

## Croydon Enterprise Quarterly Progress Report (October – December 2008)

This document provides quarterly progress on the Croydon Enterprise programme and contains the following information.

### 1.0 Theme Summary

### 2.0 Detailed Project Summary

### 3.0 Financial Summary

#### 1.0 Theme Summary

This section provides a summary of activity over quarter 3 for each of the four programme themes, looking at the following areas:

- **Progress** - variances in outputs, milestones and spend
- **Emerging issues** – any issues that have emerged over the quarter that have impacted on the project or is likely to impact on the project in the next quarter
- **Risk** – comment on overall risk rating
- **Progress towards outcomes** – an assessment of how far project activities and outputs are contributing towards the achievement of outcomes.

## **1.1 Theme 1 - Potential entrepreneurs**

### **Progress**

- All projects are delivering agreed targets and are performing well, with the exception of Beauty and Complimentary Therapy. Although this project has delivered activities, it has been unable to demonstrate outcomes to date. The reason for this is the lack of personnel to undertake follow-up work with clients already trained. They have a project co-ordinator in place to monitor outcomes in Q4.
- With the exception of Beauty and Complimentary Therapy, it is highly likely that theme 1 projects will fully achieve their original objectives and will meet agreed targets for this year. Some projects are already exceeding their outcomes targets for this quarter (1.3a Commensse, 2.3a Skills for Start and 2.3b, Building Enterprise)
- The majority of projects have demonstrated an increased level of project activity, to service the greater numbers of clients participating. (2.3a Skills for Start, 1.3a Commensse) This is not the case for projects which are being discontinued under LEGI phase 2 (1.2a SLEMB, 1.3b Well Being works). This is to be expected as these projects are reducing the level of project activity as part of their exit strategy. However, it should be noted they remain on track to fully achieve their outcome targets by the end of the financial year, despite closure.
- Cross referral between projects has significantly improved which some projects reporting the numbers of clients they have referred to other projects under the Croydon Enterprise Programme. e.g. Building Enterprise has referred a number of their clients to Skills for Start. There is still scope for improvement as this could be extended to other projects under Theme 1
- Some projects have incurred minor under spends this quarter. However, these amounts are already committed for spend in Q4. It is anticipated that all projects will spend their full allocation by the end of the financial year with the exception of Beauty and Complimentary Therapy

### **Emerging issues**

- All projects have reported increasing numbers of people that have been made redundant. They have highlighted this as a pressing need which needs to be strategically addressed by Croydon Enterprise

### **Risk**

- All projects have been advised to respond to the current economic recession in the risk plan and identify countermeasures to be put into place.

### **Progress towards outcomes**

- Projects are making steady progress towards outcomes with some projects exceeding targets on business start-ups and client participation.

- Improved mechanisms for monitoring and capturing outcomes have resulted in projects making good progress towards outcomes.
- All projects have raised issues about the difficulties of converting client interventions to business start-ups due to a combination of the economic downturn and the additional support required for vulnerable groups (lone parents etc) This is not qualified by the monitoring returns which show that projects have actually exceeded targets on business start ups (Commense report 1, Skills for Start reporting 5 and Building Enterprise reporting 9).
- Projects have asserted that the reasons for fluctuating numbers for business start-ups is that many clients are undertaking activities, developed around a hobby or skill to supplement existing income.
- With the exception of Commense, the same cannot be said for businesses demonstrating growth as the majority of projects failed to achieve their targets under this outcome.
- Progress is being made in relation to the verification of outcomes by the CRM consultant. However, projects have informed that much work needs to be done to ensure that the monitoring needs of projects are fully incorporated in the CRM. There is a clearly a need to ensure that the CRM is tailored to meet the information needs of individual projects.

## 1.2 Theme 2 – Business Creation and Business Growth

### 1.21 Croydon Business

#### Progress

- In terms of expenditure Croydon Business have under spent by £14, 613.97 this quarter.
- As in the previous two quarters, pre-starts have increased for the third quarter in a row. The number of start -ups is low, and only 5 workshops took place out of the target of 14. The target for participation by start-ups was 96 and the project achieved 38.
- Growth Business Activity - The target for business development workshops was 8 for this quarter and 7 were delivered. The target for participants was 96 and 51 were reported (Performance for quarter 2 was also lower than the target although quarter 1 was positive with the target being overachieved)
- Cluster members are up during quarter 3, the target was 50 and the project achieved 191. *However this figure does not translate into participation in the actual programme, and this remains a challenge that was identified in quarter 2.*
- The target for cluster workshops was 8 and 7 were delivered this quarter. This is a considerable improvement on previous quarters (the quarter 1 target was 7 and 3 were delivered and the quarter 2 target was 7 and 1 was delivered)

- The target for cluster business advice and mentoring was 35 in quarter 3 and 19 was achieved (the quarter 1 target was 15 and delivered 11, quarter 2 target was 35 delivered 23)
- Generic Business advice did not meet the target of 175, achieved 121 (this figure is up on quarter 2 even though it does not meet the target)
- International Trade delivering well against its targets for workshops and in terms of participation.

### Emerging issues

- In quarter 2 there was a downward trend in participation in the activities of the programme which was identified as a key risk to the programme, this trend has continued in quarter 3.
- Performance against the key LAA targets in quarter 3 has been **poor across the board**. This has been put down to the type of businesses worked with; sole traders and those operating below the VAT threshold being reluctant to register for VAT.
  - VAT registrations target was not achieved, the quarter 3 target was 40 – achieved 1
  - VAT registered business demonstrating growth target was not achieved, the quarter 3 target was 20 – achieved 1
  - The number of business assisted by the programme is down. The quarter 3 target was 330 and the project achieved 230.
  - The business start-ups target was exceeded in quarter 2 by 30. During quarter 3 the target of 65 has not been met – 30 start ups have been reported.
  - Existing business assisted demonstrating growth over 12 months – the target for this outcome was 110 and 47 was achieved.
  - New business demonstrating growth after 12 months was positive. Targets were not set for quarter 1 and 2. The target for quarter 3 was 30 and 39 was achieved.
  - Jobs created – the target for quarter 3 was 110 and the project achieved 59.

### Risk

- The key risk to the programme is the further drop in participants in quarter 3 as indicated; this is confirmed in the poor performance against outputs and outcomes.
- **To mitigate the risks:** Hits on the portal up and calls to the hotline are still consistently good, which shows that the message about the programme is getting out there. The figures show that the programme is still attracting pre-start participants, which is fine to an extent. But in order to achieve the LAA targets there needs to be a change in the marketing of the business to get more existing businesses into the programme.
- Croydon Business have put together a plan to be more proactive in the current economic climate and have developed strategies to engage with existing business, in the next quarter by:

- Local district surgeries and road show involving regional business advisors
- Lloyds TSB sponsored event for 200 SMEs
- Additional generic workshops covering operation models to manage their cost/output through staffing (redundancy, less hours per week, part-time, full-time, benefits in kind, home working), factoring, stress-management, etc..
- Weekly accounting surgeries reviewing – business recovery, VAT registration, cost management
- Potentially sector specific breakfast meetings and specialist support with Price Waterhouse Cooper
- Coordinating delivery more closely with DCM and BIDs team
- Raise profile through team attendance at other support organisations events and Croydon Business core marketing events

They have also identified key businesses that are most likely to either be VAT Registered or the verge of becoming VAT Registered. We will ensure full support is marketed to these industries. These are as follows:

- Restaurants because of the turnover, but also because of the capital intensive start up costs, and the amount of VAT they would be paying out initially
- Manufacturing in a number of industries and include general clothing, lingerie, jewellery, etc
- Services, such as training or consultancy where they will charge higher day rates – this could also be plumbers and electricians as well
- Businesses that are mobile in some way, e.g. emergency vehicle repair, which need a vehicle and equipment
- Care homes, parts of childcare, etc
- Construction and
- Recruitment services

## **Outcomes**

- It has been a challenge to identify project activities that are contributing to outcomes as the performance with regards to outcomes and outputs has been poor.
- Areas that present opportunities are in relation to clusters as performance for cluster members is positive this quarter – but converting those members into participants remains a challenge, but it is an opportunity to develop.
- International trade have met the targets with regards to workshop participation
- Performance in reaching the key target groups: After working hard to bring up the target for disabled clients in quarter 2 to 20% it has fallen to 3% during quarter 3 (the target is 10%) the work in this area needs to be picked up again to ensure that the achievement in quarter 2 is isolated to that quarter. This project is also struggling to meet the NEET target. Lone parents participating in the programme has exceeded the target at 45%, which is an improvement on quarter 2. Targets for BME, Women, people over 50 and for young people have been met.

## **1.2.2 Specialist Support projects**

### **Progress**

- The Ecommerce project had its launch this quarter with an ecommerce day event and also launched an e-portal site allowing companies to register on the day, this will be followed up by a marketing campaign in quarter 4 to encourage local residents to access the portal and utilise the services of the companies advertising on the portal.
- The Franchise 4 Croydon project continues to offer clients one to one support and workshops for local business support advisers to enable them to offer advice to individuals and businesses who are interested in becoming a franchisor or franchisee.

### **Emerging issues**

- The Built to Compete project has reported that buyers have found that the economic downturn has had a definite impact on the number of contracts that are being placed.
- In quarter 2 it was reported that Business to Business were experiencing challenges with working with the Council's procurement departments, the project has since been contacted by the Council's Housing Department for support with their External Decorations Partnering Contract with aim of promoting the bid to local firms.

### **Risk**

- In the quarter 2 report it was stated that a report was to be written to DMT to support the work of Business to Business, however due to the development of an Economic Recovery Plan for the borough and the Council taking a lead to support businesses in the current economic climate, the risk has been reduced.
- GLE have to provide support to businesses that have been successful in their loan application and existing businesses that may require a loan in the current economic downturn. This may increase the bad debt ratio if not managed appropriately, however GLE have put in place follow up actions and mentoring support to assist businesses.

### **Outcomes**

- A key highlight this quarter for the Ideas into Business project was a new workshop aimed at entrepreneurs who have dyslexia and facilitated by a successful businessman who also has dyslexia and has published over 30 books.
- Built to Compete project ran new workshops focused on supporting businesses to successfully tender for contracts and included how to pass pre-qualification, how to write good tenders and winning proposals.

- The Franchise 4 Croydon project has met all its outcomes this quarter, two businesses started up as a result of support from the project and one has demonstrated growth.
- The Ecommerce project was launched this quarter with 136 delegates attending and has exceeded all its target outputs and outcomes.

### 1.3 Theme 3 - Business Environment

#### Progress

- Feed back indicates that some of the projects in this theme are beginning to sense a lessening of activity amongst client groups. This is evidenced by a fall off in numbers making use of services, initiatives are taking longer to complete and some ventures being shelved.
- With the shrinking of the economy and the advent of a recession conditions are unlikely to improve until 2010 or after. Therefore it must be concluded that schemes will face a challenge in the future which may require a rethink in strategy to assist businesses.
- Business Friendly Planners - Progress for this project has slowed somewhat in this quarter although the number of enquiries received is at higher levels. It is the strength of the enquiry that is beginning to change. Enquiries are tending to be for information rather than a specific planning proposition. Out of ten outcomes, five were met or exceeded and five were outcome targets were not achieved. There was a reduction in the number of new and existing businesses assisted by this project. Contact with the number of businesses interested in Croydon Enterprise was as forecast.
- District Centre Management - The DCM's maintained a steady level of activity this quarter. In addition to core activities, the main focus has been marketing events in the districts. Support for festivals in districts centres included Christmas, Eid and Diwali and these events have assisted with business engagement from different communities. Five out of eight outcomes were exceeded and three outcome targets were not achieved. There was a 24% increase on the forecast number of businesses assisted but this project reported no businesses relocating to Croydon during this quarter. Both sets of data probably reflect the current, difficult trading environment. The team has been restructured with the strengthening of the core team to provide a more coordinated backup to the DCM's.
- Crime Project - During this quarter of the thirty eight businesses advised thirty six received a crime prevention diagnosis which led to twelve receiving target hardening works. There has been an increase in cigarette theft burglaries in which shop front shutters were either ram raided or the power supply hot wired or locks cut of shutters. Eight out of fourteen outputs were exceeded, six targets were not achieved .Shop Safe membership and Alert Box membership showed positive increases, as well as the number of individuals accessing courses and employment opportunities as part of the Red Kite access to training programme. Overall the project displayed a marked improvement on two outcomes, increasing the number of businesses assisted

and the number of clients from key target groups entering training or employment.

- Property Brokerage Service - Performance for this project has been patchy. The forecast target for the number of vacant premises brought back into use was achieved and a greater number of vacant premises identified partly as a result of the current economic climate. The proposed Property Show Cases and the mapping of vacant properties exercise will now take place in quarter four. The number of referrals to CE projects is down as a result of clients being more business ready. As indicated results are mixed but the fact that throughout the last quarter the service has been operating at 50% capacity and this combined with the current economic downturn may be contributory factors to this picture

### **Emerging issues**

- There have been mixed results in the case of the Business Friendly Planners and the Property Brokerage Project in terms of outputs and outcomes.
- A key outcome of the Inward Investment Project has been to increase in the number of businesses relocating to Croydon. When the funding arrangements for this project are finalised it is essential that measures are put in place to record this information via Croydon business.

### **Risk**

- In the case of the Business Friendly Planners and the Property Brokerage Service it is prudent to flag up that the risk of insufficient take up of the services has moved to medium status.
- The risk noted for the Property Brokerage Service in the last report concerning the ability to deliver full service due to the sickness of one team member has been removed the team is now back to full strength
- The risk for all projects operating within this theme is the failure to engage with clients with disabilities which is still pertinent

### **Progress towards Outcomes**

- District Centre Management - The project continues to strengthen links with black and minority ethnic communities through its support for festivals in the districts and the appointment of a team member to act as liaison with the communities of Croydon
- There was a 2.84 percentage point reduction in the business premises vacancy rate in the districts overall. This trend needs to be monitored closely during quarter 4.
- Business Friendly Planners - In December this project held a workshop within Croydon Business to educate hot-line staff on the work of the project and to emphasise that the hotline staff should be a key source of referral to the project

- Crime Project - With the advent of an increase in commercial burglary the project began a series of burglary workshops aimed at raising awareness amongst high street traders and businesses and advising on counter measures. The first workshop held in Norbury was well attended and received positive feedback, as indicated further workshops in other districts are planned.

#### **1.4 Theme 4 – Business premises**

##### **Progress**

- The Enterprise Opportunity Centre on the 4<sup>th</sup> floor of Park House was officially launched on 5 November 2008. One-to-One support was provided to tenants on an on-going basis. Further improvements to the offices were carried out (e.g. blinds to the windows of most of the offices). Further advertising has been planned using different events and other promotional tools. The occupancy rate reached over 50%.
- Due to the changing housing market, the Council's partner and developer of the mixed development scheme on Portland Road, which will include an Enterprise Opportunity Centre, had to revise the overall design of the scheme - there is now less number of units but those units are bigger/family units (instead of 1 and 2 bedroom units). These family units are preferred by Housing associations (HA) and are better in terms of maximising value/HA grant. A revised financial appraisal is expected at the beginning of February 09. The planning application will be submitted in Q4.
- Following the successful application to the LDA for European Regional Development Fund (ERDF) contract negotiations continued in Q3. These negotiations will be completed in Q4\*.
- The Healthy Croydon Resource Centre, now officially re-named CVA Resource Centre (CVA-RC) opened its doors to the public in this quarter (1 October 2008). There is high interest from groups wishing to use the Centre's facilities. The Commensse project team re-located from 97 High Street in Thornton Heath to the Resource Centre and the Centre is being marketed as a new Enterprise Hub now. All of Commensse's training courses are now run from the Resource Centre and there are 3 to 4 workshops every month at the Centre specifically for social enterprises. Offers have been made to a number of social enterprises. It is expected that these offers will be taken in Q4.

\* An agreement with the LDA was reached on 22 January 2009 concerning the level of funding and the project start date.

##### **Emerging issues**

- The economic downturn is a major factor for taking forward the capital projects under the Croydon Enterprise programme. There is a need to rethink the year by year financial allocations to reflect the delays caused by the new economic environment. This will be done in Q4.

**Risk**

- Risk is being monitored on a project by project basis and the level and nature varies.
- The main risk is associated with potential delays or inability to obtain planning permissions and appoint building contractors – this is on-going.
- As the EOCs are part of larger mixed development schemes external factors might affect the delivery of all the planned centres (e.g. New Addington latest developments).
- The delivery of the EOCs still depends on securing external funding;
- The setting-up of the new EDC will also have an impact on how the whole theme will be managed and administered.

**Progress towards outcomes**

- The first EOC (in Park House) has been operational for several months and the level of occupancy is above 50%. The HCRC is also on target to attract social enterprise tenants for its business units.

## **2.0 Detailed Project Summary**

### **DT1.1a Raising attainment in underperforming schools**

Return not received for Children, young people and learners.

### **DT1.2a Outreach to key target groups**

- Overall figures would suggest the project remains on track to deliver outputs and achieve positive outcomes, however there are some variances to report.
- In respect of variances, Quarter 3 shows a negative variance in respect of client engagement, there have been positive variances for the last two Quarters, the project exceeded target by 50% i.e., (engaged 56 more clients), which has resulted in the shortfall being made up for Quarter 3. The positive variances for Q1 and Q2 also resulted in a significant increase in the number of clients that needed to support in Quarter 3.
- In respect of the Enterprise Awareness Events variation, it was felt that there were a number of other events that were being organized by other delivery/non delivery partners and rather than duplicate efforts it was decided to use resources much more effectively. Resources were focussed on working with existing and new clients by providing 1:2:1 support and making appropriate referrals. Analysis demonstrates that as a result of this change, over 25 new leads were converted to YES! clients receiving repeat 1:2:1 support face to face, email and telephone, some of which are now on pre business start up courses and other provisions. The project was also able to support several existing clients in responding to their queries/needs in a timely manner. This new approach in terms of targeted outreach and support is consistent with CE new strategy.
- Outreach activities in Quarter 3 focused on targeted outreach to engage clients that would benefit the most and were likely to take up the services of the Programme, working in partnership to engage clients from the key target groups including continued focused and intensive client support. As reported in the previous quarter, the Yes project continues to see a rise in the number of enquiries made via telephone and email which is an indicator of growing awareness of the Croydon Enterprise Programme through outreach activities and partnership working. However more campaigning needs to be done to raise residents understanding of the programme and its offer.
- Through outreach activities and working with strategic partners the project has been able to gain access to several community groups and have initiated dialogue. Further follow-up meetings have been arranged with group leaders to see how groups can work more effectively in 2009 in order to access members and to raise awareness with a view to actively engage potential clients on the Programme. Through focused relationship building, the project has supported a Young Enterprise initiative organized by young people from Thornton Heath. This activity will take place on 12 January 2009. Additionally an Enterprise Awareness session was held on 22nd November 2009 in the Town Hall where a number of local residents attended.
- Yes Croydon will continue with the Enterprise Surgeries as they have proven to be beneficial to local residents. They continue to support clients at the Job

Centre and the Library on a 1:2:1 basis. Clients have responded well to this support and good progress is being made in getting clients to consider self-employment as an option, however, as the level of unemployment increases across Croydon there is a need for further time and resources to be made available.

- During Black History Month the project attended and organized a number of community events, including attending Croydon Parenting in Fairfield Halls, organized a main event at the Flower Garden in Thornton Heath on 4th October which involved the participation of other delivery partners such as Croydon Voluntary Action and London Innovation where they were able to promote their individual projects. This activity resulted in a significant number of local residents including local business owners making enquiries about the programme and support available, some of whom are now participating in the programme.
- Over 50 clients details have been captured and entered on to the client relationship management system where several clients have been reassigned to other delivery partners for appropriate interventions as these partners were better placed to assist the clients. The economic downturn would suggest that there has been an impact on individuals pursuing and taking their ideas forward; these clients are being monitored and tracked periodically and when ready will be referred to the Programme.

#### **DT1.2c Well Being Works**

- SUTO Courses  
Annual target 1 with 9 graduates/estimated annual output 1 course and 8 graduates:  
Graduation ceremony was undertaken on 17th Oct and certificates given out by Cllr Sohey. 7 people graduated with the possibility of an 8th person graduating next quarter once course work is completed.
- Training packages  
Annual target - 1, estimated annual output – 12:  
4 training packages were developed this quarter for the well-being for women series. Each one links to the next. A further 6 sets of training packages have been started or commissioned for next quarter and 2 more are in negotiation.
- Training delivery  
Annual target - 20 sessions and 210 people trained - estimated annual output - 28 sessions and 220 people trained:  
4 training sessions were delivered to women in the last quarter around mental well-being. The sessions were attended by 16 women in total with most attending all 4 sessions. This is down on the quarterly target. This will be caught up as there are currently 13 sessions already booked for next quarter with another 10 dates in the process of being agreed. Organisations booked in for training include: Croydon enterprise programmes, SLAM receptionists, SLAM in-patient staff, Hillingdon CVS, Local authority front line workers, voluntary sector organisations and Leisure service staff. Of the training sessions coming up at least 5 are for a fee, thus establishing that there is a market for the training.

- Paid freelance trainers (on benefit)  
Annual target- 8 - estimated annual output - 6  
Only 7 people graduated from the course and one person has gone into full-time employment and is unlikely to train so the maximum this quarter is likely to be 6. Half of the graduates have already delivered some kind of training and with a large number of opportunities coming up everyone should get an opportunity to train.
- Employment (off benefit)  
Annual target 5 - estimated annual output 4  
No one has gone into employment this quarter. Although one person is attending an interview in January, one person is on a work trial with a legal company, one person is close to becoming self-employed as a trainer and a fourth person is due to return to their old job after a long time off, on benefit.
- Training Social Enterprise  
Annual target - 1 SME development plan - estimated annual output - 1 SME training plan  
An external consultant has been commissioned to write a development plan for the social enterprise and offer coaching to the SUTO graduates who are interested in developing it.
- Other outcomes  
Education - One person is due to start an accredited Mental Health First Aid course in January.  
Capacity building - As part of this project a Croydon MHP training group has been set up. This group meets quarterly with the aim of maximising MHP training in Croydon. It is attended by both voluntary sector and statutory organisations. Two organisations from this group are delivering MHP awareness sessions on behalf of Well-being works and working alongside the SUTO graduates. This both increases the opportunities for SUTO graduates to get involved in training and other organisations capacity to involve people who have used services.
- Finance  
The project is under-spent this quarter. However the bulk of the training costs will come in Q4 and with the consultants costs will break even by the end of the year.

#### **DT1.3a Commense – Support to Voluntary and Community Groups**

- Commense has made very good progress in Q3. The Community Enterprise Officers re-located to the new CVA Resource Centre and work has begun in establishing the Centre as an Enterprise Hub and centre of excellence. The project is therefore able to report on the number of groups accessing the Enterprise Hub Activities. They anticipate that this figure will increase over quarter 4. Targets for outputs and outcomes continue to be met or exceeded except for the number of clients attending growth workshops. This is because the project had to reschedule the second growth workshop planned to for Q3. This workshop will now take place in Q4. A very well attended outdoor outreach event took place in September with outreach delivery partners, Slemba. Social Enterprise Day 2008 was a huge success and introduced new organisations and social entrepreneurs to

Commensse and the Croydon Enterprise programme. The project's training programme continues to attract participants and workshop evaluations are very, very, positive. Client development is well monitored and progress is good. Two of the organisations supported by Commensse over the last year, 'Creative Circles' and 'Care to Listen' won the Dragon's Den Competition held at the end of last year. Both organisations will now be mentored by leading Croydon Businesses. The budding social enterprise 'All Inclusive' was the first licence holders to move into the Resource Centre.

- All community enterprise officers have now had some initial training on the CRM. The system, however, continues to pose challenges for recording information relating to groups rather than individuals and for the reporting of outcomes. Spend is broadly in line, the £5006.83 variance in Form A is committed spend and so has been accrued to be dispersed by the end of March 2009.

#### **DT2.2a Business Growth Services**

- Milestones have been met this quarter.
- A review of the Creative Industries support commenced in Q3 and will continue into Q4. This will enable the programme to determine how to progress with the CI strategy.
- Output targets are mainly on track.
- Outcome targets for newly VAT registered businesses have not been achieved. The programme is mainly dealing with sole traders and companies that have not yet reached the threshold for VAT Registration. There has been reluctance for businesses to register and given the current climate, the sales are not increasing and fewer companies are reaching the threshold. The project has integrated information about VAT registration into their workshop and 1:1 provision and the internal business advisors are covering requirements at surgeries. The project has also been working with HMRC to deliver workshops on site so that clients have as much access to information and requirements as possible.
- The move to the Economic Development Company has moved onto the risk register as key personnel are spending time on future plans.
- Test Trading Grants winds down early January to ensure that it can be evaluated before the beginning of the new financial year.
- There are applications being written to ERDF in order to try to increase the match funded element of the programme. If successful, this will impact in 2009/10.
- The mentoring programme, producing mixed results will see a shift into a new method of delivery. The existing mentoring relationships will however continue.

- There has been an allocation of work on Inward Investment included in Q3 in order to enhance the offer to the Borough. This has included development of key material for promotion outside the Borough.

#### **DT2.2c Economic Development Company**

- Formal agreement from all partners that will be part of the new Economic Development Company (EDC) was given in October/November 2008. A transition team has been set up and have put together the 'implementation plan' for the next phase of the project.
- Final Memorandum & Articles of Association have been drafted and the 5 founding members identified. Full company incorporation due to happen early 2009.
- A draft Communications Strategy and Plan has been developed to ensure that all stake holders are kept involved and up to date with the progress of setting up the new EDC.
- Due diligence work has also started across the various partners and transfer routes for all partners will be agreed early 2009 to ensure that all necessary staff consultation is carried out and that the EDC is fully operational by June 2009.

#### **DT2.3a – Start Up Skills Training**

- One new modular course and two introduction courses were run this quarter in New Addington and Thornton Heath engaging beneficiaries from BME communities, women, people with disabilities, lone parents, and people over the age of 50.
- Recruitment and engagement of new clients has been steady, 34 new individuals in total received training. All planned 1:1 information and guidance sessions were run. The number of individuals seen was lower than previous quarters - 9 individuals, 4 of whom went on to do the Business Skills training programme. The number of new beneficiaries forecast for 1 new course was optimistic (27) - 13 new beneficiaries attended the modular course. However, this has not affected the outcome forecast to date as 24 more beneficiaries were trained than forecast in the previous quarter. 2 of 3 'introduction' courses were run - engaging with more than two thirds of the predicted number of individuals. An additional 'introduction' course will be run in quarter 4 to compensate. The outcome for 'number of clients entering training or employment' was an additional target set beyond the scope of the current programme. The programme will be re-modelled to properly address this outcome for April '09, and currently represents the number of new individuals engaged in the programme.
- 11 referrals were received from Building Enterprise, all of whom have been followed up for Business Skills training or sign posted to other provision, and 5 new business start ups were achieved in:- Beauty Therapy, Accounts, Gardening, and Food sectors.

- An extra evening course will run next quarter to address an apparent demand for evening provision identified last quarter, and work will commence with CVA to deliver business start up provision in Broad Green.

### **DT2.3b Building Enterprise Construction Training**

- **Outputs**  
Numbers for this quarter appear lower than previous quarters. During this period there were four weeks of downtime for Xmas holidays and one week refurbishment of the centre. The bookings remain strong with a waiting list of 4 weeks.
- **CSCS Centre**  
Invigilator training was given to all available staff. The test centre is now active and has provisional booking in excess of 150.
- **Partnership**  
The project has established a partnership with New Addington High School to support the year 11 (16 yrs). The school currently runs an internal construction course. Building Enterprise has offered to train those students interested in pursuing a career in the construction train them with the intent of giving them access to an apprenticeship.

### **DT2.3d Beauty and Complementary Therapy**

- A Project Co-ordinator commenced work on 3rd November. Following induction the co-ordinator will be carrying out some follow-up activities with beneficiaries from Year 1 and Year 2 of the project to discover more robust information regarding outcomes, and destinations of participants in the programme who completed. Analysis will also be made of numbers of beneficiaries who successfully completed and passed their training programmes, though this is not a requirement of LEGI reporting.
- Courses have continued during Q3 with no new beneficiaries. The project will be ending in March 2009.
- Under spend of £9,000 is again due to staff vacancies and lower than expected participant numbers. Total under spend to date is approx £22,500. Run-off funding for April - July to complete delivery of courses has been negotiated at £8,000 and will be claimed against under spend in Q4.
- Reviewing the project has shown that changes in marketing material between Year 1 and Year 3 participants has improved beneficiary retention on courses. Substantial information has always been provided to beneficiaries prior to starting courses, but in early days the "free" tuition was misleading as beneficiaries still needed to make a considerable financial commitment to undertake the course.
- The current recession has generally increased numbers applying to the main CALAT programme for the Beauty Specialist Diploma leading to 3 courses running for academic year 0809. LEGI Beauty Business enquirers (as reported in Q2 number of enquiries have dropped) have been referred to

main programme where learners are still eligible for free tuition if on benefits and in addition receive assistance with materials at this time. This latter option has not been available to LEGI beneficiaries, so subsuming the programme of LEGI courses into main CALAT programme benefits participants.

- Output figures for Q3 have been re-profiled to Q4 as there has been no opportunity to do the follow-up work as co-ordinator was only appointed in November.

### **DT2.3e Business Online Croydon**

- The project was successfully launched in early November 2008 with editorial features in both the Croydon Enterprise and South London Business magazines. During November the project and the first e-commerce day were publicised in the Croydon Advertiser, the Croydon Guardian and through the Croydon Chamber of Commerce. The first e-commerce day took place on 26th November 2008 and was opened by Cllr. Tim Pollard. The e-commerce day was followed up with four workshops on December. Both the e-commerce day and the workshops exceeded target - notably, the e-commerce day was attended by 136 delegates.
- The e-portal was launched at the e-commerce day, and companies were signed up to the portal during the event. A domain name has been purchased to use for publicity - [www.e-croydon.com](http://www.e-croydon.com). An advertising campaign is being prepared for February and March 2009 to encourage companies to sign up to the portal and to encourage local residents to access the portal and utilise the services of the companies advertising on the portal.
- Dates have already been agreed for the second e-commerce day and workshops, 12th March and 19th March respectively. Details of the topics to be covered in the events are currently be finalised and will be forwarded to Croydon Enterprise and Croydon Business shortly.
- Below are samples of feedback received from the first e-commerce day and workshops:
  - *Excellent. Well planned and well delivered* – Kris Sen. Kris Sen Solicitors
  - *Very helpful. I will be implementing what I have learnt today into my business* – Shirley Kenton. HHearts Ltd.
  - *I thought about cancelling as I have so much to do – but this has been the best investment of time ever! Inspirational and accessible. Particularly like the days emphasis on making money (why else would we be here?)* – Anita Thorpe. Diverse
  - *The whole day was organised very well. Peter Pledger was wonderful and made the time go by very quickly. Great SOH! Thank you. I am glad I came* – Anika Wilson
  - *This was a real eye opener since I am on the verge of starting a business in Croydon. I felt I received vital information indeed* – Sipho Hlambelo
  - *This is a wonderful opportunity for beginners like us and for inexperienced or struggling businesses. Even established businesses must have benefited from the broad range of modern options that enhance growth* – Dr Beatrice Hansen-Sudbury. Centrepont Corp CIC.

### **DT2.3g Ideas into Business**

- The web 2.0 workshop that ran during Enterprise week was extremely popular both in terms of numbers attending and feedback of attendees. Further web 2.0 workshops will be incorporated into the projects schedules.
- A new workshop was introduced called “60 seconds with Ron Holland.” Ron Holland is a larger than life character. He found school very challenging and left at 14. Later, of course, he came to realise that his difficulties were largely down to his dyslexia. He set up his first business in his twenties and has run various successful businesses as well as publishing over 30 books. Today he guides businesses through various steps needed to get funding – building up the team, strengthening the proposition and the way the message is delivered. As implied by the name, each entrepreneur was given 60 seconds to impress Ron and then gained feedback from him.
- It is noted that outcomes are disappointing this quarter. The explanation is as follows:  
There has not been enough time to phone a significant number of clients to ask questions about VAT, growth, etc.  
The current state of the economy may be affecting business growth and new business creation.
- There are a number of reasons for the under-spend. The under-spend by £2600 on mentoring, was due to a combination of a conscious decision to cut back (having overspent previously) and staff illness. The staff member who does a lot of the mentoring was out of action for 6 weeks due to being in hospital and subsequent recovery. Also, as mentioned previously, the significant budget cuts that took place in Q1 continue to put the project at risk because contracted staff are receiving less work from IIB, so they are seeking more lucrative work elsewhere. Often, other organisations may require a near full-time presence for a number of weeks. For example, one contractor spent a significant time on a contract in France during this quarter.
- Because the budget was smaller this quarter, the project has again cut back on the amount that contractors/mentors are being paid for delivering workshops, etc. It would appear that the project has been overzealous because they have come in under budget. The project needs to have an understanding of the work that CE requires to close the project, so is reflected in the budget for Q4.

### **DT2.3i Built to Compete**

- Highlights  
Meet the Buyers recorded the highest attendance yet, with 94 business people meeting with 12 buyers so a significant amount of demand exists for this activity. 79% of businesses believed that they had a satisfactory or better chance of winning business after attending the event and 100% would attend again in future.
- 4 successful tendering workshops were run including – “how to pass pre-qualification”, “how to writing amazing tenders”, and “how to write winning

proposals". These received excellent feedback and attendees have gone on to subsequently ask the project for support with bid-writing.

- Work started at the end of the quarter on a external decorating contract worth £300,000 with Croydon Council. Business to Business were consulted before the contract was advertised and gave technical advice on how to write the PQQ to make it a) small business friendly and b) more easily let to local businesses. Although timescales are tight, the project is now embarking on a process of engagement within the borough to bring as many businesses as possible to the bidding process.
- **Outputs/Outcomes**  
The project reports performing well against target with total businesses engaged and as services become more popular, within the programme, they are starting to see clients move from a 2hrs+ level of support to 2days+ which is great news.
- Buyer engagements are currently below target. A decision has been taken to engage work on increasing the quality of buyers, not just working with those who "like the idea" of working in the local economy, but actually those who have a need/desire to do so. At present the project does not have the resources to give the level of 1:1 support, especially with regards to technical/legal advice, that is required in order to help buyers who do not already know how to word tenders in such a way as to help local business engagement. This is something the project has isolated as key for development of the project and will work towards in Built to Compete 2, pending a successful application. In addition to this, project staff speaking to buyers have found that the "economic downturn" has had a definite impact on number of contracts placed. As such, going forward the project will work with buyers for whom local purchasing can actually be a cost saver, and would therefore be especially beneficial.
- In the last quarter project staff time allocated to the project was consumed with the bid writing workshops, bid writing support, preparing for their audit, and effectively liaising with the significantly increased numbers of delegates attending the Meet the Buyer event. As such the monitoring of outcomes has not been to the level that has been expected. As such in the last quarter, the project will bring in more support to go back to every business they have helped and assess their success with a view to achieving significant outcomes of business growth, business generation and jobs safeguarded. The cost of this support will be accounted for outside of the project budget.
- **Risks**  
The key risk for the project currently is not achieving the outcomes that have been set. They believe however that a significant amount of benefit has been derived for the project in the local economy since it was created 15 months ago, and especially in the last 6 months and that this will bear fruit in terms of outcomes. Thorough monitoring of outcomes will start at the end of January 2009.

### **DT2.3j Franchise for Croydon**

- Quarter 3 has seen 11 'one to one' sessions and an Advisor Workshop of which 16 attended. The Advisor workshops have been very well attended with all District Centre Managers attending the last workshop as the project is aiming to leave a legacy of Franchise support in the borough when the project comes to a close in March 09.
- There are now have 50 Croydon franchise opportunities identified on the [www.whichfranchise.com/croydon](http://www.whichfranchise.com/croydon) website.
- The VAT registered business is that of Daniel and Vida Lartey's PlumbXpress.
- Businesses starting as a result of Croydon Enterprise is that of Cheryl Cranston, Jo Jingles (Franchise and LDA pilot programme supported Cheryl).
- New businesses demonstrating growth after 12 months is that of Elsa Yohanes, Smart Cartridge.

### **DT2.3k Finance for Enterprise**

- Quarter 3 has seen progress in both volumes and achievements of the Croydon Enterprise Loan fund.
- Raising Awareness  
During Q1,2&3 the loan fund team have worked diligently in raising awareness amongst potential applicants throughout the borough and had conducted and supported 55 presentations, workshops and drop-in events that attracted 768 attendees towards an annual target of 500. Whilst the annual target has been reached already the project will still maintain their policy of actively promoting the fund. The project will also be looking to attract better quality introductions and have developed a programme of events to promote the fund amongst the bankers and intermediaries within Croydon area as well as seeking introductions from existing businesses requiring funding at this difficult economic time
- Marketing  
The project continues to advertise in local papers and publications using the 'acorn' theme events and have also revised their leaflet to maintain an identity for the fund.
- Lending  
As at the end of Q3(2008-9) this has now increased to £280,700 granted. In total 32 loans have been granted but a number (4) have not been drawn as they are pending planning/change of use approval via Croydon Council and this has meant a substantial delay. As at the end of Q3 the fund was working with a pipeline of potential applicants of near £167,000 and 12+ applicants
- Diagnostics/business plans  
During the quarter the Loan Fund project has not supported applicants with any diagnostics given that the bulk of applications are for £10,000 and under. They have commissioned 4 business plans. Whilst this number is lower than

may have been anticipated they have remained budget conscious and sought to only engage external support when an application has evidenced viability following and initial meeting with the loan fund manager. The project continues to work closely with Croydon Business by way of referrals for additional support in order to help them achieve finance readiness.

- **Mentoring**  
From those successful applicants 17 have taken the offer of mentoring and this is seen as being of great benefit by the businesses owners especially those with limited experience. Further mentoring has been offered to successful applicants who have still to draw and where necessary the project has extended the duration of support available.
- **Business Angels**  
6 companies have been advised about accessing business angel investing for their business growth. 6 individuals advised about becoming a business angel 4 of these likely to become business angels

### **DT3.1b Business Friendly Planners**

- Progress has slowed slightly in this last quarter. Although the numbers of queries that have been received are still at the higher levels, it is the type of queries that have changed. A lot of the entrepreneurs coming forward seem to be using the service for information but then not following through with the proposed works or an application. This is understandable given the economic climate. This is one of the reasons why the referrals to other partners figure is so low. Not many of the queries have worked up to the level where they can be passed on. In addition there have been a lot of refused applications in this quarter which accounts for the low number of granted applications. However it is even more important for the service to be reactive and provide the correct information and support quickly at this time.
- The successful queries that have come forward have involved premises improvement particularly signage and shop-fronts. It is hoped that some of the work that has been done can be part subsidised by the BPIS. The role of BPIS will take on an extra important dimension over the next financial year and is the type of support businesses will need at this time.
- In December the Service held an internal (within Croydon Enterprise and Croydon Business) training session on planning and the Business Friendly Planning Service at Park House. Whilst this was initiated to help educate the hot-line staff the session was open to anyone that wanted to attend. 6 people attended, including representatives from BID, loans and other partners. Feedback indicated that the session was beneficial and further sessions will be scheduled.

## **DT3.2b Crime and the Fear of Crime: Tackling Business Crime**

- Crime Project - 38 small businesses were contacted during this quarter. 36 received crime prevention surveys but only 12 of those received target hardening works. There has been an increase in cigarette burglaries in which shop front shutters were either ram raided, the power supply hot wired or the locks cut off enabling the shutters to be lifted and entry to the shops gained. Where appropriate stronger padlocks and internal door grilles were fitted under the scheme but the recent increase in the cost of metal restricted the number of grilles the project is able to supply with the funding they have. This type of target specific burglary is difficult to prevent with just locks and grilles and needs specialist property protection equipment such as fogging systems installed. A burglary workshop meeting was held in Norbury. Local businesses received information on how to prevent commercial robbery, shop burglary and general crime prevention advice. Feedback from attendees showed that it was very well received. Plans are underway to roll this out to other district centres. The Alert Box pilot in South Norwood was evaluated and received favourable comments from the members.
- ABA Programme - Quarter 3 is historically a quieter period as young people are less likely to be out in the community engaging in ASB due to the cold weather. Other activities include working on a joint training package with YISP. The project expects to deliver this over the next couple of months to all SNTs, NEO's and MEUs and appropriate Housing staff. The support process offered to Young people and their parents has proved to be very robust. Many of the individuals referred have received introductions to a range of diversion activities groups for example: Police cadets, Croydon Autobike Scheme (CABS) and Positive Activities for Young People (PAYP) In addition to the referred individual, in many cases the younger siblings have been engaged in activities, this is where prevention work really comes into its own. Several families have also received voluntary parenting support.
- Outreach - The project has established links with the police town centre team and progress is being made on identifying potential individuals needing support. A joint working protocol for these walkabouts will be agreed with all parties shortly. The project has successfully started two new satellites, one at the Croydon Resource Centre and one at the Family Justice Centre, thus ensuring clients are able to access services easily and quickly.
- Red Kite - The referrals have been lower than forecast this quarter due to a reduction in probation officers. To overcome this, meetings with the new trainees based in Croydon were organised resulting in increased referrals during recent weeks. 18 clients engaged in CSCS training and 4 passed the test. 6 clients were referred to other training providers. 2 clients are due to start at the Building Enterprise college in January, 1 client has successfully completed the 12 week construction course. One client has been referred to Business Start up course and is due to attend a five- week session starting on 14th January 2008. Another client attended a music workshop as part of the Croydon Enterprise Week (17th – 23rd November 2008) and as a result has been offered a volunteer position with a music project run by Kids Company in Camberwell.

### **DT3.2c Pride and Contribution**

- Croydon Enterprise sponsored ' the Best New Business' award at the Best of Borough Awards in November. The award was won by 'Cutting It Fine' hairdressers from Purley. The judges for the CE award were members of the Croydon Enterprise Advisory Board and were impressed with their sophisticated marketing and clever customer relationship management ideas. Other awards on the night included, best local trader, best commitment to corporate social responsibility, as well as others.
- Croydon Enterprise commissioned Croydon Business to deliver a week of activities and events for Enterprise Week, 17 - 23 November 2008. As well as to becoming integrated in the national Enterprise Week campaign by Make your Mark, the aim of the week was to raise the profile of the Croydon Enterprise programme. A unique brand was designed for the week, which encompassed the Croydon Enterprise logo and was put on all marketing and promotional material. Croydon Enterprise delivery partners were engaged and delivered activities with an enterprise theme targeted towards young people, women, social enterprises and people with disabilities. The finale event was a women's' enterprise conference with guest speaker Shaa Waassmund, who has recently been voted as one of top female entrepreneurs under the age of 35 in the country.

### **DT3.2d Inward Investment**

- Delivery of the Croydon Ambassador programme is ahead of schedule. Collateral for recruitment of Ambassadors is achieved along with approved scheme eligibility. Recruitment of Ambassadors is ahead of target; at the time of writing this report there have been 128 nominations from various internal stakeholders (Croydon Business, BID Boards, Council CEO, District Team and key high profile individuals) within Croydon. There has been a further 29 applicants from the wider Croydon community.
- In Q3 a soft launch of Croydon Ambassadors was held at the Best of Borough annual dinner where leading Croydon businesses were introduced to the concept of Croydon Ambassadors and encouraged to become applicants or nominate other powerful borough advocates. At the same time an online recruitment page was promoted, in a local publicity campaign. In the seven weeks since the WebPages have been on the web there has been 610 hits to the site and Q4 will see the content on these pages considerably expanded. Following this the first celebrity Ambassador - Olympic Champion Tasha Danvers was signed up to the scheme and publicly announced. The programme will continue to work with potential celebrity Ambassadors in creative bespoke ways to ensure a wide reaching publicity is achieved to deliver the objectives.
- An Ambassadors Steering Group has been formed with nominated Croydon Business board members, private sector and Council representation.

- At the time of Q3 submission one strategic partner making a £5k contribution to the programme is in place. A strategic partner's sponsors pack is currently in the final stages of approval.
- In Q3 additional work has been done with the CEO of Croydon Council and the Press Office to ensure a fully transparent and open eligibility criteria. By mid Q3 tenders were in to enable delivery of print collateral for recruiting and informing Ambassadors. Therefore the Q3 variance of £7915 is committed, although this will not be reconciled until partway through Q4.

### **DT3.3a District Centre Strategies**

- The shaping places programme of work has ceased and is under review in order to develop a more robust programme of district centre work in line with the preparation of the Local Development Framework (LDF) which in turn contributes to the delivery of Croydon's Sustainable Community Strategy. This will ensure that this ward based programme leads to benefits that are achievable and deliverable through, amongst other things, the council's statutory planning framework.
- The original programme as envisaged in Addiscombe, New Addington/Fieldway and South Norwood/Woodside will not take place therefore the outputs, outcomes and milestones previously agreed are no longer achievable via the shaping places programme. They will however, be sought to be addressed via the LDF and the Core Strategy as the development of area specific policies and proposals for these areas are likely to be more effective when embedded within the planning framework. The Core Strategy will provide the context against which each area's identity and distinctiveness is aligned. The work completed to date in the local areas will feed into this exercise.
- The only part of the programme that remains in place as a project in its own right is the Purley town centre visioning work which has led to the submission of an expression of interest to the Community Infrastructure Fund to deliver the Purley Town Centre Highway Improvement Scheme by March 2011. The council is currently awaiting the outcome of the submission. In parallel, options are being developed as to how to role out the vision in the rest of the town centre, focussing on options for improvements to the Purley Parade area.

### **DT3.3b District Centre Managers**

- Good progress continued in Q3 with Events and Marketing being a main focus. As well as Christmas the team worked alongside the LBC diversity team to encourage and develop festive celebrations for both Eid and Diwali. This will also assist with business engagement into those communities.
- At the Best of Borough (BOBs) awards the District Centre Managers had worked very hard to encourage local businesses to get involved and the event was very successful with each centre well represented.

- The team have been fully engaged with BPIS working closely with planning and property brokerage. There is now a significant programme of improvement in Central Parade and South Norwood.
- The team structure was adapted to strengthen the core team in order to better deliver events and support the DCMs .
- The project has engaged an Events Assistant who has supported all district centres and acts as the liaison with the Croydon Business central team. A part time Markets Manager has also been engaged to establish markets in each district centre as appropriate, and this person is also part of a partnership team across London to establish better training for traders and create more local opportunities.
- The post of Project Manager has been enhanced to ensure that the project is able to capture business requests for support from all areas so the project is able to offer a more consistent approach to projects such as environmental issues or Parking that affect several or all district centres. The project was able to deliver support to businesses in South Croydon with this resource and is currently putting together a paper on parking proposals from the businesses partnerships.
- The project has assisted in the "alert box pilot scheme" and is working with the local SNTs and Safer Croydon to see how they can rollout across the areas.
- In regards to the progress monitoring there are several differences from the forecast or last quarter .There have been less referrals to crime prevention as since Q2 only victims of crime could now apply and that funding was short.
- The significant increase in events is due to the new structure.
- Less news letters have been produced as a direct result of less DCMs within the structure and more core staff.
- There is an increase in properties identified and referred to the property brokerage team with Woolworths closures.
- There has only been a slight change in vacancy rates but it is anticipated that in Q4 this will increase.

### **DT3.3c Property Brokerage**

- The third quarter has continued to deliver the forecasted outcomes and outputs on the majority of the performance targets, this is in spite of the fact that there was an ongoing issue of long term sickness which has resulted in a reduction of 50% of the staffing on this project. An admin support staff has been employed for this project for a fixed term contract from 01/12/08 to 31/03/09. This will allow the project to fulfil the remaining targets for this financial year. The project continues to strengthen the relationships that they have with the agents and are assessing the long term role in line with a co ordinated inward investment programme.

- The target group has been well represented with this quarter's delivery with three quarters of the participants receiving support coming from the BME community. Women continue to represent half of the participants, lone parents and over 50 continue to exceed original forecasts.
- Outcomes  
VAT Registered Businesses - All businesses assisted during the year by the service will be contacted during Q4 to see if they have now registered for VAT and whether growth has been demonstrated.

Number of Businesses Assisted - Increase in actuals is over forecast which is a result of larger number of direct referrals from other delivery partners such as CVA, SLB and LINNOC together with rising awareness of the overall CE programme through word of mouth and the internet. Other sources of referral have meant that the number of applicants assisted has risen slightly as those applicants tend to be in a better position to take advantage of the service.

Target Groups - Training to be provided to both surveyors to ensure competence in dealing with all clients.

Businesses Demonstrating Growth over 12 months - Figure to be investigated in Q4.

- Outputs  
Property Showcases - Following a review of the showcases in Q2 the project will be running a further 2 events in Q4 adapted to better suit client needs and current market conditions.

Mapping of Vacant Property in DCs - Will be completed in Q4 now the service is again fully staffed.

Number of Businesses Retained – The project has not had much direct involvement in the area of Retention of businesses this year. However, in view of the economic situation this will be of increasing importance for the service, working with the DCMs and Business Advisors. The implementation of a full inward investment programme will assist with understanding of business retention in the borough.

Number of Referrals to CE projects - Reduction in referrals is a result of more clients being property ready this quarter and less requirement for involvement of the planning team.

Property Profiles for DCs - These will be completed in Q4, now fully staffed.

Number of Vacant Premises - Increase due to the current economic climate.

#### **DT4.1e Portland Road**

- During Q3, the work of putting together the planning application continued. The developer is in the process of developing the final model for the scheme and securing a housing association as a partner.
- Work has started on preparing the legal agreement between the Council, the developer and the potential third partner (a housing association).
- Internal discussions with the youth service, who are responsible for the running of the Socco Cheetah Centre has stated to establish the need for a community facility on the adjacent St Aiden's site. The possibility of accommodating the detached youth team and a local pre-school project are being considered.

#### **DT4.1g Wandle Village**

- External construction continued. Completion date not yet announced by Barratts.

#### **DT4.1h Park House**

- The centre was officially launched on 15 October 2008. Support on a one-to-one bases to current tenants was provided on an on-going basis. Further improvements to the offices have been carried out.

#### **DT4.2b Norbury Manor**

- Quarter 3 monitoring return not received for Norbury Manor.

#### **DT4.3a Social Enterprise Units at HCRC**

- The Resource Centre opened its doors to the public in this quarter (1 October 2008). The interest from groups wishing to use the Centre's facilities has been fantastic. Many voluntary and community groups as well as partner agencies in the statutory sector have hired the various meeting spaces and training rooms at the Resource Centre for community events and meetings.
- Commense have now re-located from 97 High Street in Thornton Heath to the Resource Centre and the Centre is being marketed as a new Enterprise Hub now. All of Commense's training courses are now run from the Resource Centre and there are 3 to 4 workshops every month at the Centre specifically for social enterprises. There has been good uptake of courses and people like the central location.
- There has been encouraging interest from social enterprises to take up office space at the new Resource Centre. One of Croydon Enterprise's Programme Managers has been involved in the selection of social enterprise units to take up office space in the new Centre. Offers have been made to quite a number of social enterprises but there has been a slow uptake due to economic

downturn and shortage of funds from some enterprises to commit to the rental contracts. However the project is confident that a good mix of social enterprises and voluntary groups will take up office space and continue to use the activity space over the coming months.

## **PS1 Programme Support**

- During quarter 3, significant progress was made towards commissioning projects for the second phase of the programme. All projects were reviewed in line with criteria agreed by the Board in September 2008. In October, all projects were issued with notification as to the status of their project. By the end of December proposals submitted in response to the new specifications had been evaluated. The programme is now working with partners to address concerns arising from proposals. Where projects have been agreed, the commissioning team and partners are developing delivery plans for 2009/10 in order to finalise the grant agreement or service level agreement by March 2009.
- In October, the programme arranged a workshop on working with clients with disabilities. This was held in partnership with Enabled 4 Enterprise and Leonard Cheshire Disability and provided an opportunity for the Commissioning Team and delivery partners to improve their understanding of issues around disability, specifically focusing on providing enterprise support and ensuring services are accessible to clients with disabilities.
- Croydon Enterprise was delighted to sponsor the Best New Enterprise award at the Croydon Business Best of Borough Awards in November. Cutting it Fine, a Purley based hairdresser, was announced as the winner at the gala dinner and is an ideal example of the entrepreneurial spirit in Croydon. This was also in evidence during Enterprise Week, held from 17th to 23rd November. A variety of events were held throughout the week, resulting in a number of high profile publicity opportunities.

## **PS2 Programme Evaluation**

- As part of the evaluation work, the CE team continue to work with Croydon Business on CRM system. Delivery partners have been using the system for three quarters and data is now between 60-75% accurate. The CE team are starting to use CRM reports for more in depth analysis in quarterly performance reports, but there are still issues to be resolved with the quality of current and historical data and which is being addressed more intensively by Croydon Business and delivery partners.
- The contract for the independent evaluation of projects phases 2 and 3 was awarded to Russell Webster and Ian Hearnden, who have now completed 8 of the evaluations with 4 more to be completed by February 2009. Draft recommendations will be reported to the CE Advisory Board at the meeting in February. Finalised recommendations from the overall evaluation will help to inform future service planning on an individual project and programme wide basis.
- A project plan and specification have been developed for undertaking a business survey during the 4th quarter of this financial year. The results of

the survey should help assess levels of business support awareness in the borough as well as satisfaction with services provided. The survey also aims to identify gaps in current provision and support that would be most appropriate for businesses experiencing challenges as a result of the current economic downturn.

### **PS3 Communications**

- In this quarter, CE (8) was produced and distributed by delivery partners to distribute to their beneficiaries. The Entrepreneurs Handbook was updated again and had its 3rd re-print with double the quantity printed as delivery partners have found that it is a very effective tool to communicate the activities of the Croydon Enterprise programme.
- Croydon Enterprise commissioned Croydon Business to deliver activities during Enterprise Week 2008 (17 - 23 November 2008). Although there was a specially designed Croydon Enterprise Week 2008 logo, all activities, adverts and promotional literature was also branded with the Croydon Enterprise logo.

### 3.0 Financial Summary

Delivery Theme	Projects	Project Ref	2008/09	Q3		
			Total Allocated Budget	Budget	Actual	Variance
Potential entrepreneurs	Theme 1 development and support	DT 1x	63,074	11,108	11,108	-
	Raising attainment in underperforming schools	DT 1.1a	350,000	-	-	-
	Yes! Croydon - Outreach to target groups	DT 1.2a	72,660	9,790	9,790	-
	Well Being Works	DT 1.2c	73,981	14,637	14,637	-
	Commense - Support to voluntary and community groups	DT 1.3a	206,845	41,170	41,170	-
	Business Start Up Training	DT 2.3a	63,995	18,231	18,231	-
	Construction Skills Centre	DT 2.3b	239,130	52,029	52,029	-
	Bespoke business training	DT 2.3c	-	-	-	-
	Beauty and Complementary Therapy Centre	DT 2.3d	58,029	10,688	10,688	-
	<b>Delivery Theme 1</b>			<b>1,127,714</b>	<b>157,653</b>	<b>157,653</b>
Business Creation & Business Growth	Theme 2 development and support	DT 2x	262,304	79,215	79,215	-
	Generic Business Support	DT 2.2a	1,613,325	425,032	425,032	-
	Economic Development Company	DT 2.2c	250,000	-	-	-
	BSSP	DT 2.2d	15,000	10,801	10,801	-
	Economic Development Partnership Capacity Building	DT 2.2e	60,000	25,922	25,922	-
	E Commerce support	DT 2.3e	83,405	46,605	46,605	-
	Ideas into Business	DT 2.3g	139,056	24,988	24,988	-
	Built to Compete	DT 2.3i	135,875	29,806	29,806	-
	Franchise 4 Croydon	DT 2.3j	89,784	21,996	21,996	-
	Croydon Enterprise Loan Fund Ltd	DT 2.3f	15,000	5,000	4,938	- 63
	Finance for Enterprise	DT 2.3k	217,103	65,029	65,029	-
	Business Development Loans - Credit Union	DT 2.3m	39,382	12,472	12,472	-
	<b>Delivery Theme 2</b>			<b>2,920,233</b>	<b>746,866</b>	<b>746,804</b>

Delivery Theme	Projects	Project Ref	2008/09	Q3		
			Total Allocated Budget	Budget	Actual	Variance
Business Environment	Theme 3 development and support	DT 3x	54,471	14,081	14,081	-
	District Centre Managers	DT 3.3b	539,620	199,158	199,158	-
	Business Friendly Planning Service	DT 3.1b	98,219	23,863	23,863	-
	Property Brokerage	DT 3.3c	98,010	24,492	24,492	-
	Shaping Places Programme	DT 3.3a	15,745	15,745	15,745	-
	Business Premises Improvements	DT3.3e	-	-	-	-
	Crime and the Fear of Crime	DT 3.2b	240,000	-	-	-
	Pride and Contribution	DT 3.2c	84,395	44,395	44,395	-
	Inward Investment	DT 3.2d	94,550	23,934	23,934	-
	<b>Delivery Theme 3</b>			<b>1,225,010</b>	<b>345,667</b>	<b>345,667</b>
Business Premises	Theme 4 development and support	DT4x	67,262	15,871	15,871	-
	Enterprise Opportunity Centres development fund	DT 4.1b	20,415	615	615	- 0
	New Addington EOC	DT 4.1d	-	-	-	-
	Portland Road EOC	DT 4.1e	850,000	-	-	-
	North West Croydon EOC	DT 4.1f	-	-	-	-
	Wandle Village EOC	DT 4.1g	-	-	-	-
	Park House EOC	DT 4.1h	-	-	-	-
	Commercial Business Park	DT 4.1m	-	-	-	-
	Strand House / Selhurst High	DT 4.1p	1,129,500	-	-	-
	Norbury Manor enterprise learning facility	DT 4.2b	482,000	-	-	-
	Social Enterprise Units within HCRC	DT 4.3a	15,000	-	5,000	5,000
	<b>Delivery Theme 4</b>			<b>2,564,177</b>	<b>16,486</b>	<b>21,486</b>

Delivery Theme	Projects	Project Ref	2008/09	Q3		
			Total Allocated Budget	Budget	Actual	Variance
Programme Support	Programme Management	PS1	291,961	71,490	104,086	32,596
	Advisory Board Sub-Groups	PS1.1a	16,373	6,450	-	- 6,450
	Evaluation	PS2	142,000	35,500	42,355	6,855
	Communications	PS3	180,000	45,000	31,791	- 13,209
	<b>Programme Support</b>		<b>630,334</b>	<b>158,440</b>	<b>178,232</b>	<b>19,792</b>
<b>TOTAL</b>			<b>8,467,469</b>	<b>1,425,112</b>	<b>1,449,842</b>	<b>24,730</b>