

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	6,700	8,300	67,100	120	89.1%	2.8%	retail (13.3%)	retail (12.7%)
Waltham Forest	5,430	7,000	56,700	139	88.1%	2.8%	retail (13.7%)	retail (12.2%)
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.				

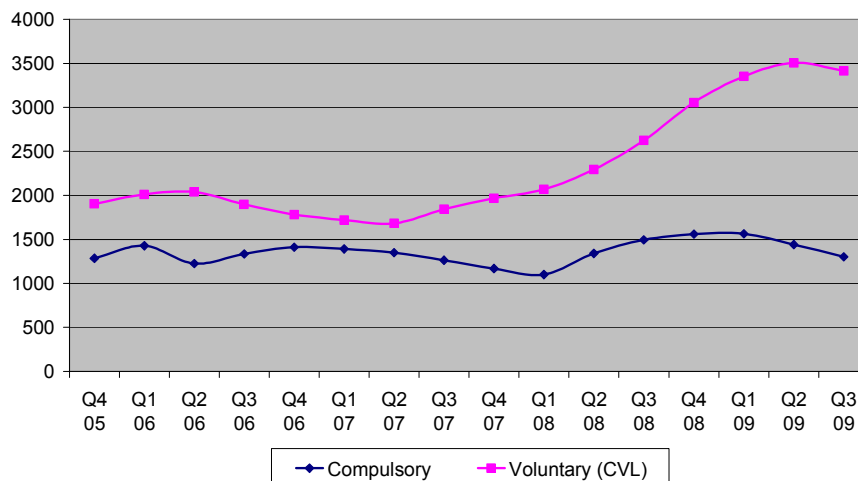
National Indicator 172: Percentage of small businesses in area showing employment growth					
	Haringey	London Average	Enfield	Redbridge	Waltham Forest
2005	7.8%	8.9%	9%	7.6%	8.8%
2006	10.8%	11.5%	7.6%	9.7%	10.7%
2007	10.3%	11.3%	11.2%	9.9%	10.7%
2008	Data for 2008 is due in March 2010.				

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.