
- Good practice in communications and consultation
- Promoting partnerships

The document has the following key objectives:

- To promote equality and strengthen voluntary activity throughout the borough
- To recognise and support the vital and unique role that voluntary and community groups play in the lives of Haringey's residents
- To give the voluntary and community sector a real voice in decision and policy making, and service delivery
- To develop a consistent approach to the funding of local voluntary and community organisations
- To assist local public, voluntary and private sector organisations to develop meaningful partnering arrangements
- To simplify public sector processes and procedures, encouraging effective ways of joint working
- To put in place a robust and trustworthy mediation process to sort out disagreements when things go wrong.

The approach identified in this commissioning prospectus and plan has and will adhere to the principles of the Compact and, as such, will be 'Compact Proof.'

8. The Challenge

One of the longest sustained periods of economic growth in UK history came to an end last year when the global credit crunch lurched the UK into its first recession since 1992. The recession is beginning to have a major impact on the labour market with unemployment at the last count (three months to December 2008) reaching 1.97 million. It is anticipated that unemployment, under this measure, could hit 3 million by 2010.

Even when the economy was performing strongly Haringey had high levels of deprivation. The Indices of Deprivation 2007 found Haringey to be the 12th most deprived English district¹.

Despite recent improvements, worklessness remains a persistent problem in Haringey. In the year to June 2008, 66.5 per cent of Haringey's working age population was in employment, lower than both the London and England averages of 70.6 per cent and 74.5 per cent respectively. This employment rate ranks Haringey amongst the bottom 10 per cent local authority areas in England.

Alongside a low employment rate is high numbers of people claiming out of work benefits². At May 2008, 26,010 people in Haringey were claiming out of work benefits, representing 16.7 per cent of the working age population. This rate is higher than the London and England averages of 12.3 per cent and 11.5 per cent respectively, and ranks Haringey amongst the bottom 10 per cent local authority areas in Haringey.

There are two constituents of out of work benefits that are particular priorities in Haringey: Job Seekers Allowance (JSA) and Incapacity Benefit (IB), which together account for 70 per cent of all people in the borough on out of work benefits. This is reflected by the fact that the LAA targets highlighted in section 5 include supporting JSA and IB claimants into sustained employment.

Geographically, worklessness is concentrated in the east of Haringey, predominantly in Tottenham. This is reflected by the fact that of the 26,010 out of work benefit claimants in Haringey, 63 per cent reside in the Tottenham parliamentary constituency. The out of work benefits claim rate in Tottenham, at 20.8 per cent, ranks the area amongst the bottom 5 per cent parliamentary constituencies in England. Within Tottenham some areas suffer from even more acute deprivation. For example, Northumberland Park, according to estimates by the Greater London Authority, has the second highest Job Seekers Allowance claim rate out of all wards in London (behind East India and Lansbury ward in Tower Hamlets). Because Northumberland Park suffers from high levels of worklessness we have recently launched a project

¹ As measured by the Average Ranks measure of deprivation.

² Out of work benefits include: Job Seekers Allowance, Incapacity Benefit, Severe Disablement Allowance, Income Support and Pension Credit (for claimants below state pension age).

that focuses on testing out a family based approach to achieving more successful employment outcomes: Families into Work (FiW). More information about FiW can be found in section 10 of this document.

Nationally, and especially in London, there are certain groups of people who are more likely to suffer from labour market disadvantage³:

- Disabled people and people with long-term health conditions
- Lone parents
- Ethnic minorities
- Ex-offenders
- Drug and alcohol mis-users
- Homeless people
- People living in social housing
- Older workers

Despite being one of the richest cities in the world, 40 per cent of children in London grow up in poverty – the highest proportion across the country. Haringey, as one of the most deprived boroughs in the capital, is certainly no exception to this broad London pattern. According to figures from the Department for Work and Pensions (DWP), between April 2004 and April 2007 the percentage of children living in families who are in receipt of out of work benefits has declined by 4 per cent to 36.4 per cent. However, there is still much more to be done, highlighted by the fact that there are 105 wards across London where the percentage of children living in families who are in receipt of key benefits is at least twice the national average, and 10 of these wards are in Haringey.

Low educational attainment and low skills levels is a major national problem, which is being exacerbated by the shift to more knowledge based industries. Poor skills go some way to explaining why productivity in the UK still lags behind other industrialised countries such as the United States and Germany. In London, some 43 per cent of jobs are currently filled by workers with level 4 and above qualification (degree level and above) qualifications. The Greater London Authority (GLA) forecasts that by 2020 the demand for highly skilled workers in the capital will increase to the extent that 50 per cent of employees will have a level 4 qualification⁴. Locally, poor education increases the chances of our young people adding to the workless population and being uncompetitive in the labour market.

The latest educational attainment results (2008) show that 42.0 per cent of 15 year olds achieved 5 or more grade A* to C GCSEs, including English and

³ For a fuller analysis of the labour market disadvantage suffered by these groups see the following reports:

HM Treasury (2006) *Employment opportunity for all: analysing Labour Market trends in London*: HM Treasury

Meadows, P (2006) *Working Paper 15: Worklessness in London – explaining the difference between London and the UK*: Greater London Authority

⁴ London Skills and Employment Board (2007) *Globalisation, skills and employment: the London story*: London Skills and Employment Board.

Maths. Although this is a significant improvement from 2003 when the equivalent figure was 28.5 per cent, it still means that nearly 60 per cent of young people are leaving Haringey schools without basic qualifications.

There are currently (December 2008) just over 324 young people aged 16 to 18 who are not in education, employment or training (NEET) in Haringey, representing 7.0 per cent of all 16 to 18 year olds in the borough that are known to the Connexions service. Although this is significantly down from a year ago when 10.9 per cent of young people in the borough were NEET, we are committed to reducing our NEET cohort further.

Haringey is characterised by its polarised skills base. Some 22.1 per cent of the borough's working age population has a level 1 or below qualification while 41.8 per cent have a level 4 or above qualification. At 14.6 per cent, Haringey has proportionately more residents with no qualifications than London (12.8 per cent) and England (12.9 per cent). However, Haringey has proportionately more residents with level 4 or above qualifications than London (37.4 per cent) and England (28.3 per cent)⁵.

The Government has a long-term aspirational target to achieve full employment, which would mean 80 per cent of the nation's working age population being in work. For this aspiration to be achieved sub-nationally, just under half a million extra Londoners would need to be employment. In Haringey, this would require over 21,000 extra residents to find work.

Haringey's business community consists of over 8,000 businesses, the majority of which are Small And Medium sized Enterprises (SMEs) employing less than 4 people, with the biggest employers being the Council and Haringey NHS. In terms of the local economy there are similarities with national trends, e.g. a decline in manufacturing, and the retail sector is suffering due to the collapse of several high profile national chains. Vacancy rates for retail units are lower than London and England averages, ranging from 5-8% - depending on the town centre or shopping area.

For Business and Enterprise our priority is to build upon a culture of entrepreneurship and business growth in the borough. The boroughs stock of VAT registered enterprises has steadily risen year on year, from 5,150 in 1994 to 7,140 in 1998. With the release of the combined dataset of VAT and PAYE registrations – the dataset for NI 171 in our basket of LAA indicators – the trends show that the registration rate has increased from 66 (newly registered businesses per 10,000 population) in 2002 to 83.1 in 2007.

Going forward we have proposed a challenging target to raise our performance relative to the London wide average. As a result of this, we will

⁵ **Level 1 qualification:** fewer than 5 GCSEs at grades A-C, foundation GNVQ, NVQ 1, intermediate 1 national qualification (Scotland) or equivalent; **Level 2 qualification:** 5 or more GCSEs at grades A-C, intermediate GNVQ, NVQ 2, intermediate 2 national qualification (Scotland) or equivalent; **Level 3 qualification:** 2 or more A levels, advanced GNVQ, NVQ 3, 2 or more higher or advanced higher national qualifications (Scotland) or equivalent; **Level 4 and above qualification:** HND, Degree and Higher Degree level qualifications or equivalent.

expect business support provision that we commission to further develop the spirit of enterprise in the borough, and to promote equality by encouraging key groups in the Black, Asian and Minority Ethnic (BAME) communities, amongst women and those with disabilities.

At this time of recession, there are significant opportunities for new business to adopt a social enterprise model. Increasingly there is an appetite for more ethical and community driven business practice and through the use of the SROI tool (Social Return on Investment) the benefit to the community can be measured. Through this prospectus we will seek to expand the diversity of our business community to include social enterprises.

As mentioned earlier in this section, the UK entered into recession last year. It is unclear how deep and prolonged the recession will be but we know that the impact is being felt in Haringey, evidenced by the fact that since May 2008, the number of JSA claimants has increased by 1,348 (22 per cent). Our businesses are also feeling the effects of tighter economic conditions and will need our support. We have outlined our commitment to supporting our residents and businesses by recently publishing a [10 point credit crisis action plan](#). However, we want to go further and use this commissioning prospectus and plan as an opportunity to provide further support, in partnership with other agencies, to our residents and businesses.

We are looking to work with partners in providing retraining for newly unemployed people and specific packages (including support into self-employment) to support residents, who have lost their jobs as a result of the recession, back into work. **However, the overwhelming focus of our tackling worklessness interventions will remain on supporting our residents that are furthest from the labour market.**

We are also committed to continuing the preventative support we offer our young people to ensure that they do not become the workless population of the future.

9. Desired outcomes from commissioning

In the two year period April 2009 to March 2011 the Enterprise Board needs to see progress against its LAA Targets (currently subject to renegotiation) and clear movement to achieving the high level outcomes set out in the Sustainable Community Strategy and Regeneration Strategy.

Programmes of activity and interventions commissioned for delivery to March 2011 will need to demonstrate clear relevance and contribution to achieving a reduction in worklessness, skills development, business support, improved educational attainment, and must target relevant priority groups, including those highlighted in section 8 of this document.

10. Programmes of Activity and Interventions

Haringey Guarantee

The Haringey will be the main vehicle for delivering the employment outcomes we want to achieve through this commissioning process. Established in 2006 the Haringey Guarantee works with employers, schools and colleges, skills training providers, employment services and local communities to deliver:

- Jobs for unemployed local people who already have skills to a level required by employers
- Jobs for local people with relevant skills following completion of training courses and/or work placements
- Routes into structured, relevant, training and education for local young people (including under 16's). This will form part of a Young Haringey Guarantee programme that will be reported on separately (but still be part of) the main Haringey Guarantee programme.
- Support for local businesses by providing a local committed and skilled workforce

We offer a guarantee in three parts:

1. That our **local residents** will receive high quality information, advice and guidance, tailored education and training, and guaranteed interviews for job opportunities.
2. That **delivery partners and providers** will deliver high quality, focused and professional services to jobseekers and employers.
3. That for **businesses** we will produce committed trained workers to meet recruitment and skills needs.

Since the Haringey Guarantee's establishment the programme has been successful in engaging with over 2,000 residents and supporting over 200 into sustained employment.

We know that the success of the Haringey Guarantee has been acknowledged by our residents. A recent survey of Haringey Guarantee, participants found that:

- 95% believed the quality of support they received was either good or very good.
- 95% believed their needs were at least partly met.
- 81% felt that the support they received from the Haringey Guarantee helped to improve their employment prospects

Also, some 89% of employers felt they received excellent or good support from the Haringey Guarantee team.

We want to build on the success of the Haringey Guarantee by extending and deepening its focus. This commissioning prospectus and plan sets the framework for achieving this ambition.

North London Pledge

The LDA's Single Area Programme funds the North London Pledge, an employment and training programme covering the three Upper Lee Valley boroughs of Enfield, Haringey and Waltham Forest. The programme will run from 2008 to 2010 and supports existing activities in the three boroughs and provides a co-ordinated delivery package in relation to the following areas:

- Skills training
- Condition Management Programme
- In work support
- Employer engagement

As the North London Pledge is a sub-regional programme funded by the LDA, it will not be covered by this prospectus and plan.

Employment Action Network and Families into Work

The main points of access to the Haringey Guarantee is through the council run Employment Action Network (EAN) which has been developed in 2008/09 to provide employment support and advice through 12 neighbourhood and community settings. This small team of advisers will continue to provide the front end of the programme in 2009-2011 engaging a minimum 250 residents over the 2 years providing employment support and advice and IAG. **This service through its increased outreach venues is playing and will continue to play a significant role in responding to increased unemployment in the borough.** £100,000 ABG has been ring fenced for the EAN over this period together with LDA North London Pledge funding.

Families into Work is a special project of the Haringey Guarantee and the Enterprise Board agreed a 3 year pilot programme, delivery plan and funding for the project in June 2008.

The project will engage with up to 100 workless families in Northumberland Park who have multiple barriers to taking up employment and training. The team will work with 100 families, 50 recruited in year 1 and 50 in year 2, with each family being supported over a 2 year period.

It is not proposed that new services should be provided but that existing service and projects should be co-ordinated and targeted to the families on the project. Thus FIW will not duplicate existing services but seek to facilitate better use of them.

As the Enterprise Board has already agreed funding for this project (£525,000) to 2011 Families into Work will not be covered by this prospectus and plan.

Families into Work and the Employment Action Network offer complementary services supporting both families and individuals on improving educational attainment and moving into employment. They currently share office

accommodation and services at Northumberland Park Resource Centre while delivering their services from a range of neighbourhood settings.

Business Support and Enterprise

As mentioned earlier in this document, Haringey's business community consists of over 8000 businesses, the majority of which are SMEs employing less than 4 people, with the biggest employers being the Council and Haringey NHS. In terms of the local economy there are similarities with national trends, e.g. a decline in manufacturing, and the retail sector is suffering due to the collapse of several high profile national chains. Vacancy rates for retail units are lower than London and England averages, ranging from 5-8% - depending on the town centre or shopping area.

We are continually striving to improve and develop our outward facing services to local businesses, making their interaction with the council as effective and efficient as possible, maintaining an up to date website, encouraging businesses to stay and grow in the borough, and understanding and meeting employers' training and employment needs.

We are also adopting a Town Centre approach to economic development, encouraging and supporting the retail offer across Town Centres in the borough, creating, maintaining and supporting robust business forums and traders associations, that will enable the council to maintain effective dialogue with our local businesses, understanding their needs and taking appropriate action. We will also work with other key stakeholders to ensure that Town Centres are safe, clean and good locations for business.

We will be keen to support interventions that build on the legacy of the Haringey City Growth project, which identified a number of business clusters in the borough, including Food and Drink, Creative Industries, Sports, Leisure and Tourism and Retail and Distribution. We aim to continue to support these business sectors, raising awareness of supply chains and developing capacity to bid for business contracts, assisting with employment and training needs and raising awareness on issues such as VAT, procurement and finance.

We will also be working with businesses in Haringey to ensure that they are aware of the business opportunities that may arise from the Olympics.

Economic Downturn Contingency Fund

The uncertainty of the current economic climate means that we do not want to commit all of our resources to supporting specific projects at this time. Instead, we will be setting aside a small contingency fund to support priorities that are currently unknown, as a result of the current economic climate, and to test innovative ideas in supporting our employment and skills and business and enterprise objectives. We will look to support residents, local businesses and the Third Sector in Haringey respond to the increased challenges of the economic downturn.

We will publish more details about the application criteria for this contingency fund by the end of June 2009.

11. Applications criteria

i. The Enterprise Partnership welcomes applications from individual organisations, or from partnerships that are strategic and can demonstrate a clear synergy with the priorities outlined in this prospectus and plan, and a proven track record of delivering interventions around tackling worklessness and/or boosting enterprise. The Enterprise Board will welcome applications that support key local and regional business sectors (through employment and skills and enterprise interventions) including, but not restricted to:

- Economic development and prosperity in town centres
- Food and drink
- Retail and distribution
- Sports, leisure and tourism
- Creative industries
- Professional services (including ICT, legal and financial services)

ii. Interventions will need to clearly demonstrate how they relate to Haringey strategic approach to tackling worklessness and boosting enterprise and link with:

- Haringey's Sustainable Community Strategy
- Haringey's LAA
- Families into Work
- North London Pledge
- Haringey's Regeneration Strategy
- Haringey's Child Poverty Strategy
- Local Development Framework
- Haringey's welfare to work for disabled people's strategy
- The Government's welfare reform agenda
- Current and future Job Centre Plus programmes including Pathways to Work and Flexible New Deal (from 2010)
- LSEB priorities and activities
- Learning and Skills Council provision
- Existing information, advice and guidance provision
- Business Support Simplification Programme

(Note: this list is not exhaustive)

iii. Further, **all interventions should be borough based, endeavour to be innovative and work in partnership with all other appropriate employment and enterprise initiatives that are funded through this commissioning process.**

- iv. Consistent with the strategic approach to tackling worklessness **the Enterprise Board prefers to see a smaller number of larger interventions. However, where appropriate, we will not restrict funding to one project for the total amount of funding available for each intervention.**
- v. Whilst the total amount of funding available covers a two year period **we will consider projects that last from three months to two years and will expect project costs to reflect the determined duration.**
- vi. All applicants must prove that they have the skills, knowledge and experience to enable them to deliver in Haringey. With this in mind, **all applicants will be required to demonstrate that they have a proven track record of delivering similar services in the borough or other areas that share similar characteristics with Haringey.**

Equalities

There are a number of equalities targets that apply across the programme. Applicants should ensure that the design of interventions allows them to contribute to these targets. These targets have been set to ensure that groups that have traditionally not accessed employment and/or training and business support are able to do so. The targets are as follows:

- **Number of women beneficiaries: 50%;**
- **Number of BME beneficiaries: 50%;**
- **Number of disabled beneficiaries: 17%**

12. Value of the programmes

The total value of the ABG programmes including the Haringey Guarantee, Families into Work, Employment Action Network and business and enterprise projects is £1.61million in 2009/10 and £1.43million in 2010/11 – a total of £3.04million. Details of funding against interventions are set out below:

INTERVENTION	INTERVENTION DESCRIPTION	MINIMUM OUTPUTS AND TARGETS	VALUE	RELATED INTERVENTIONS
EMPLOYMENT AND SKILLS				
Schools	Piloting extra support and enhanced vocational training to Year 10 & Year 11 students in secondary school(s) in neighbourhood(s).	250 students on recognised enhanced level 2 vocational programme; cohort identified at risk of becoming NEET receiving additional support.	£250,000	Business and enterprise provision CoNEL expanded advice and guidance service Connexions Current vocational programmes in schools Employ ULV Families Into Work Flexible New Deal (from 2010) Haringey Council Area Action Plans Improving Access to Psychological Therapies LDA/ESF Co-financing Programme 2008/10 North London Pledge Pathways to Work <i>Proposed interventions must be delivered in partnership with the interventions listed above (where appropriate), the main secondary school in the target neighbourhood(s), all appropriate Haringey Guarantee providers and relevant public agencies</i>
Employment Advice and Job Brokerage (1)	Providing employment advice and support to college students and other residents adding value and enhancements to existing provision, delivered by organisations such as CoNEL.	60 supported into sustained employment	£125,000	Business and enterprise provision CoNEL expanded advice and guidance service Employ ULV Families Into Work Flexible New Deal (from 2010) Haringey Council Area Action Plans Improving Access to Psychological Therapies LDA/ESF Co-financing Programme 2008/10 North London Pledge Pathways to Work

INTERVENTION	INTERVENTION DESCRIPTION	MINIMUM OUTPUTS AND TARGETS	VALUE	RELATED INTERVENTIONS
				<i>Proposed interventions must be delivered in partnership with the interventions listed above (where appropriate), all appropriate Haringey Guarantee providers and relevant public agencies.</i>
Employment Advice and Job Brokerage (2)	Providing employment advice and support to recently unemployed people adding value to existing JCP and LSC provision	50 supported into sustained employment	£100,000	Business and enterprise provision CoNEL expanded advice and guidance service Employ ULV Families Into Work Flexible New Deal (from 2010) Haringey Council Area Action Plans Improving Access to Psychological Therapies LDA/ESF Co-financing Programme 2008/10 North London Pledge Pathways to Work <i>Proposed interventions must be delivered in partnership with the interventions listed above (where appropriate), JCP, LSC, all appropriate Haringey Guarantee providers and other relevant public agencies.</i>
Public Services	Providing IAG, access to skills training and job brokerage to users of public services thereby supporting people into education, training and employment. Services should be delivered from a range of public services centres including customer service centres, children's centres, housing offices. Projects must demonstrably provide	100 supported into sustained employment	£250,000	Business and enterprise provision CoNEL expanded advice and guidance service Employ ULV Families Into Work Flexible New Deal (from 2010) Haringey Council Area Action Plans Improving Access to Psychological Therapies LDA/ESF Co-financing Programme 2008/10 North London Pledge Pathways to Work

INTERVENTION	INTERVENTION DESCRIPTION	MINIMUM OUTPUTS AND TARGETS	VALUE	RELATED INTERVENTIONS
	tailored support to various disadvantaged groups including disabled people, long-term benefit claimants (Job Seekers Allowance and Incapacity Benefit), residents in social housing, lone parents, ex offenders, young offenders, and drug and alcohol misusers (this list is not exhaustive).			<i>Proposed interventions must be delivered in partnership with the interventions listed above (where appropriate), Haringey Council, all appropriate Haringey Guarantee providers and other relevant public agencies.</i>
Health Services	Providing IAG and support services to residents, including patients using local GP surgeries, to reduce numbers in receipt of Incapacity Benefit and support them to upskill and gain employment.	150 participants engaged with 100 on Condition Management Programme and 50 long term claimants supported into sustained employment	£250,000	Business and enterprise provision CoNEL expanded advice and guidance service Employ ULV Families Into Work Flexible New Deal (from 2010) Haringey Council Area Action Plans Improving Access to Psychological Therapies LDA/ESF Co-financing Programme 2008/10 North London Pledge Pathways to Work <i>Proposed interventions must be delivered in partnership with the interventions listed above (where appropriate), Haringey NHS, all appropriate Haringey Guarantee providers and other relevant public agencies.</i>
Volunteering/work placements	Co-ordinated volunteering (linked to employment outcomes), work experience/ work placement intervention(s) which: assesses individuals matches them with organisations	150 work placements with supported skills development leading to a minimum of 30	£125,000	Business and enterprise provision CoNEL expanded advice and guidance service Employ ULV Families Into Work Flexible New Deal (from 2010) Haringey Council Area Action Plans

INTERVENTION	INTERVENTION DESCRIPTION	MINIMUM OUTPUTS AND TARGETS	VALUE	RELATED INTERVENTIONS
	<p>make organisations aware of participants aspirations agrees real work programmes supports both individuals and organisations throughout placements Supports individuals into employment once volunteering/work placement(s) completed. This intervention will focus on both long term workless and newly unemployed residents.</p>	sustained jobs		<p>Improving Access to Psychological Therapies LDA/ESF Co-financing Programme 2008/10 North London Pledge Pathways to Work</p> <p><i>Proposed interventions must be delivered in partnership with the interventions listed above (where appropriate), all appropriate Haringey Guarantee providers and other relevant public agencies.</i></p>
Vocational training and support	<p>Providing employment support and advice through structured vocational training, which have a clear route to employment opportunities.</p> <p>Training can include SIA qualification; sports development, coaching qualifications; childcare and social care courses; language support including pre-entry and entry level ESOL (linked to employment outcomes); creative and cultural courses.</p> <p>Training can also include retraining of newly unemployed people to support them back into employment.</p>	250 accredited qualifications, participant learning action plans showing skills development	£200,000	<p>Business and enterprise provision CoNEL expanded advice and guidance service Employ ULV Families Into Work Flexible New Deal (from 2010) Haringey Council Area Action Plans Improving Access to Psychological Therapies LDA/ESF Co-financing Programme 2008/10 North London Pledge Pathways to Work</p> <p><i>Proposed interventions must be delivered in partnership with the interventions listed above (where appropriate), all appropriate Haringey Guarantee providers and other relevant public agencies</i></p>
Careers advice/in work support	Providing structured IAG and careers advice that contributes to supporting participants while they are preparing	150 participants receiving support, attending	£60,000	<p>Business and enterprise provision CoNEL expanded advice and guidance service Employ ULV</p>

INTERVENTION	INTERVENTION DESCRIPTION	MINIMUM OUTPUTS AND TARGETS	VALUE	RELATED INTERVENTIONS
	for work and in the workplace.	workshops etc		<p>Families Into Work Flexible New Deal (from 2010) Haringey Council Area Action Plans Improving Access to Psychological Therapies LDA/ESF Co-financing Programme 2008/10 North London Pledge Pathways to Work</p> <p><i>Proposed interventions must be delivered in partnership with the interventions listed above (where appropriate), all appropriate Haringey Guarantee providers and other relevant public agencies.</i></p>
Employer/Business Engagement	Co-ordinated employer engagement approach and delivery including signposting, recruitment/matching service for local businesses (including the Third Sector), training needs analysis, workforce development, linkages to complementary programmes	200 employers/businesses engaged with Haringey Guarantee programme, receiving advice, offering work placements and guaranteed interviews	£100,000	<p>Business and enterprise provision Haringey Council Area Action Plans Haringey Guarantee LSC North London Pledge Train2Gain</p>
Evaluation	An embedded and ongoing evaluation of interventions, overall programme approach and management.	Quarterly progress reports; interim and final reports.	£60,000	<u>A separate Evaluation Brief is available on Haringey's website.</u>
Monitoring	Ongoing performance monitoring of the programme, interventions and projects verifying outputs and spend.	Quarterly performance and progress reports;	£60,000	<u>A separate Monitoring Brief is available on Haringey's website.</u> The monitoring of the Haringey Guarantee must

INTERVENTION	INTERVENTION DESCRIPTION	MINIMUM OUTPUTS AND TARGETS	VALUE	RELATED INTERVENTIONS
		project monitoring visits; support for projects.		link to and complement monitoring of the North London Pledge monitoring and reporting
Employment Action Network	Points of access to Haringey Guarantee through neighbourhood and community settings delivered by small team of advisers.	250 residents engaged receiving IAG, employment support and advice leading to 50 sustained jobs	£100,000	Ring fenced council service
Families into Work	Family focussed project of the Haringey Guarantee		£525,000	Ring fenced council service
SUB TOTAL			£2,195,000	
BUSINESS AND ENTERPRISE				
Business Support	To support business sustainability and growth, encourage inward investment and promote entrepreneurship and self employment among residents	Quarterly progress reports; interim and final reports 150 residents supported 150 businesses supported 150 young people supported	£120,000	Employment and skills provision Haringey Council Area Action Plans
Olympic & Paralympic Games	To use the Olympic Action Plan to support and co-ordinate existing activity across directorates and to use the Olympics to maximise business opportunities created through The Games	Quarterly progress reports; interim and final reports 30 businesses	£15,000	Proposed interventions must be delivered in partnership with Recreation services, Libraries, Arts and other relevant public agencies

INTERVENTION	INTERVENTION DESCRIPTION	MINIMUM OUTPUTS AND TARGETS	VALUE	RELATED INTERVENTIONS
	to develop an economy that offers opportunities for sustainable employment, enterprise and investment.	supported to access Olympic opportunities		
Economic Downturn	<p>To support business sustainability, new markets and inward investment Through the following type of interventions:</p> <ul style="list-style-type: none"> • Stimulating consumer spending and increasing footfall in retail areas • Procurement and supply chain training and opportunities • Access to Finance • Exporting and foreign markets • Affordable workspace • Franchising • Trade associations and business networking • Supporting Third Sector organisations respond to the downturn 	<p>Quarterly progress reports; interim and final reports</p> <p>5 projects to support sustainability</p> <p>50 businesses supported</p>	£75,000	Employment and skills provision Haringey Council Area Action Plans

INTERVENTION	INTERVENTION DESCRIPTION	MINIMUM OUTPUTS AND TARGETS	VALUE	RELATED INTERVENTIONS
Procurement	Develop local supply chain capacity, and the ability for SMEs to access new procurement opportunities, for example through consortia building,	Establish consortia or collaborations Consortia to secure contracts Quarterly progress reports; interim and final reports 100 Businesses supported	£100,000	Employment and skills provision Haringey Council Area Action Plans
Town Centres	To maintain the economic vitality of our town centres. Supporting a strong retail, cultural and leisure offer through proactive business engagement and marketing and promotion. Develop and exciting and accessible urban environment and maintain it to high standards of cleanliness and safety	<ul style="list-style-type: none"> • Increase visitor numbers and spending • Quarterly progress reports; interim and final reports • 5 projects delivered • 300 businesses to benefit from project interventions. 	£125,000	Employment and skills provision Haringey Council Area Action Plans <i>Proposed interventions must be delivered in partnership with Haringey Council and other relevant agencies</i>

INTERVENTION	INTERVENTION DESCRIPTION	MINIMUM OUTPUTS AND TARGETS	VALUE	RELATED INTERVENTIONS
VAT & PAYE Registration	To use the national indicator NI171 (new business registration rate) to demonstrate business growth in the economy	<ul style="list-style-type: none"> • Commission projects to sell the benefits/obligations of VAT/PAYE registration • Target to be agreed by GOL) • Quarterly progress reports; interim and final reports • 100 businesses supported. • 30 to achieve VAT registration 	£80,000	<p>Employment & skills provision Haringey Council Area Action Plans</p> <p><i>Proposed interventions must be delivered in partnership with Haringey Council and other relevant agencies</i></p>
Social Enterprise	To develop a support mechanism for businesses wishing to start-up a social enterprise model and to deliver the objectives of the draft social enterprise strategy, and to assist organisations with access to finance	<ul style="list-style-type: none"> • Training for potential social enterprises • Quarterly progress reports; interim and final reports • 50 businesses 	£50,000	<p>Business and enterprise provision Employment & skills provision Haringey Council Area Action Plans</p> <p><i>Proposed interventions must be delivered in partnership with Haringey Council and other relevant agencies</i></p>

INTERVENTION	INTERVENTION DESCRIPTION	MINIMUM OUTPUTS AND TARGETS	VALUE	RELATED INTERVENTIONS
		supported		
SUB TOTAL			£600,000	
Contingency	<p>Economic Contingency Fund.</p> <p>Fund to be used to respond to and address significant local effects of ongoing economic downturn. This can include retraining, business support, self-employment initiatives and flexible working initiatives. Support for Third Sector organisations as employers and businesses will also be funded through the contingency fund.</p>		£250,000	<p>Business and enterprise provision JCP provision including 5 point pledge and LSC funding Rapid Response Service</p>
TOTAL			£3,040,000	

13. Application Process

All applications for all the interventions (except the Evaluation) must be submitted on the Enterprise Board Intervention Application Form available on Haringey's website. Please submit **TWO copies of your application by post, courier or hand.**

Applications clearly marked **Enterprise Board ABG Programme Intervention Application** must be returned to:

**Haringey Council
Economic Regeneration
2nd Floor, River Park House
Wood Green
London N22 8HQ**

By 5pm Friday 3 April 2009.

Late applications will not be considered.

Tenders for the Evaluation should be submitted as per the guidance on the Evaluation Framework Brief available on Haringey's website.

Tenders clearly marked **Tender – Enterprise Board ABG Programme Evaluation** should be returned to:

**Haringey Council
Economic Regeneration
2nd Floor, River Park House
Wood Green
London N22 8HQ**

By 5pm Friday 3 April 2009.

Late applications will not be considered.

Economic Regeneration will carry out an assessment/ scoring exercise of all applications which will be presented to the Enterprise Board's Appraisal panel in April and then to full Enterprise Board for ratification in early May.

Contracts and delivery

SLA/Contracts will be issued in May 2009.

Monitoring and reporting on your project

Economic Regeneration has to report regularly to the Enterprise Board on the progress of the ABG programme. These reports must include data on beneficiaries, on intervention activities and on total expenditure.

Successful applicants will therefore be required to submit reports at the end of each quarter. Organisations will be given full advice on the information which must be recorded and reported and the implications for project procedures and systems.

Appeals Procedure

Applicants who have not been selected for funding have the right to appeal. However, the grounds for appeal are limited and follow good practice.

Before considering whether to make an appeal against the decision reached during the selection process, please consider the following appeal guidelines carefully.

Applicants must submit their appeal with 5 working days of the date of their notification letter. Any late appeals that are received will not be considered and the appeal will fail automatically.

Basis for appeals

For an appeal to be considered, the applicant must make a case (by presenting convincing evidence) that the scoring panel and / or appraisers either:

1. Demonstrated bias against the proposed project; or
2. Made a decision that no reasonable person would make

A simple disagreement with the score will not suffice – most disappointed applicants tend to think that their bid deserved a higher score – nor will repetition of information already provided in the application. No new information can be considered, but clarification of an answer could be relevant.

Procedure

1. All appeals will be passed to the Regeneration Manager, who will review the applicant's case. The application will be passed for rescoreing by an officer who did not score the application originally.

This rescore could result in an increase, decrease or no change in the total score.

2. Reports on all appeals and assessment will be forwarded to the **Enterprise Partnership Appraisal Panel**. This panel **will make final decisions on assessments, recommendations for funding and appeals**. The panel will be made up of members of the Enterprise Theme Board Sub-group tasked with assessing the original applications. If the score is higher than the original score, this panel will then assess the project's fit to the measure under which it applied and its strategic fit to the programme as a whole.

The results of the appeal process will be conveyed to the applicant organisation, with reasons for the decision. Should the appeal be successful the project initiation process will commence as soon as possible.

Further advice and support

If you require any further advice and support with this commissioning process please contact:

Haringey Council Economic Regeneration Team

Tel: 020 8489 6914

Email: economic.regeneration@haringey.gov.uk

ABG FUNDED PROJECTS – 2009-2011

Organisation	Project Title	Lead Officers	Date of Visit	SLA Issued Sum Requested Sum Agreed	SLA Outputs	Quarterly Monitoring – 2009/10
Embrace UK Community Support Centre (formerly Ethiopian Community Centre in the UK) (ECCUK) Contact: Alem Gebrehiwot Executive Director alem@eccuk.org	Business Development and Employment Support Project Selby Centre Selby Road London N17 8JL DDI 020 8275 4524 Switchboard 020 8801 9224	Nick Schlittner/ Anola Eddo	29 May @ 11am		Business Support VAT/PAYE • 20 existing businesses receive 1-1 support towards sustainability and growth • 20 residents to be assisted towards business start up. • 2 new business established • 10 referrals to the Haringey Guarantee • 1 business networking event delivered • 3 business support workshops delivered • 5 businesses to become VAT or PAYE registered	Qtr 1
				Req: £300,147		Qtr 2
				Agreed: Yr 1 - £20,000 Yr 2 - £20,000		Qtr 3
						Qtr 4
Exemplas Ltd Contact: Anne Stilton Project Manager annes@exemplas.com	HSP – Economic Downturn 4 Bishop's Square Business Park, Hatfield, Herts AL10 9NE 01707 398290	Nick Schlittner/ Anola Eddo				Qtr 1
				Req: £15,000		Qtr 2
				Agreed: Yr 1 - £7,945 Yr 2 - £7,055		Qtr 3
						Qtr 4
Exemplas Ltd Contact: Anne Stilton Project Manager	HSP – Business Support 4 Bishop's Square Business Park, Hatfield, Herts AL10 9NE	Nick Schlittner/ Anola Eddo			Business Support/ Economic Downturn VAT/PAYE	Qtr 1
				Req: £51,000		Qtr 2

annes@exemplas.com	01707 398290				Agreed: Yr 1 - £26,598 Yr 2 - £24,402		Qtr 3	
Fashion Enter Ltd Contact: Jennifer Holloway Director jenny@fashion-enter.com	Fashioning Haringey The Workshop Unit 5, Mavros House 95 Vale Road Haringey N4 1TY 020 8800 9979	Patrick Jones	10 June @ 4pm			Business Support	Qtr 1	
					£335,000		Qtr 2	
					Agreed: Yr 1 - £30,000 Yr 2 - £30,000		Qtr 3	
							Qtr 4	
FinFuture Contact: Despina Johnson Chief Executive despina.johnson@finfuture.co.uk	Haringey Town Centres Finspace 225-229 Seven Sisters Rd Finsbury Park London N4 2DA 020 7272 1465	Nick Schlittner	2 June @ 4pm			Town Centres	Qtr 1	
					Req: £170,000		Qtr 2	
					Agreed: Yr 1 - £25,000 Yr 2 - £25,000		Qtr 3	
							Qtr 4	
Haringey Education Business Partnership Contact: Derek Wheeler Executive Manager Haringey.ebp@hebp.co.uk Derek.wheeler@hebp.co.uk	Enterprising Futures Tottenham Green Enterprise Centre Town Hall Approach Road London N15 4RX 020 8375 3500 DDI 020 8375 3505	Nick Schlittner/ Anola Eddo	8 June @ 3.30pm			Business Support	Qtr 1	
					Req: £49,900		Qtr 2	
					Agreed: Yr 1 - £24,950 Yr 2 - £24,950		Qtr 3	
							Qtr 4	
Haringey Traders Association Contact: Mr Shefik Mehmet – Chair Mr Rob Chau - Secretary rob@haringey4shops.com	Haringey 4 Shops 455 Green Lanes, Haringey N4 1HE 020 8348 0870 07956 876669	Nick Schlittner				Town Centres	Qtr 1	
					Req: £28,000		Qtr 2	
					Agreed: Yr 1 - £15,000 Yr 2 - £13,000		Qtr 3	
							Qtr 4	

London Business Development Corporation (Formerly Haringey Business Dev. Agency) Contact: Ms Neena Amarnani Projects Development Mgr. Neena.amarnani@lbdc.org.uk info@lbdc.org.uk	Haringey Tendering Readiness Initiative Programme (HARTRIP) 312 High Road, Tottenham, London, N15 4BN 020 8376 6262	Nick Schlittner				Qtr 1	
						Qtr 2	Req: £94,000
						Qtr 3	Agreed: Yr 1 - £30,000 Yr 2 - £30,000
						Qtr 4	
North London Network Contact: 1. Dominique Meeroff 2. Liz Bygrave - Co-Founders info@northlondonnetwork.com dominique55uk@yahoo.co.uk lizbygrave@googlemail.com	North London Network 1. 8 Old Chapel Place Princes Ave N10 3LT 020 8374 0798 2. 1 The Tyes Barnard Hill N10 2HB 020 8883 7210	Nick Schlittner/ Anola Eddo?	26 May @ 3pm			Business Support VAT/PAYE	
						Req: £47,000	
						Agreed: Yr 1 - £15,000 Yr 2 - £15,000	
Crouch End Project Contact: Clare Richmond Manager info@thecrouchendproject.co.uk	The Crouch End Project. Phase Two 94 Denton Road London N8 9NT 07739 466514	Nick Schlittner	3 June @ 12pm			Town Centres	
						Req: £44,000	
						Agreed: Yr 1 - £20,000 Yr 2 - £24,000	
Prince's Trust Contact: Caroline Morecroft Funding Development Manager Caroline.morecroft@princes-trust.org.uk	Get into Business 18 Park Square East, London, NW1 4LH 020 7543 7436	Patrick Jones/ Nick Schlittner	5 June @ 3pm			Business Support	
						Req: £50,602	
						Agreed: Yr 1 - £24,927 Yr 2 - £25,675	

<p>Urban Futures Contact: Russ Patrick Programmes Manager russ.patrick@urbanfutures.org</p>	<p>Keep on Building Unit A012, The Chocolate Factory Clarendon Road London N22 6XJ 020 8352 5900</p>	<p>Patrick Jones</p>	<p>10 June @ 2pm</p>	<table border="1"> <tr> <td data-bbox="188 853 268 1093"> <p>Req: £100,000</p> </td> <td data-bbox="268 853 343 1093"> <p>Agreed: Yr 1 - £30,000 Yr 2 - £30,000</p> </td> </tr> </table>	<p>Req: £100,000</p>	<p>Agreed: Yr 1 - £30,000 Yr 2 - £30,000</p>	<p>Procurement</p>	
<p>Req: £100,000</p>	<p>Agreed: Yr 1 - £30,000 Yr 2 - £30,000</p>							

ABG FUNDED PROJECTS – 2009-2011

Organisation	SLA Issued Sum Requested Sum Agreed	SLA Outputs	Target Date	SLA Milestones	Target Date
<p>Embrace UK Community Support Centre (formerly Ethiopian Community Centre in the UK) (ECCUK)</p> <p>Project Title: Business Development and Employment Support</p> <p>Description: To address the needs of new start-ups and existing businesses from BME communities by providing advice and guidance to support business growth. To provide information and advice on business start up to BME residents and to sign-post to the Haringey Guarantee where appropriate.</p> <p>Intervention: Business Support VAT/PAYE</p>	<p>Req: £300,147</p> <p>Agreed: Yr 1 - £20,000</p> <p>Provisional: Yr 2 - £20,000</p>	<ul style="list-style-type: none"> 20 existing businesses receive 1-1 support towards sustainability and growth 	March 2010	<ul style="list-style-type: none"> 20 businesses recruited to project 	Aug 09
		<ul style="list-style-type: none"> 20 residents to be assisted towards business start up 	March 2010	<ul style="list-style-type: none"> 20 residents recruited to project 	Aug 09
		<ul style="list-style-type: none"> 2 new business established 	March 2010	<ul style="list-style-type: none"> 1st workshop delivered 	Sep 09
		<ul style="list-style-type: none"> 10 referrals to the Haringey Guarantee 	March 2010	<ul style="list-style-type: none"> Business networking event delivered 	Oct 09
		<ul style="list-style-type: none"> 1 business networking event delivered 	March 2010	<ul style="list-style-type: none"> 1st VAT/PAYE registration 	Jan 10
		<ul style="list-style-type: none"> 5 businesses to become VAT or PAYE registered 	March 2010	<ul style="list-style-type: none"> 1st new business established 	Feb 10
		<ul style="list-style-type: none"> 3 business support workshops delivered 	March 2010		

<p>Exemplas Ltd</p> <p>Project Title: HSP – Economic Downturn</p> <p>Description: The project will support businesses, by providing advice on access to finance, delivering support to produce business plans and simulating “live” presentations where businesses will receive feedback and support from business professionals (bankers, venture capitalists)</p> <p>The project will also deliver workshops and 1-1 sessions for entrepreneurs who are interested in franchising opportunities</p> <p>Intervention: Economic Downturn</p>	<p>Req: £15,000</p> <p>Agreed: Yr 1 - £7,945 Yr 2 - £7,055</p>	<ul style="list-style-type: none"> • 20 businesses supported • 10 early stage businesses supported • 10 businesses to receive extensive 1-1 support • 5 early stage businesses to receive extensive 1-1 support • 5 businesses to successfully access new sources of funding • 1 Franchise established 	<p>March 2010</p> <p>March 2010</p> <p>March 2010</p> <p>March 2010</p> <p>March 2010</p> <p>March 2010</p>	<ul style="list-style-type: none"> • Recruitment of businesses for project • 1st workshop delivered • 1-1 support starts • 1st business accesses new source of finance 	<p>Aug 09</p> <p>Sep 09</p> <p>Oct 09</p> <p>Dec 09</p>
<p>Exemplas Ltd</p> <p>Project Title: HSP – Business Support</p> <p>Description: Project will provide advice, guidance and 1-1 support for residents and early stage businesses who are interested in franchising and direct selling as a route to enterprise development.</p>	<p>Req: £51,000</p> <p>Agreed: Yr 1 - £26,598 Yr 2 - £24,402</p>	<ul style="list-style-type: none"> • 40 residents supported • 20 businesses supported • 6 direct selling workshops delivered • 3 Franchising workshops delivered • 45 beneficiaries to receive 1-1 support 	<p>March 2010</p> <p>March 2010</p> <p>March 2010</p> <p>March 2010</p> <p>March 2010</p>	<ul style="list-style-type: none"> • Beneficiaries recruited to programme • 1st workshops delivered • 1-1 support commences • 1st business start up 	<p>Aug 09</p> <p>Sep 09</p> <p>Oct 09</p> <p>Jan 10</p>

Intervention: Business Support/ Economic Downturn VAT/PAYE						
		• 4 new business start ups	March 2010			

<p>Fashion Enter Ltd</p> <p>Project Title: Fashioning Haringey The Workshop</p> <p>Description: Supporting start up and existing businesses in the fashion sector to improve skills and competitiveness and to establish a creative network of businesses at Florentia Clothing Village.</p> <p>Intervention: Business Support</p>	<p>£335,000</p> <p>Agreed: Yr 1 - £30,000</p> <p>Provisional: Yr 2 - £30,000</p>	<p>20 businesses supported (6 start up and 14 existing)</p> <p>1 creative network established</p> <p>1 showcase event held</p>	<p>March 2010</p> <p>March 2010</p> <p>Nov 09</p>	<p>Project Start</p> <p>Recruitment of beneficiaries</p> <p>Showcase event</p> <p>Conclusion and evaluation</p>	<p>July 09</p> <p>July 09</p> <p>Nov 09</p> <p>March 2010</p>
<p>FinFuture</p> <p>Project Title: Haringey Town Centres</p> <p>Description: The project will support businesses in Stroud Green and market the area to increase footfall and raise its' profile as a shopping destination. It will also facilitate the set up and growth of a traders association for the area and deliver workshops to support business needs.</p> <p>Intervention: Town Centres</p>	<p>Req: £170,000</p> <p>Agreed: Yr 1 - £25,000</p> <p>Provisional: Yr 2 - £25,000</p>	<ul style="list-style-type: none"> • 65 businesses supported • Stroud Green Action Plan produced • Stroud Green Traders Association formally set up • 4 traders meetings delivered • 30 members recruited • 3 Quarterly Newsletter for businesses produced • 3 events to market the area delivered • 3 workshops delivered to address needs of businesses. Business Planning, Marketing, Access to finance 	<p>March 2010</p> <p>Oct 09</p> <p>Oct 09</p> <p>March 2010</p> <p>March 2010</p> <p>March 2010</p> <p>March 2010</p> <p>March 2010</p>	<ul style="list-style-type: none"> • First event delivered • First news letter produced • First traders meeting • First workshop delivered • Action Plan Completed 	<p>Sep 09</p> <p>Sep 09</p> <p>Oct 09</p> <p>Oct 09</p> <p>Oct 09</p> <p>Oct 09</p>

<p>Haringey Education Business Partnership</p> <p>Project Title: Enterprising Futures</p> <p>Description: To provide an innovative programme of business enterprise training and education courses for young people. The programmes provide an insight into business enterprise by involving young people in the setting up and organisation of a 'real' small business. The courses are based on the 'learning by doing' concept and take place on employer premises and at the Enterprise Workshop at the Tottenham Green Enterprise Centre.</p> <p>Intervention: Business Support</p>	<p>Req: £49,900</p> <p>Agreed: Yr 1 - £24,950 Yr 2 - £24,950</p>	<ul style="list-style-type: none"> To run 15 business enterprise education programmes To work with 150 students at KS4 who need additional support to eventually access training and work To engage with a minimum of 20 employers recruited to offer mentoring support to students 	<p>March 2010</p> <p>March 2010</p> <p>March 2010</p>	<ul style="list-style-type: none"> First enterprise education programme delivered 150 students to be identified 20 employers recruited 7 programmes to be delivered 	<p>July 09</p> <p>Sep 09</p> <p>Sep 09</p> <p>Nov 09</p>
<p>Haringay Traders Association</p> <p>Project Title: Haringay 4 Shops</p> <p>Description: The project will address issues facing businesses in Green Lanes and use a</p>	<p>Req: £28,000</p> <p>Agreed: Yr 1 - £15,000 Yr 2 - £13,000</p>	<ul style="list-style-type: none"> 200 local businesses supported through marketing activity Business website set up 1 Business Discount scheme 20 new members recruited to traders group 	<p>March 2010</p> <p>Aug 09</p> <p>March 2010</p> <p>March 2010</p>	<ul style="list-style-type: none"> Website Launch 1st Festival takes place First traders meeting Discount scheme launched 	<p>Sep 09</p> <p>Sep 09</p> <p>Oct 09</p> <p>Dec 09</p>

<p>number of interventions to stimulate the local economy, including the launch of a business website and an annual festival. The project will also focus on the growth of the local traders organisation through recruitment of new members</p> <p>Intervention: Town Centres</p>					March 2010
	<ul style="list-style-type: none"> 4 traders meetings delivered 	March 2010	<ul style="list-style-type: none"> 1st promotional event 	March 2010	
	<ul style="list-style-type: none"> Website achieves 3,000 hits per month 1 Festival delivered 	March 2010			
					Sep 09

<p>London Business Development Corporation (Formerly Haringey Business Dev. Agency)</p> <p>Project Title: Haringey Tendering Readiness Initiative Programme (HARTRIP)</p> <p>Description: The project will support SMEs, minority and women led businesses in Haringey to register on the CompeteFor website and become ready to tender for Olympic and public sector contracts.</p> <p>Intervention: Olympics/Economic Downturn/Procurement</p>	<p>Req: £94,000 Agreed: Yr 1 - £30,000 Yr 2 - £30,000</p>	<ul style="list-style-type: none"> • 30 businesses recruited to the programme • 25 tendering capacity and capability diagnostics completed • 25 businesses trained and advised on procurement and tendering process • 25 businesses to have three key policy documents in place • 1 tendering consortia to be formed • 5 businesses to fully develop internal quality management systems • 25 businesses to achieve full registration on CompeteFor database 	<p>Sep 09</p> <p>Dec 09</p> <p>Feb 2010</p> <p>March 2010</p> <p>March 2010</p> <p>March 2010</p> <p>March 2010</p> <p>March 2010</p>	<ul style="list-style-type: none"> • Project Staff Recruited • Networking Event to recruit businesses to programme • Diagnostics and training commences 	<p>July 09</p> <p>Aug 09</p> <p>Aug 09</p>
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<p>North London Network</p> <p>Project Title: North London Network</p> <p>Descriptions: The project will provide a support network for small businesses, sole traders, start-ups and non-retail businesses across Haringey. Initiatives will include a website to promote businesses, e-learning modules, signposting to business support services and monthly networking events and talks from business experts.</p> <p>Intervention: Business Support VAT/PAYE</p>	<p>Req: £47,000</p> <p>Agreed: Yr 1 - £15,000</p> <p>Provisional: Yr 2 - £15,000</p>	<ul style="list-style-type: none"> • 100 businesses supported • 60 new members recruited • Website set up • 50 businesses to have own web page through the site • 8 networking events delivered • 50 businesses signposted to other business support initiatives • Partnerships developed with 3 business support initiatives • 25 businesses to attend each networking event • Website to achieve 3,000 hits a month 	<p>March 2010</p> <p>March 2010</p> <p>Oct 09</p> <p>March 2010</p> <p>March 2010</p> <p>March 2010</p> <p>March 2010</p> <p>March 2010</p> <p>March 2010</p> <p>March 2010</p>	<ul style="list-style-type: none"> • 1st Networking Event • Website Launch • 1st Partnership established • MP3 download on VAT and PAYE registration available on website 	<p>Aug 09</p> <p>Oct 09</p> <p>Oct 09</p> <p>Nov 09</p>
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Crouch End Project	Req: £44,000	65 businesses supported	March 2010	1 st Mini-event delivered	Aug 09
<p>Project Title: The Crouch End Project. Phase Two</p> <p>Description: The project will deliver a range of initiatives to support businesses in Crouch End to enable them to compete with growing competition, improve the area as a shopping/leisure destination and to increase footfall among local residents and the wider community.</p> <p>Intervention: Town Centres</p>	Agreed: Yr 1 - £20,000	5 mini-events to support businesses	March 2010	Website launched	Sep 09
	Provisional: Yr 2 - £24,000	Website to achieve 3,000 hits per month	March 2010	Loyalty card promotion	Nov 09
		1 Christmas event delivered	Dec 09	1 st traders meeting	Sep 09
		15 new businesses recruited to project	March 2010	Christmas event	Dec 09
		4 traders meetings delivered	March 2010		
		3,000 loyalty cards distributed	March 2010		

<p>Prince's Trust</p> <p>Project Title: Get Into Business</p> <p>Description: The Prince's Trust will provide training and mentoring for 24 16-25 year olds to enhance their employability and build capacity to succeed in enterprise.</p> <p>Intervention: Business Support</p>	<p>Req: £50,602</p> <p>Agreed: Yr 1 - £24,927 Yr 2 - £25,675</p>	<ul style="list-style-type: none"> 12 young people to complete 'Get into Business' programme 	Feb 2010	<ul style="list-style-type: none"> Project staff recruited for delivery of 'Get into Business' programme 	July 09
		<ul style="list-style-type: none"> 12 young people to work towards achieving ASET Certification in Enterprise Skills 	Feb 2010	<ul style="list-style-type: none"> Set up of project roles, responsibilities and strategy agreed and finalised 	July 09
		<ul style="list-style-type: none"> 12 young people to be trained in enterprise skills 	Feb 2010	<ul style="list-style-type: none"> Engage with local employers to support delivery 	Aug 09
		<ul style="list-style-type: none"> 12 young people supported to develop a personal business plan 	Feb 2010	<ul style="list-style-type: none"> 8 young people recruited for main programme 	Oct 09
		<ul style="list-style-type: none"> 12 young people to improve their literacy and IT skills 	Feb 2010	<ul style="list-style-type: none"> Programme commences 	Dec 09
		<ul style="list-style-type: none"> 32 young people supported to improve their motivation/confidence/job prospects 	Feb 2010	<ul style="list-style-type: none"> 6 month progression support for participants commences 	Jan 2010
				<ul style="list-style-type: none"> Progress checks 	April – July 2010
<p>Urban Futures</p> <p>Project Title: Keep on Building</p> <p>Description: The project will focus primary on sole traders or micro businesses. The emphasis will be to build co-operative or consortia working that will enable</p>	<p>Req: £100,000</p> <p>Agreed: Yr 1 - £30,000 Yr 2 - £30,000</p>	<ul style="list-style-type: none"> 15 CSCS Health & Safety certificates or card renewals delivered 	March 2010	<ul style="list-style-type: none"> 1st CSCS Health & Safety certificate or card renewals delivered 	Sept 09
		<ul style="list-style-type: none"> 35 sole traders/companies recruited 	March 2010	<ul style="list-style-type: none"> Recruitment of companies commences 	July 09
		<ul style="list-style-type: none"> 1 network/consortium established 	Dec 09	<ul style="list-style-type: none"> 1st VAT/PAYE registration 	Jan 2010
		<ul style="list-style-type: none"> 1 project to support business sustainability 	March 09		



Meeting: Enterprise Partnership Board

Date: 05 May 2009

Report Title: Enterprise Commissioning Prospectus and Plan – Interventions Recommendations

Report of: Karen Galey – Head of Economic Regeneration

1. Purpose

- To present to the Enterprise Board the recommended projects to be funded under the Enterprise Commissioning Prospectus covering the Enterprise Board's ABG allocation for 2009/10 and 2010/11.

2. Summary

- A review of the Area Based Grant was carried out over July and August 2008.
- The review recommended that as the ABG is allocated to local authorities on a 3 year basis this stability should be extended to thematic boards and that theme boards will receive two year allocations of ABG from April 2009.
- The Enterprise Board, at its March 2009 meeting, agreed a commissioning prospectus, covering its ABG allocation for 2009/10 and 2010/11. This prospectus was published on 10 March 2009 with the closing date for applications being 3 April 2009.
- In total 86 applications were received with a combined value of £10.1m. The total amount of funding available is £2.145m. This does not include the Economic Contingency Fund of £250K and ring fenced funding for Families into Work £525K and Employment Action Network £100K.
- These applications were technically scored by the Economic Regeneration team and details of the recommended projects are appended to this report.
- The recommended projects were presented to the Enterprise Board Appraisal Group on 30 April 2009.
- The Appraisal Panel noted the following:
 - Although recommended, some projects will need to be scaled down to fit in with the structure of the identified programme. Negotiations will need to be held with these project applicants to agree revised terms. Such projects are identified in appendix 2.
 - Recommendations are being made not to completely fund certain interventions due to the quality of some applications received. Details of this are included in appendix 2. It is recommended that a

- second funding round is established to fill these gaps.
- A number of reserve/contingency projects have been identified in case there are problems establishing recommended projects. Details of this are included in appendix 2.
- The next stage for the shortlisted projects for the monitoring and evaluation interventions (both Haringey Guarantee) will be interviews. It is anticipated that these interviews will be conducted by members of the Enterprise Board during May 2009.
- The Appraisal Panel commented on the speed of the commissioning process and expressed concerns about not having more time as a group to consider in more detail different project applications but agreed that this would have delayed the establishment of the programme unduly.
- Details of the type of organisations to be commissioned were requested and this is included in Appendix 4. The breakdown by sector is:
 - 1 RSL Partnership £100K
 - 2 Public Sector £325K (plus £125k from FiW)
 - 10 Voluntary Sector £623K
 - 6 Private Sector £776K (*includes companies limited by guarantee and Working Links who are 1/3 third sector*)
 - TOTAL £1824K
- The panel also requested information on projects delivering in 2008/09 that have been decommissioned and these are included in Appendix 3
- The Appraisal Panel, following further discussion, agreed unanimously to recommend the list of projects in Appendix 1 to the Enterprise Board as the basis of the Enterprise ABG programme in 2009-2011.
- Economic Regeneration will contact all applicants to inform them of decisions and commence contract/delivery plan negotiations with recommended projects.
- The Appraisal Panel will reconvene to consider any appeals against decisions.

3. Legal/Financial Implications

N/A

- 4. Recommendations**
- That the Enterprise Board agrees for these recommended projects be progressed as the basis of the ABG 2009-2011 programme.
 - Economic Regeneration to contact all applicants to inform them of decisions and commence contract/delivery plan negotiations with recommended projects.
 - The Appraisal Panel will reconvene to consider any appeals against decisions.

For more information contact:

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Title: Regeneration Manager

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Appendix 1 – Summary Funding Table

No.	Intervention	Recommended Organisation	Funding Allocation	Amount Funded	
1	Schools	Northumberland Park Community School	£250,000	£125,000	£250,000
		Windsor Fellowship		£125,000	
2	Employment Advice & Job Brokerage (1) - Students	Positive Employment	£125,000	£125,000	
3	Employment Advice & Job Brokerage (2) - Newly Unemployed	Working Links	£100,000	£100,000	
4	Public Services	Working Links	£250,000	£200,000	£300,000
4	Public Services	Family Mosaic		£100,000	
5	Health Services	NHS Haringey	£250,000	£200,000	
6	Volunteering/Work Placements	NLPC	£125,000	£125,000	
7	Vocational Training	2XL Training Ltd	£200,000	£125,000	£200,000
		Aidevian Consultancy		£75,000	
8	Careers Advice/In Work Support	No organisation recommended	£60,000	£0	
9	Employer/Business Engagement	KIS Training	£100,000	£100,000	
10	Haringey Guarantee Evaluation	TBC	£60,000	£0	
11	Haringey Guarantee Monitoring	TBC	£60,000	£0	
12	Business Support	North London Network	£120,000	£7,000	£111,504
		Urban Futures		£12,000	
		Prince's Trust		£24,602	
		Exemplas		£22,602	
		ECCUK		£9,000	
		Fashion Enter Ltd		£15,000	
		Haringey Education Business Partnership		£21,300	
13	Olympic & Paralympic Games	LBDA	£15,000	£15,000	
14	Economic Downturn	North London Network	£75,000	£3,000	69,502
		Prince's Trust		£12,000	
		Exemplas		£28,202	
		ECCUK		£5,000	
		Fashion Enter Ltd		£8,000	
		Haringey Education Business Partnership		£13,300	
15	Procurement	LBDA	£100,000	£45,000	£83,000
		Urban Futures		£38,000	
16	Town Centres	Harringay Traders Association	£125,000	£28,000	£73,000

No.	Intervention	Recommended Organisation	Funding Allocation	Amount Funded
		FinFuture		£25,000
		Crouch End Project		£20,000
		North London Network		£5,000
		Urban Futures		£10,000
		Prince's Trust		£14,000
17	VAT & PAYE Registration	Exemplas	£80,000	£15,196
		ECCUK		£6,000
		Fashion Enter Ltd		£7,000
		Haringey Education Business Partnership		£15,300
18	Social Enterprise	No organisation recommended	£50,000	£0
			£2,145,000	£1,824,502

Appendix 2 – Reserve Projects Summary

Intervention	Organisation	Funding Allocation	Amount Requested
Vocational Training	Fashion Enter Ltd	£250,000	£335,000
	Back to Earth Projects - Haringey		£124,801
	Haringey Sports Development Trust		£173,800
Business Support	The Flame Tree	£73,498	£28,540
	Motivated Boys and Girls in Business		£122,240
	Ethiopian Community Centre UK (2 nd years funding)		£300,147
	North London Network (2 nd years funding)		£47,000
			£73,498
Town Centres	Crouch End Project (2 nd Years funding)	£52,000	£24,000
	FinFutures (2 nd Years Funding)		£20,000
			£44,000

Appendix 3 – Decommissioned Projects Summary

Intervention	Organisation	Project
Public Services	Talent – At Work	Haringey At Work
Haringey Guarantee Extension	KIS Training Women Like Us	Crèche at KIS From School Gates to Salaries

Haringey Enterprise Partnership Board
Enterprise Commissioning Plan Recommendations
2009 – 2011

Intervention **Schools**

Allocation £250,000

Organisation Northumberland Park Community School (Secondary School)

Project Description

The project aims to reduce the number of young people in Northumberland Park in Northumberland Park who are NEET and reduce the number who leave school without a recognised qualification. This will be achieved by providing an enhanced vocational offer at entry level and levels one and two. The main focus will be on Year 10/11 students but there will also be early intervention for Year 9 students

Outputs

- 250 Key Stage 4 students engaged from entry level to level 2
- 40 students supported and monitored across Key Stage 4 and post 16 transition
- 40 year 9 students identified as potential NEET

Score 59 out of 75

Delivery Length Two years

Amount Requested £250,000 **Amount Recommended** £250,000 (£125,000 from Families into Work)

Justification

This project will build on the successful work the school has done over the past two years, as part of the Haringey Guarantee. Based on this track record we are confident that the school will continue to deliver successful outcomes and the proposal to deliver earlier interventions (Year 9 students) added strength to the bid.

Intervention

Schools

Allocation

£250,000

Organisation

Windsor Fellowship (National Voluntary Sector/Charitable Body) – Established in 1986, the Windsor Fellowship delivers a number of projects for young people across the country around improving educational attainment, strengthening community cohesion, and employment. The organisation is based in Hackney.

Project Description

The project aims to support 14-16 year olds at risk of becoming NEET. The support proposed includes: a mentoring programme; basic skills and career development skills, workshops from business mentors, industrial visits to apprenticeship providers, workshops for parents; and a graduation ceremony to celebrate success.

Outputs

- 350 young people engaged
- 250 engaged in level 2 vocational qualifications
- 50 progressing onto further education or employment
- 300 parents engaged

Outputs will be renegotiated down to reflect reduced funding allocation.

Score

46 out of 75

Delivery Length

Two years

Amount Requested

£249,999

Amount Recommended £125,000

Justification

This project will enable the successful approach adopted by Northumberland Park School to be tested in another part of the borough. The links with employers, such as BT, who provide apprenticeship places added strength to this applications. This could also create synergy with the Haringey Business Board, which will be Chaired by a senior manager from BT. However, there are concerns around how the Windsor Fellowship will engage with the project participants and the number of 'at risk young' people they plan to support. For this reason we recommend that any funding agreed is contingent on the Windsor Fellowship having formal agreements from no more than 3 schools that they will be project partners and that the number of young people they plan to support is reduced.

Intervention Employment Advice and Job Brokerage (1 – Students)

Allocation £125,000

Organisation Positive Employment (Voluntary Sector) – Positive Employment is a small employment and training organisation based in the Tottenham Green Enterprise Centre

Project Description

Engage full time CoNEL students leaving their course, part time CoNEL students, as well as engaging residents as a grassroots organisation. Interventions focus on job brokerage and preparation of candidates.

Outputs

- 60 jobs

Score 31 out of 75

Delivery Length 2 years

Amount Requested £125,000 **Amount Recommended** £100,000

Justification

Good track record of supporting CoNEL student leavers, CoNEL ESOL students and members of the community using the Tottenham Green Enterprise Centre as a community hub. Good links with local and JCP LEP employers.

Intervention **Employment and Job Brokerage (2 – recently unemployed)**

Allocation £100,000

Organisation Working Links (Private/Public/Voluntary consortium) – Established in 2000 Working Links has delivered a number of central Government welfare to work programmes across the country including the New Deal and Employment Zone. Working Links has a track record of delivering these programmes in Haringey and have an office in Tottenham Hale.

Project Description

Using existing employer links and relationship with JCP through Employment Zone and NDDP to engage staff under redundancy and residents who have recently been made redundant and/or recently started claiming JSA. Interventions focussed on barrier identification, IAG and linking with London employers' job opportunities and Train to Gain.

Outputs

- 166 registrations
- 63 job starts
- 50 sustained jobs

Score 66 out of 75

Delivery Length 2 years

Amount Requested £475,000 (joint bid with Public Services and Employment and Job Brokerage 1)

Amount Recommended £100,000

Justification

Focuses on recently redundant as well as referrals from JCP New Claims team to complement the Rapid Response Team. Track record of delivering mainstream employment and skills services in Haringey including IAG and job brokerage.

Intervention **Public Services**

Allocation £250,000

Organisation Working Links (Private/Public/Voluntary consortium) - Established in 2000 Working Links has delivered a number of central Government welfare to work programmes across the country including the New Deal and Employment Zone. Working Links has a track record of delivering these programmes in Haringey and have an office in Tottenham Hale.

Project Description

Outreach at Haringey Council and strategic partner settings to engage users of public services and, in particular, services where residents may be affected by multiple barriers to employment. Track record of delivering mainstream employment and skills services in Haringey including IAG and job brokerage.

Outputs

- 328 registrations
- 125 job starts
- 100 sustained jobs

Outputs will be renegotiated down to reflect reduced funding allocation.

Score 66 out of 75

Delivery Length 2 years

Amount Requested £475,000 joint bid with Public Services and Employment and Job Brokerage 1

Amount Recommended £200,000

Justification

Good value for money, focuses on service users who may be affected by multiple barriers to employment and are long-term benefit claimants and good track record of mainstream delivery.

Intervention Public Services

Allocation £250,000

Organisation Family Mosaic (RSL) – Established in 2006, after a merger between Family Housing Association and Mosaic Homes, Family Mosaic is one of the largest housing groups in the UK, providing homes and housing services to around 45,000 people in 20,000 homes across London and Essex. Their housing stock amounts to over 3,500 in Haringey.

Project Description

A consortium of RSLs led by Family Mosaic and including L&Q and Metropolitan Housing to engage residents of social housing through existing Housing Support Officers, direct marketing to properties and door-knocking. Specialist employment advisers will be employed to provide IAG and link in with the rest of The Haringey Guarantee and North London Pledge.

Outputs

- 50 jobs

Outputs will be renegotiated down to reflect reduced funding allocation.

Score 46 out of 75

Delivery Length 2 years

Amount Requested £125,000 **Amount Agreed** £100,000

Justification

The consortium own 4,657 properties in the 12 “worst wards” in Haringey. They have recognised a strong link between tenants of social housing and worklessness. Housing Officers are a link between tenants and mainstream support. The project can link into The Haringey Guarantee supported by funded employment advisers.

Intervention **Health Services**

Allocation £250,000

Organisation NHS Haringey (Public Sector) - NHS Haringey is the local NHS organisation, based in St Ann's, which commissions the services of hospitals, local GPs, dentists, optometrists, the voluntary sector and other organisations.

Project Description

- Targeting IB claimants through GP practices and other health care settings.
- Employment Advisor attending health centre for one session per week meeting patients either referred by medical staff or who approach directly.
- CMP around personal support rather than clinical intervention.
- Adviser provides one-to-one support to improve their skills, access training and voluntary work experience and gain employment.

Outputs

- 150 registrations
- 50 jobs
- 100 CMP completers

Score 47 out of 75

Delivery Length 2 years

Amount Requested £250,000 **Amount Recommended** £200,000

Justification

Good understanding of what needs to be done and why. Links with GP surgeries for engagement and existing NHS provision for CMP with an Occupational Therapist for health/disability assessments to be employed.

Intervention **Volunteering/work placements**

Allocation £125,000

Organisation NLPC (Voluntary Sector) – Established in 1998, NLPC is a leading Black Minority Ethnic network organisation based in the Neighbourhood Resource Centre in Northumberland Park.

Project Description

Structured work placement opportunities arranged with a number of local employers including third sector, other employers linked with NLPC, Haringey Council and Employer Zone employers. Work placements combined with IAG to support participants into employment with a focus on long-term workless.

Outputs

- 160 work placements
- 40 sustained jobs

Score 26.5 out of 75

(Application submitted referred to wider programme on work placements, training, employer engagement and scoring reflects wider application approach – work placements section was very strong based on local knowledge and track record)

Delivery Length 2 years

Amount Requested £125,000 **Amount Recommended** £125,000

Justification

Work placement opportunities linked to The Haringey Guarantee employer engagement strategy. Better Off Calculations included in IAG.

Intervention **Vocational training and support**

Allocation £200,000

Organisation 2XL Training Ltd (Private Sector) – Established in 1997, 2XL Training is a training provider, based in Tottenham delivering accredited training for care staff by care professionals.

Project Description

This project aims to create basic Pathways to Care training programme, which comprises NVQ level 1 training followed by ongoing on the job training while participants progress to an NVQ level 2 in care.

Outputs

- 160 NVQ level 1 qualifications
- 150 job placements
- 100 NVQ level 2 qualifications
- 40 job outcomes

Score 65 out of 75

Delivery Length Two years

Amount Requested	£125,000	Amount Recommended	£125,000
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Justification

This was a strong application that focuses on the growth care sector. 2XL Training is also linked to a recruitment arm that supplies staff to Haringey, Camden, Barnet, Waltham Forest, Hackney, Islington and Enfield. The company also has links with a number of care homes. This will increase the probability of project participants being able to seamlessly transfer from training to employment.

Intervention **Vocational training and support**

Allocation £200,000

Organisation Aidevian Consultancy (Private Consultancy) - Aidevian Consultancy based in Tottenham Hale has 15 years experience of delivering employment focused training, mentoring, advice and guidance to support personal development, confidence building, and the achievement of goals.

Project Description

This project aims to deliver SIA approved training for employment in the security industry.

Outputs

- 200 people trained
- 160 people SIA licensed

Outputs will be renegotiated down to reflect reduced funding allocation.

Score 40 out of 75

Delivery Length Two years

Amount Requested £250,000 **Amount Recommended** £75,000

Justification

This project targets a growth sector and has been delivered successfully under the Haringey Guarantee for the past two years. Based on this track record, we are confident that this success will continue to deliver successful outcomes.

Intervention **Vocational training and support**

Allocation £200,000

Organisation Haringey Sports Development Trust (Voluntary Sector) – Based in the New River Sports Centre on White Hart Lane, the Haringey Sports Development Trust works to advance the education of young people at schools in Haringey and surrounding areas by ensuring that due attention is given to their physical development

Project Description

This project aims to deliver NVQ level 1/2 accredited sports coaching awards and apprenticeships

Outputs

- 132-264 qualifications
- 6 NVQ apprenticeships
- 250 volunteers covering 8 major sports events

Outputs will be renegotiated down to reflect reduced funding allocation.

Score 40 out of 75

Delivery Length Two years

Amount Requested £173,800 **Amount Recommended** Recommended reserve project £50000

Justification

There are advantages with having a project of this nature, not least as an avenue for engaging with young people and linking them to a pathway to further training and employment. Although a recommendation for funding is not being made we believe there is value in retaining this project as a reserve in case negotiations with recommended projects are not successful.

Intervention **Vocational training and support**

Allocation £200,000

Organisation Back to Earth Projects – Haringey (Voluntary Sector) - Back To Earth Projects is a local environmental and community regeneration charity for Tottenham and Haringey, and was formed by local activists keen to develop environmental projects, as part of the regeneration of Lordship Rec and the Broadwater Farm estate areas.

Project Description

This project aims to deliver green skills with basic skills education and employment training for adults aged 18+ and NEETs. To this end, it is proposed to deliver level 2 Working Together and Skills Working Life and/or level 2 environmental and horticultural training.

Outputs

- 132-264 qualifications
- 6 NVQ apprenticeships
- 250 volunteers covering 8 major sports events

Outputs will be renegotiated down to reflect reduced funding allocation.

Score 53.5 out of 75

Delivery Length Two years

Amount Requested £124,801

Amount Recommended

Recommended reserve project £60000

Justification

There are advantages with having a project of this nature, especially as this will be focussing on a growth sector that could provide an increasing number of employment opportunities. However, this is largely an untested area and the applicant's track record in this area suggests this. Although a recommendation for funding is not being made we believe there is value in retaining this project as a reserve and exploring the possibility of setting up a small scale pilot.

Intervention **Vocational training and support**

Allocation £200,000

Organisation Fashion Enter (Private Sector) – is a dedicated not for profit company that has been created to provide fashion designers with help and support at any stage of their business. The organisation has an office in the Florentia Clothing Village in Seven Sisters.

Project Description

This project aims to deliver employer led training that have employment opportunities in the fashion industry. Project participants will also have the opportunity to sell their fashion products in two retail boutiques in Croydon and Barking and a Showroom in Kingston upon Thames. The applicant also has links with employers such as Jaeger and Topshop.

Outputs

- Training for 100 individuals
- Minimum of 20 job outcomes

Outputs will be renegotiated down to reflect reduced funding allocation.

Score 44.5 out of 75

Delivery Length Two years

Amount Requested £335,000 (also includes business support activities)

Amount Recommended Recommended reserve project £50000

Justification

This was an interesting application that could provide employment opportunities in a sector that would be popular, especially amongst the borough’s younger population. However, despite this, the proposal did lack strength with a lack of information about the specific qualifications that will be provided to the project participants, especially in light of the strength of other applications received. Although a recommendation for funding is not being made we believe there is value in retaining this project as a reserve in case negotiations with recommended projects are not successful.

Intervention

Careers advice/in-work support

Allocation

£60,000

No proposals met the requirements in the Prospectus.

Intervention **Employer/Business Engagement**

Allocation £100,000

Organisation KIS Training (Private Sector) – Established in 1999, KIS Training is a training and enterprise agency, based in Tottenham Hale.

Project Description

Call centre for local employers to provide a single point of access for recruitment and training of new staff and workforce development. KIS Training are part of the LSC Train to Gain consortium. Job vacancies and work placements opportunity posted to Haringey Guarantee providers to access on behalf of participants.

Outputs

- 600 businesses engaged
- 240 businesses posting jobs

Score 41 out of 75

Delivery Length 2 years

Amount Requested £170,000 **Amount Agreed** £100,000

Justification

Train to Gain consortium linked in with Haringey Guarantee employer engagement to provide one-stop-shop for employers. Good track record on delivery to date. Funding from North London Pledge will extend the project to meet headline outputs and outcomes.

Intervention

Evaluation (Haringey Guarantee)

Allocation

Project Description

Outputs

Score

Delivery Length

Amount Requested

Amount Recommended

Justification

Intervention

Monitoring (Haringey Guarantee)

Allocation

Project Description

Outputs

Score

Delivery Length

Amount Requested

Amount Recommended

Justification

Intervention **Business Support, Economic Downturn and VAT/PAYE registration**

Allocation n/a

Organisation North London Network (Voluntary Sector) – a small business networking organisation based in Muswell Hill. Established in March 07 with an initial 35 members, the organisation has now grown to have over 350 members.

Project Description

North London Network is a Haringey based low cost networking group and education forum for local small business owners, freelance and self employed people in the borough. Funding is being sought for the following activities:

- to expand the membership base and raise the profile of the organisation.
- To create a wider pool of resources, contacts and customers for the membership to take benefit from.
- Create partnerships with other support agencies and promoting their services through the membership.
- Creating a new website to deliver advice, support and promotional activities such as listing services and online shop.
- Producing ebooks, CDs and MP3s with step-by-step advice on running a business and business activities such as registering for VAT.
- Generating exposure for members.
- Rebranding as the Small Business Network.

Outputs

- Attract at least 60 new members to the network each year, 120 in total.
- Build a new website and produce CD/MP3 downloads on running your business e.g. how to register for VAT.
- Have a minimum of 25 businesses attending monthly meetings.

Score 49 out of 75

Delivery Length 1 year

Amount Requested £47,000 **Amount Recommended** £15,000 (2009/10 only)

Justification

The application put forward an interesting project with many positive outcomes. However, as this organisation is relatively new and has not contracted with the Council before, we have decided to offer an initial one years funding of £15,000 to focus on developing the website and key resources such as the CD/MP3 downloads on running a business. We are particularly interested in the issue on VAT registration as it relates directly to our LAA targets on VAT/PAYE registrations.

Intervention **Olympics & Paralympics, Procurement**

Allocation n/a

Organisation London Business Development Corporation (Voluntary Sector) – formerly Haringey Business Development Agency, LBDC are providers of business support services to existing and start up businesses. LBDC has an extensive track-record of working with the council on procurement projects and has been delivering services since 1994.

Project Description

The project will assist SMEs and minority and Women led SMEs to become tender ready for Olympic and other public sector contracts. The programme will be developed around the minimum requirements of the CompeteFor Olympic procurement process. Beneficiaries will be trained in the following:

- 1) capacity building around presentational skills, tender writing, confidence
- 2) putting in place necessary documentation such as quality management systems, equal opportunities policies etc.

Outputs

- 100 businesses from 120 recruited to the project will be ‘tender ready’

Score 47 out of 75

Delivery Length 2 years

Amount Requested £94,000 **Amount Recommended** £60,000

Justification

Based on our understanding of the registrations and success of Haringey businesses registered for CompeteFor, we feel the outputs are too high and therefore we propose a scaled down project looking at working with near 60 businesses.

Intervention Business Support, Procurement, VAT/PAYE Registration

Allocation n/a

Organisation Urban Futures (Private – company limited by guarantee) – Urban Futures is a regeneration agency focussing on North London. Established in 2001, the agency has an extensive track-record of delivering public service contracts including for the council and other sub-regional partners.

Project Description

The project will target micro businesses and sole traders in the construction industry in Haringey to increase their ability to continue trading by developing their businesses by:

- 1) increasing capacity to be fit to supply, improve their business plans, access finance
- 2) develop their workforce through accredited training based upon workplace needs
- 3) Marketing advice and resources through Urban Futures

Outputs

- 60 businesses receiving initial support, 20 receiving on-going support
- 20 businesses supported to be sustainable
- 30 businesses supported in procurement practices with 1 bidding consortia established
- 3 businesses becoming VAT registered

Score 58.5 out of 75

Delivery Length 2 years

Amount Requested £100,000 **Amount Recommended** £60,000

Justification

A reduced amount of funding is offered to maximise resources allocated across the projects and activities. Approval is subject to assessment of the ongoing viability of the Construction Web project, upon which the positive track record is argued. A reduced allocation will also mean that we request reduced outputs.

Intervention **Business Support, Economic Downturn**

Allocation n/a

Organisation The Prince's Trust (Voluntary Sector) – the Prince's Trust is a prominent national charity that has been working with disadvantaged young people in London since 1976. The trust's track-record is impressive, but there has not been any direct partnership working with the Business and Enterprise Team in recent years. However, the trust's working relationship with London Youth Support Trust, a key business support provider in the borough is well know to the council.

Project Description

Get Into Business aims to improve the knowledge, skills and confidence of socially excluded young people through enterprise, by providing a creative learning environment where they can develop and pursue their entrepreneurial ideas one step at a time.

Outputs

36 young people from Haringey will attend two taster days (16 on each day) to provide to introduce the programme and to begin to understand the concept of enterprise and the life benefits of economic activity. Of those 32 young people, 24 will be selected to participate in a four week part-time practical learning experience developing skills in enterprise and entrepreneurship. Following the conclusion of the four week course, individuals will receive up to six months of progression support.

Score 60.5 out of 75

Delivery Length 2 years

Amount Requested £50,602 **Amount Recommended** £50,602

Justification

The project delivers a well established model with a good track record.

Intervention **Economic Downturn**

Allocation £75,000

Organisation Exemplas Ltd (Private – company limited by guarantee) – training provision is one aspect of Exemplas’ portfolio of operations, which includes delivering public service contracts such as Business Link East of England and also for Yorkshire. Exemplas has delivered business support contracts for the Council in recent years. Exemplas’ ‘Business in a Box’ methodology makes them specialists in franchising and direct selling.

Project Description

Economic Downturn Intervention – training and business support for entrepreneurs and businesses. This project will focus on access to finance, developing new markets, capacity building and in providing a constructive critical environment for entrepreneurs to test their propositions for the market. This will be a seminar driven project, but also include 1-2-1s. There will be a focus on franchising.

Outputs

- 10 businesses supported.

Score 51.5 out of 75

Delivery Length 2 years

Amount Requested £15,000 **Amount Recommended** £15,000

Justification

Provides high level support to businesses and addresses issues created by the economic downturn. We need to clarify outputs with Exemplas as bid was scored down as figures were confusing.

Intervention Business Support, Economic Downturn, VAT/PAYE Registration

Allocation n/a

Organisation Exemplas Ltd (Private – company limited by guarantee) – training provision is one aspect of Exemplas’ portfolio of operations, which includes delivering public service contracts such as Business Link East of England and also for Yorkshire. Exemplas has delivered business support contracts for the Council in recent years. Exemplas’ ‘Business in a Box’ methodology makes them specialists in franchising and direct selling.

Project Description

Business Support Intervention – training and business support for residents and businesses. Promote and assist residents to enter into direct selling or reduced risk franchising models of business start ups. The project will deliver workshops to introduce the models and provide support to beneficiaries who wish to take up the opportunities. The project is supported by mentors from the direct selling and franchising sectors.

Outputs

- 300 residents and business supported

Score 49 out of 75

Delivery Length 2 years

Amount Requested £51,000 **Amount Recommended** £51,000

Justification

It provides an alternative and viable option for business start ups. Exemplas have delivered this programme in the past and it is a successful model with a lot of support given to beneficiaries. Also has good links with franchisors, innovative in approach and will create self-employment opportunities.

Intervention **Business Support, Economic Downturn, VAT/PAYE Registration**

Allocation n/a

Organisation Ethiopian Community Centre in the UK (ECCUK) (Voluntary Sector) – ECCUK was established in 1994 to meet the growing needs of the Ethiopian people coming to the UK to seek asylum. ECCUK operates from the Selby Centre and delivered a business support project to the wider BAME community for the council in 2008/09.

Project Description

The project will address the needs of start up and existing businesses. Advice and guidance will be given on the practicalities of starting a business, support in business planning and marketing and also in access to finance. Delivery will be through workshops and 1-2-1s.

Outputs

- 100 people made ready for self employment
- 50 business start ups/registrations
- 200 businesses becoming more sustainable
- 150 young people ready for self employment

Score 40 out of 75

Delivery Length 1 year

Amount Requested £300,147 **Amount Recommended** £20,000 (2009/10 only)

Justification

The project will be funded but at a much lower value than the bid and outputs will reflect this. ECCUK delivered a very good project through last years AGB and this work will continue through this year's fund. We will work with the project to see ensure the high volume of people that the see are signposted to other AGB projects.

Intervention Town Centres

Allocation £125,000

Organisation Harringay Traders Association (Voluntary Sector) – Harringay Traders Association represents 220 businesses in the Harringay and St Ann’s Ward. They are the prominent traders association along Harringey Green Lanes.

Project Description

Harringey 4 Shops – the project is a positive action against the downturn to protect the retail offer and businesses in Harringay. The project has four objectives:

- 1) stimulating consumer spending by raising the profile of businesses in the N4 postcode
- 2) improve communications between the traders and with stakeholders
- 3) create a focus point and an effective support mechanism for members

Outputs

- Development of a website
- Development of promotions and promotional materials
- Organisation of a Green Lanes Festival

Score 41 out of 75

Delivery Length 2 years

Amount Requested £28,000 **Amount Recommended** £28,000

Justification

Funding is agreed to kickstart business engagement to promote town centre vitality along Green Lanes. Funding is conditional on a commitment from Harringay Traders Association to open up their membership and put in place a constitution that promotes inclusivity. Regular board meetings need to be scheduled.

Intervention **Business Support, Economic Downturn, VAT/PAYE registration**

Allocation n/a

Organisation Fashion Enter (Private Sector) – is a dedicated not for profit company that has been created to provide fashion designers with help and support at any stage of their business. The organisation has an office in the Florentia Clothing Village in Seven Sisters.

Project Description

Fashioning Haringey – the project seeks to develop a fashion design and manufacturing destination at the Florentia Clothing Village. Business support will be provided to businesses and potential businesses within this sector and will include technical support and resources on site.

Outputs

- Business start ups and self employment – no targets identified

Score 42.5 out of 75

Delivery Length 1 year

Amount Requested £335,000 **Amount Recommended** £30,000 (2009/10 only)

Justification

Business support proposal was very good and we will support this element but not other parts of the proposal. Focuses on a potential growth industry in the borough and is very innovative in approach.

Intervention **Town Centres**

Allocation £125,000

Organisation FinFuture (Voluntary Sector) - FinFuture is an independent community-led organisation created for all the communities that make up Finsbury Park. The organisation has a strong track-record of delivering town centre management projects and business support. FinFuture have delivered significant public sector contracts for a number of agencies including the council.

Project Description

Haringey Town Centres – employment of a part time Town Centre Manager to work with businesses on Stroud Green Road and Green Lanes. Developing previous engagement with businesses and partners.

Outputs

- Businesses supported - 25
- Social Enterprises supported - 25

Score 41 out of 75

Delivery Length 1 year

Amount Requested £170,000 **Amount Recommended** £25,000 (2009/10 only)

Justification

Fund this project at a reduced rate and define outputs more clearly. There is a clear need for town centre support in Stroud Green and we will also insist that good working links are made with businesses in Green Lanes. Good understanding of our strategy around trade associations and delivery will be focused on this area of work.

Intervention **Business Support, Economic Downturn**

Allocation n/a

Organisation Haringey Education Business Partnerships (Voluntary Sector) – HEBP is a not for profit organisation linking education to business – delivering work experience to 11 of the 13 secondary schools in the borough. HEBP has been operating in the borough since 1989. HEBP has delivered enterprise coaching projects for the council in recent years, including 2008/09.

Project Description

Enterprising Futures – the project provides an insight into enterprising activity for young people and is based upon a ‘learning by doing’ approach, giving participants first hand experience of what it takes to develop a product, produce a business plan and market the product. Product and business advisers from local SMEs are mentors on the course.

Outputs

- 15 programmes over two years, with spaces for at least 150 young people.

Score 42 out of 75

Delivery Length 2 years

Amount Requested £49,000 **Amount Recommended** £49,900

Justification

The HEBP have delivered this programme in the past and it has been very successful. Although the application could have been stronger regarding links to strategy and partnership working we will support it as it provides an innovative approach to working with young people in an enterprise context and the scope of the project is broad covering all of our secondary and special schools

Intervention Town Centres

Allocation £125,000

Organisation Crouch End Project (Private Sector) – the Crouch End Project is a organisation made up of members from the SME community in Crouch End town centre – particularly independent retailers and local businesses. The project aims to market Crouch End town centre as a destination for retail and leisure and this is achieved through marketing and promotional activities. The first phase of the project was funded by the council in 2008/09.

Project Description

Crouch End Project (ph2) – phase 2 will see the Crouch End project further develop the programme of promotional activities and business engagement in Crouch End town centre. Work will focus on consolidating and then developing the website, increasing the promotion of the Crouch End Card. A further two events will be planned and delivered over the life of the project. Finally, work will be carried out to strengthen the network of businesses and members of the Crouch End Project.

Outputs

- This breaks down into work on the website, events, the card and promotions

Score 42 out of 75

Delivery Length 2 years

Amount Requested £44,000 **Amount Recommended** £20,000

Justification

We recommend that the project is funded, but that outputs and initiatives are more clearly defined around town centre interventions and increasing membership of the project for BME and Female led businesses. We will also ask the project to facilitate regular formal meetings with traders to which council representatives are invited.

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**MINUTES OF THE ENTERPRISE PARTNERSHIP BOARD (HSP)
TUESDAY, 5 MAY 2009**

Present: Niall Bolger (Chair), Cllr Kaushika Amin (Vice Chair), Leo Atkins, Yolande Burgess, Rod Cullen, Marc Dorfman, Paul Head, Gary Ince, Martha Osamor, Joann Parsons-Cook, Nick Powell, Naeem Sheikh, Michael Thompson.

In Attendance: Maria Fletcher, Patrick Jones, Ambrose Quashie, Martin Tucker.

LC105. APOLOGIES

Apologies for absence were received from Cllr Pat Egan, Ita O'Donovan (Chair), Juneed Asad and John Egbo. Niall Bolger took the Chair for the duration of the meeting in the absence of the Chief Executive.

LC106. URGENT BUSINESS

There were no items of urgent business.

LC107. DECLARATIONS OF INTEREST

There were no declarations of interest.

LC108. MINUTES

An amendment was requested to LC97: Enterprise Commissioning Prospectus, to read 'which covered the Area Based Grant (ABG) allocation for **2009-11**'.

RESOLVED:

That subject to the above amendment, the minutes of the meeting held on 9th March 2009 be confirmed as a correct record.

LC109. APPOINTMENT OF CHAIR FOR 2009/10

Dr. Ita O'Donovan was nominated and seconded as Chair for 2009/10.

RESOLVED:

That Ita O'Donovan be appointed Chair of the Enterprise Partnership Board for 2009/10.

LC110. APPOINTMENT OF VICE-CHAIR FOR 2009/10

Cllr Kaushika Amin was nominated and seconded as Vice-Chair for 2009/10.

RESOLVED:

That Cllr Kaushika Amin be appointed Vice-Chair of the Enterprise Partnership Board for 2009/10.

LC111. APPOINTMENT OF REPRESENTATIVE TO THE HARINGEY STRATEGIC PARTNERSHIP FOR 2009/10

Cllr Kaushika Amin was nominated and seconded.

**MINUTES OF THE ENTERPRISE PARTNERSHIP BOARD (HSP)
TUESDAY, 5 MAY 2009**

RESOLVED:

That Cllr Kaushika Amin be appointed as the representative from the Enterprise Partnership Board to sit on the Haringey Strategic Partnership Board for 2009/10.

LC112. CONFIRMATION OF TERMS OF REFERENCE AND MEMBERSHIP FOR 2009/10

The Board received a report setting out proposed terms of reference and membership for the Enterprise Partnership Board for 2009/10.

The Board requested that reference to the Voluntary Sector Compact be incorporated into the terms of reference and that further consideration be given to disseminating information from the Board following the reduction in voluntary sector membership of the Board. In addition, it was requested that further consideration be given to mechanisms of linking RSLs into the work of the Board.

The Board agreed to invite Reed in Partnership to become a full member of the Board as the local Pathways to Work provider, but emphasised the importance of Board members being rigorous in making any declarations of interests especially in relation to allocation of ABG funds.

In relation to membership, it was requested that further work be undertaken to determine the named London Development Agency (LDA) representative to sit on the Board and be considered at the next meeting.

RESOLVED:

- That the terms of reference of the Board for the new municipal year be agreed, subject to reference to the Voluntary Sector Compact.
- That the membership of the Board for the new municipal year be agreed.
- That Reed in Partnership be invited to become a full Board member.

LC113. ENTERPRISE COMMISSIONING PROSPECTUS

The Board received a report setting out recommended projects to be funded under the Enterprise Commissioning Prospectus, covering the Board's ABG allocation for 2009/10 and 2010/11. The Prospectus was agreed at the March 2009 meeting of the Board and published on 10 March 2009, with a closing date set for applications of 3 April 2009.

The Board were advised of heavy oversubscription against the £2.145m of funds available, with 86 applications received, totalling £10.1m. Applications were technically scored by the Economic Regeneration team and approved by the Enterprise Board Appraisal Panel. The Board were advised that a number of projects had been scaled down to fit within the programme and funds available and that a series of reserve projects and a contingency fund of 10% had been established. The Board were advised of the necessity of a second round of funding to fill gaps in allocations in the current round.

The Board expressed concern regarding the relatively low scoring of projects in comparison to the maximum score available. The Board were advised that low scores

**MINUTES OF THE ENTERPRISE PARTNERSHIP BOARD (HSP)
TUESDAY, 5 MAY 2009**

often reflected the large scope of some of the applications submitted, which were then subsequently focused down to fit in with the structure of the identified programme. The Board requested that further consideration be given to the scoring process for allocations in future years, including setting thresholds and tolerance levels to ensure the scoring system was meaningful. The organisation of a series of training days for prospective applicants to be run throughout the year was proposed to provide assistance with the submission of bids and to facilitate high scoring of applications.

Concerns were also raised regarding the use of prior knowledge of the perceived capacity of companies to deliver projects by the Economic Regeneration team during the selection process. The Board requested consideration be given to developing a policy to provide a framework for the potential scaling down of projects for future funding allocations to avoid determination on an arbitrary basis. Explicit reference should also be incorporated into the Prospectus providing guidance to applicants regarding the scale of projects to reduce the necessity for scaling down.

Concerns were expressed regarding the town centre projects and the level and scope of outputs demanded. Confirmation was provided that organisations to be funded served as advocacy organisations for town centres and that additional work was undertaken in relation to town centres in addition to ABG funded approaches. The Board requested that selection criteria for town centre projects be evaluated for the next set of allocations and that the Town Centre strategy be considered as part of the Board workplan.

RESOLVED:

- That the recommended projects be progressed as the basis of the ABG 2009-11 programme.
- That the Economic Regeneration team contact all applicants to inform them of decisions and commence contract/delivery plan negotiations with recommended projects.
- That the Appraisal Panel would reconvene to consider any appeals against decisions.
- That the Economic Regeneration team undertake a review of the Enterprise Commissioning Prospectus and associated processes and that the Board receive a report to a future meeting as a basis for developing policies for the next funding allocations.

LC114. APPROACHES TO SUPPORTING INCAPACITY BENEFIT CLAIMANTS INTO SUSTAINED EMPLOYMENT

The Board received a presentation from Rod Cullen, Area Manager, Work and Learning Services at St Mungo's, setting out approaches to facilitating getting marginalised people back into work. The Board were advised that St Mungo's offers 14 Employment, Training and Education projects for homeless clients, centred around three primary programmes: Putting Down Roots, Bricks and Mortar and Job Coaching. The programmes are funded from a variety of sources including central government, the charity arm of St Mungo's and the LDA and Learning and Skills Council (LSC). The Board were advised that achievements under the programmes were measured on a London wide basis.

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RESOLVED:

The Board noted the presentation.

LC115. LOCAL AREA AGREEMENT REFRESH

The Board received a verbal update in relation to the Local Area Agreement (LAA) refresh and were advised that the targets for NI 153 and 171 had been confirmed with an option for renegotiation next year should the economic situation not improve.

The Board were advised that negotiations remained outstanding in relation to revising the Incapacity Benefit Stretch target via removal of the barriers preventing the Haringey Guarantee from engaging with people on mainstream programmes. The revised target would be split into two parts although obtaining approval for this from DWP prior to submission to CLG was still outstanding due to personnel changes. The Board requested that the matter be escalated as a matter of urgency and an update provided at the next meeting of the Board.

RESOLVED:

- That the verbal update be noted.
- That the issue regarding the renegotiation of the incapacity benefit stretch target be escalated via formally writing to DWP and GOL to seek a resolution and that an update be provided at the next meeting of the Board.

**LC116. PERFORMANCE MANAGEMENT EXCEPTION REPORT -FOURTH QUARTER
2008/09**

The Board received the above report updating on performance in relation to LAA targets for the fourth quarter 2008/09. The Board were further updated that performance against NI 117 (number of 16-18 year olds not in education, employment or training) had increased to 7.4% as of March 2009, but remained below the 2008/09 target and the stretch target level.

RESOLVED:

- That the Board note the report.

LC117. ENTERPRISE BOARD RISK REGISTER

The Board received a report on the Enterprise Board Risk Register as part of the agreed six monthly update. The Board noted the increase in likelihood of the inherent risks identified for the two employment stretch targets and new business registration rate target from medium to high and subsequent increase in controls in place as a consequence of the current economic climate.

In response to concerns regarding the impact of inherent and residual risk for EP2 data quality remaining high, confirmation was provided that the monitoring service was scheduled to go out for re-tender.

RESOLVED:

- That the Board note the report.

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LC118. TACKLING WORKLESSNESS UPDATE

The Board received an update report on progress in the main programmes tackling worklessness in the borough including the Haringey Guarantee, Families into Work and the North London Pledge. The Board noted the increase in number of registrations and the launch of the Haringey Guarantee Employer Zone in February 2009.

Meetings are ongoing with the LDA and NLSA regarding the potential expansion of the North London Pledge programme. The Board enquired as to the feasibility of developing an MAA (Multi Area Agreement) related to worklessness but were advised that an approach in relation to MAAs had yet to be formalised.

RESOLVED:

- That the Board note the report.

LC119. BUSINESS AND ENTERPRISE UPDATE

The Board received a report providing an update on business and enterprise activities funded through the ABG. The Board noted the inaugural meeting of the Haringey Business Board had been scheduled for 11th June 2009 and the Wood Green Business Forum on 4th June.

RESOLVED:

- That the report be noted.

LC120. NEW ITEMS OF URGENT BUSINESS

There were no new items of urgent business.

LC121. ANY OTHER BUSINESS

- The Board were updated regarding the extra £3 billion resources allocated under the Chancellor's Budget to support 'back to work' initiatives. Special focus would be on a Future Jobs Fund to offer support for 18-24 year olds who reach 12 months unemployed by providing guaranteed jobs, training or work placements. Official guidance is scheduled to be produced this month, with the formal bidding process starting in summer and delivery anticipated for autumn 2009.
- The Board were advised of submission of a joint NHS and Council bid under the 'Fit for Work' funding programme on behalf of the HSP.

LC122. DATES OF FUTURE MEETINGS

The Board noted the dates of future meetings.

Niall Bolger

Chair (Interim)

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