This report shows the progress of the Croydon Enterprise Programme during the third financial quarter (Q3) of Year 2 (2007/08).

We are reporting on the following areas:

1.0 Programme Milestones
2.0 Performance Summary
3.0 Financial Report
4.0 Unallocated Funding and Underspend
5.0 Programme Risk Register

Appendices

1. Detailed Project Summary
2. Detailed Project Spend
Executive Summary

Quarter 3 has produced a range of very positive outcomes and examples of good practice, for example there have been 957 calls to the business hotline, 62 business start ups have been reported and 583 businesses have received direct support as a result of the programme. (Pages 4 & 5 provide a summary of the key outputs)

A number of issues have been raised, which need to be addressed going forward to ensure the success of the programme (Pages 6 & 7):

- Quarter 3 levels of outreach and marketing activity need to be sustained to ensure the programme continues to attract current levels of new clients.
- The number of clients entering employment has decreased this quarter from 30 to 14.
- The programme is achieving targets relating to recruiting clients from specific groups i.e. young people and BME communities, but significant underperformance has been reported for clients with disabilities.

The CE team will be addressing these issues by reviewing current outreach and marketing provision, identifying how to increase opportunities for clients to access vocational training and employment and focusing on recruiting clients from target groups where under performance has been reported.

Financial Report (Pages 8 & 9):

- Actual spend for quarter 3 is £1,516,774 bringing the total for this financial year to £3,540,253.
- Total unallocated funding for 07/08 is £913,378 and total project underspend to date is £348,713
- The programme has secured match funding of £82,194 for quarter 3, which brings the total to £296,118.
1.0 **Programme Milestones**

The following table summarises the progress against key programme activity for 2007/08:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Milestone Forecast</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>Milestone Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Croydon Enterprise Advisory Board Meetings</td>
<td>★ ★ ★ ★</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3rd meeting took place on 13th December 2007</td>
</tr>
<tr>
<td>Recruitment of Programme Staff</td>
<td>★ ★ ★</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2 Programme Managers have been recruited.</td>
</tr>
<tr>
<td>Complete Delivery Plan for 07/08</td>
<td>★</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Agreed by the CE Cabinet Committee on 9th July</td>
</tr>
<tr>
<td>Complete Annual Report 06/07</td>
<td>★</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Copies distributed to delivery partners and councillors</td>
</tr>
<tr>
<td>Complete LAA returns</td>
<td>★ ★</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>6 monthly review of LAA targets was completed</td>
</tr>
<tr>
<td>Develop evaluation framework and produce evaluation report</td>
<td>★ ★</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>This commenced in quarter 3 and will be completed in quarter 4</td>
</tr>
<tr>
<td>Review and refine key performance indicators</td>
<td>★</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Project performance indicators have been reviewed across the programme and where appropriate they have been refined and generic indicators have been added. Performance information on these will be collected for quarters 3 and 4</td>
</tr>
<tr>
<td>Monitoring visits</td>
<td>★ ★</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>A series of monitoring visits took place in quarter 1, the next round of visits is scheduled for quarter 4</td>
</tr>
<tr>
<td>Complete quarterly monitoring</td>
<td>★ ★ ★ ★</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Completed for quarters 1, 2 and 3</td>
</tr>
<tr>
<td>Hold communications workshop for delivery partners</td>
<td>★ ★</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hold CE event</td>
<td>★</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>CE had a presence at the Croydon Mela. Expo locals have taken place in New Addington and South Norwood</td>
</tr>
<tr>
<td>Produce quarterly publication of magazine, targeted press and national media</td>
<td>★ ★ ★ ★</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4th edition of CE magazine published</td>
</tr>
</tbody>
</table>
2.0 Performance Summary

The Croydon Enterprise programme feeds into the outcomes within Block 4 ‘Economic Development and Enterprise’ of Croydon’s Local Area Agreement (LAA). Performance information on LAA targets is collected and reviewed on a six monthly basis.

As part of the project output review we have identified those projects which have outputs that directly contribute to measuring performance against LAA targets. Some outputs have been adjusted so that we have a core group of key generic outputs to enable the collection of this data across the programme.

Table 1 provides a summary of performance for key generic outputs during quarter 3.

<table>
<thead>
<tr>
<th>Summary of key generic outputs</th>
<th>Q2 Performance</th>
<th>Q3 Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of people considering going into business (contacted via outreach or contacting via the hotline or website)</td>
<td>726</td>
<td>1522</td>
</tr>
<tr>
<td>Number of calls to hotline</td>
<td>433</td>
<td>957</td>
</tr>
<tr>
<td>Number of existing businesses/ social enterprises receiving direct support</td>
<td>300</td>
<td>583</td>
</tr>
<tr>
<td>Number of attendees on courses</td>
<td>120</td>
<td>132</td>
</tr>
<tr>
<td>Number of people receiving course accreditation</td>
<td>10</td>
<td>19</td>
</tr>
<tr>
<td>Number of pre-start workshops</td>
<td>16</td>
<td>18</td>
</tr>
<tr>
<td>Number of participants at pre-start workshops</td>
<td>219</td>
<td>463</td>
</tr>
<tr>
<td>Number of start up workshops</td>
<td>16</td>
<td>14</td>
</tr>
<tr>
<td>Number of participants at start up workshops</td>
<td>125</td>
<td>120</td>
</tr>
<tr>
<td>Number of business growth workshops</td>
<td>15</td>
<td>16</td>
</tr>
<tr>
<td>Number of participants at business growth workshops</td>
<td>171</td>
<td>180</td>
</tr>
<tr>
<td>Number of business start-ups</td>
<td>19</td>
<td>62</td>
</tr>
<tr>
<td>Number of people entering employment</td>
<td>30</td>
<td>14</td>
</tr>
<tr>
<td>Number of schools providing enterprise activities (primary, secondary and other establishments)</td>
<td>10</td>
<td>36</td>
</tr>
<tr>
<td>Number of new businesses demonstrating growth after 12 months</td>
<td>Resolving data collection issues</td>
<td>Resolving data collection issues</td>
</tr>
<tr>
<td>Number of existing businesses demonstrating growth after 12 months</td>
<td>Resolving data collection issues</td>
<td>Resolving data collection issues</td>
</tr>
<tr>
<td>Number of businesses attracted to Croydon</td>
<td>Resolving data collection issues</td>
<td>Resolving data collection issues</td>
</tr>
</tbody>
</table>
Projects also have a number of outputs which are aligned with the programme outcomes although they do not feed directly into the LAA targets.

Table 2 provides a summary of outputs which are aligned with the programme outcomes.

### Summary of aligned outputs

<table>
<thead>
<tr>
<th></th>
<th>Q2 Performance</th>
<th>Q3 Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of outreach events held</td>
<td>6</td>
<td>12</td>
</tr>
<tr>
<td>Number of 8-13 year olds involved in enterprise activities</td>
<td>295</td>
<td>1154</td>
</tr>
<tr>
<td>Number of 14-19 year olds involved in enterprise activities</td>
<td>204</td>
<td>261</td>
</tr>
<tr>
<td>Number of VCOs attending events</td>
<td>72</td>
<td>64</td>
</tr>
<tr>
<td>Number of clients receiving loans</td>
<td>7</td>
<td>19</td>
</tr>
<tr>
<td>Number of clients receiving Test Trading Grants</td>
<td>N/A</td>
<td>39</td>
</tr>
<tr>
<td>Fast track assistance offered to business applications</td>
<td>22</td>
<td>35</td>
</tr>
<tr>
<td>Number of applications granted for vacant units</td>
<td>10</td>
<td>8</td>
</tr>
<tr>
<td>Number of shops visited under Shop Safe</td>
<td>36</td>
<td>6</td>
</tr>
<tr>
<td>Number of shops benefiting from target hardening under Shop Safe</td>
<td>19</td>
<td>26</td>
</tr>
<tr>
<td>Number of new retail premises established in District Centres</td>
<td>N/A</td>
<td>14</td>
</tr>
<tr>
<td>Number of businesses participating in Business Partnership Meetings</td>
<td>216</td>
<td>220</td>
</tr>
<tr>
<td>Number of clients accessing the Property Brokerage Service</td>
<td>53</td>
<td>50</td>
</tr>
</tbody>
</table>

We are also collecting data which shows how the programme is targeting clients from specific groups. This data will contribute to LAA target 9.

Table 3 provides a summary of the percentage of clients from target groups for all projects during quarters 1 to 3. (To note: Data from project 1.1a Developing the entrepreneurial potential of young people has not been included. This project only targets young people and therefore data from the project would distort the overall figures for this target group)

### % of Total Clients from Target Groups

<table>
<thead>
<tr>
<th></th>
<th>Q1 Performance</th>
<th>Q2 Performance</th>
<th>Q3 Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Young People (NEET/Teenage Parents)</td>
<td>12%</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>Clients with disabilities</td>
<td>2%</td>
<td>1%</td>
<td>4%</td>
</tr>
<tr>
<td>Clients from BME Communities</td>
<td>71%</td>
<td>55%</td>
<td>67%</td>
</tr>
<tr>
<td>Women</td>
<td>39%</td>
<td>45%</td>
<td>59%</td>
</tr>
<tr>
<td>Lone parents</td>
<td>9%</td>
<td>11%</td>
<td>11%</td>
</tr>
<tr>
<td>Clients over 50</td>
<td>9%</td>
<td>11%</td>
<td>12%</td>
</tr>
</tbody>
</table>
2.1 Analysis and Recommendations

Outreach and pre-start workshops
Recruitment of new clients has improved this quarter compared to the previous quarter. One of the key contributors to this outcome was the intensive marketing of the programme that took place for Enterprise Week. A number of individual projects also reported increasing their marketing activities.

This has resulted in significant increases in the number of participants at pre-start workshops (463 in quarter 3 compared to 219 in quarter 2) and calls to the hotline (957 in quarter 3 and 433 quarter 2).

The CE commissioning team are still in the process of reviewing existing outreach provision and marketing activities to identify if additional resources are required, this will ensure that improvements in this area are sustained in the future.

Course starts and client retention
In quarter 2 projects reported difficulties achieving targets for the number of new clients on courses and issues with client retention. In this quarter projects have been reviewing the success of their courses to identify what has been working well in terms of attracting and retaining clients.

As a result existing course provision will be adjusted going forward to ensure that resources are focused on the most successful courses that contribute to achieving programme outcomes.

Business start ups and clients entering employment
The number of business start ups has increased considerably, 62 have been reported this quarter compared to 19 in the previous quarter. This is a very positive outcome, but we need to ensure that the programme provides adequate and regular support for new start ups during their first year of trading so that they are still trading after 12 months.

The number of clients entering employment this quarter has dropped compared to last quarter from 30 to 14.

Programme outcomes are currently being reviewed as part of developing the new delivery strategy for 2008-2011, and the programme will be focussing on worklessness and skills in the future as well as business creation and growth. The CE Commissioning team will be identifying how to increase opportunities for clients to access vocational training and gain qualifications which should impact positively on the number of clients entering employment as a result of the programme.

Existing businesses receiving support
A total of 583 existing businesses (including 44 social enterprises) have received direct support from the programme this quarter. This is a very positive outcome and exceeds the quarterly target of 500.

The CE commissioning team should now focus on demonstrating how this ‘support’ contributes to the key outcome of ‘existing businesses improving their performance’.

Target Groups
The programme is achieving its targets relating to recruiting clients from specific groups, e.g. young people, clients from BME communities, lone parents and clients over 50.

However, we are still not achieving targets for clients with disabilities, there has been an improvement this quarter compared to quarter 2, but underperformance is still significant.

Although some individual projects have highlighted an increase in their activity within this area, there is still a need to identify how this issue will be addressed on a programme wide basis.
**Partnership working across the programme**

Partnership work between projects continues to improve in this quarter, with examples of good practice particularly evident in theme 3 of the programme. The DCM team are working with Crime Prevention Officers to identify businesses that require target hardening measures to reduce the risk of commercial burglary in district centres and the relationship between the Business Friendly Planner and Property Brokerage Services has improved further, both services are referring enquiries to each other and clients are therefore being made aware of the dual service which is on offer.

Not only is the referral process improving across the programme but projects are starting to see the benefits of using joint resources to deliver events or workshops, for example CVA and the Franchise 4 Croydon project are planning to deliver a franchising workshop for social enterprises.

Focusing on improving partnership working between projects will ensure delivery partners are aware of the full range of services provided by the programme and refer clients appropriately. Partnership work will also help identify opportunities for joint initiatives, which will reduce duplication of services and ensure the effective use of resources.
3.0 Financial Report

Croydon Enterprise has been allocated £40.3 million over five years. The total budget for 07/08 is £7.47 million. We have also carried forward £114,963 of last year's budget.

Table below shows forecast and actual spends to date for 07/08:

<table>
<thead>
<tr>
<th></th>
<th>Forecast Quarter 1+2</th>
<th>Actual Quarter 1+2</th>
<th>Forecast Quarter 3</th>
<th>Actual Quarter 3</th>
<th>Total Spend Year to Date 07/08</th>
<th>Total Underspend Year to Date 07/08</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>2,229,216</td>
<td>1,990,234</td>
<td>1,499,032</td>
<td>1,433,848</td>
<td>3,424,082</td>
<td>304,167</td>
</tr>
<tr>
<td>Capital</td>
<td>39,832</td>
<td>33,245</td>
<td>120,885</td>
<td>82,926</td>
<td>116,171</td>
<td>44,546</td>
</tr>
<tr>
<td>Total</td>
<td>2,269,048</td>
<td>2,023,479</td>
<td>1,619,917</td>
<td>1,516,774</td>
<td>3,540,253</td>
<td>348,713</td>
</tr>
</tbody>
</table>

The table below indicates actual spend according to theme. A detailed project breakdown can be found in Appendix 2.

<table>
<thead>
<tr>
<th>Theme</th>
<th>Total Allocated Funding 06-09</th>
<th>Allocated funding 07/08</th>
<th>Indicative Budget April – December 07</th>
<th>Actual Spend April – December 07</th>
</tr>
</thead>
<tbody>
<tr>
<td>Theme 1 - Latent or Potential Entrepreneurs</td>
<td>2,038,845</td>
<td>867,255</td>
<td>610,069</td>
<td>617,788</td>
</tr>
<tr>
<td>Theme 2 - Business Creation and Business Growth</td>
<td>9,287,933</td>
<td>2,959,251</td>
<td>1,981,329</td>
<td>1,844,070</td>
</tr>
<tr>
<td>Theme 3 - Retention and Inward Investment</td>
<td>3,026,314</td>
<td>1,461,431</td>
<td>709,983</td>
<td>589,801</td>
</tr>
<tr>
<td>Theme 4 - Capital Projects</td>
<td>2,742,138</td>
<td>833,225</td>
<td>182,585</td>
<td>161,541</td>
</tr>
<tr>
<td>Programme Support</td>
<td>1,635,564</td>
<td>550,000</td>
<td>405,000</td>
<td>327,053</td>
</tr>
<tr>
<td>TOTAL</td>
<td>16,798,430</td>
<td>6,671,162</td>
<td>3,888,966</td>
<td>3,540,253</td>
</tr>
</tbody>
</table>

- The programme has secured match funding of £82,194 for quarter 3, which brings the total to £296,118.

- We have not yet allocated £913,378 of this year’s budget. An options paper detailing proposals for £750,000 of the unallocated funding will be presented to the LEGI Advisory Board on 31st January 2008.

- Total project underspend to date for 2007/08 is £348,713.
4.0 Unallocated Funding and Underspend

4.1 Unallocated funding

The current unallocated budget is £913,378 comprised of £343,869 revenue and £569,509 capital. A 5% carry over of £373,500 is permitted for 2007/08. Any money above this threshold that is not expended by the end of the financial year is forfeited and must be returned to central government.

With this in mind, it has been determined that £750,000 of the £913,378 must be committed and spent before the end of the financial year. This leaves the programme with a central fund of £163,378 which is well within the threshold for carry over and provides a small budget for contingencies.

It also ensures that there is enough of a margin to allow project underspend to be reallocated back to the central fund.

Options for the expenditure of £750,000 have been identified and will be presented to the LEGI Advisory Board for decision on 31st January 2008.

4.2 Project underspend

All projects are currently reprofiling their budgets for quarter 4, in line with expenditure to date. If projects identify that their full budget allocation will not be expended in 2007/08, underspend can be reallocated to the central fund of £163,378 without exceeding the carry over threshold of £373,500.
## 5.0 Programme Risk Register

<table>
<thead>
<tr>
<th>Identifier</th>
<th>Description</th>
<th>Counter-measures</th>
<th>Impact</th>
<th>Likelihood</th>
<th>Proximity</th>
<th>Risk score</th>
<th>Owner</th>
<th>Date last updated</th>
<th>Current status</th>
</tr>
</thead>
</table>
| DT 1.2a    | Outreach and developing entrepreneurship among key target groups - Failure of project to engage with all target groups and make appropriate referrals to CE projects | ✓ Project Manager to receive Programme approval on all publicity material  
✓ Close monitoring and intervention if appropriate, including strengthening the working relationship with the delivery partner to ensure issues are identified early | 4 | 3 | 4 | 11 | Jivko Hristov | 29/01/2008 | Stable |
| PS1        | Failure to engage with key target groups in target areas | ✓ Capacity of community / business leaders will be developed to enable them to act as conduits to key target groups.  
✓ Failure to engage people with disabilities is a high priority and appropriate action will be developed as part of the service planning process.  
✓ The programme requires all projects to monitor and report on equalities data. | 2 | 3 | 4 | 9 | Stella Okeahialam | 29/01/2008 | Stable |
| PS1        | Programme underspend is greater than 5% threshold | ✓ All projects are reprofiling spend for the rest of the financial year, based on actuals for quarters 1-3  
✓ All projects are developing activities for existing underspend. Any underspend that is not accounted for will be removed from the project budget allocation.  
✓ The programme team will issue a letter to all partners on the importance of providing accurate and timely monitoring information. Financial sanctions will be imposed for those projects which fail to provide appropriate information.  
✓ The programme team has developed options for £750,000 capital funding which ensures that unallocated funding remains within the £373,500 carry over threshold. | 3 | 3 | 3 | 9 | Stella Okeahialam | 29/01/2008 | Increasing |
| PS1        | Failure of delivery partners to make use of CRM | ✓ Training is being provided by Croydon Business to all partners.  
✓ Audit and data integrity reports highlighting usage and accuracy of information will be run regularly, with the programme team being informed, by exception, of key issues. | 3 | 2 | 3 | 8 | Stella Okeahialam | 29/01/2008 | New |
| PS1        | Failure to engage those clients who would benefit most from the programme | ✓ The programme is reviewing progress to date as part of the service planning process for 2008-11.  
✓ Opportunities to develop the programme in this area are being explored. | 4 | 2 | 2 | 8 | Stella Okeahialam | 29/01/2008 | New |
<table>
<thead>
<tr>
<th>Identifier</th>
<th>Description</th>
<th>Counter-measures</th>
<th>Impact</th>
<th>Likelihood</th>
<th>Proximity</th>
<th>Risk score</th>
<th>Owner</th>
<th>Date last updated</th>
<th>Current status</th>
</tr>
</thead>
</table>
| PS1        | Failure to deliver a holistic programme of interventions, resulting in uncoordinated workshops / events, duplication and failure to identify gaps in service. | - The programme team will map support across the CE programme to identify duplication / gaps  
- Thematic co-ordination meetings are held to encourage delivery partners to work together and understand what other services are available under Croydon Enterprise  
- Croydon Business ensures that business start and business growth services are co-ordinated centrally  
- The CRM is due to be implemented across the programme in early 2008, improving referrals.  
- The service planning process for 2008-11 will ensure that all projects are reviewed and appropriate remedial action taken to ensure improved service delivery  
- The delivery partner extranet provides a calendar to enable event planning and co-ordination | 4      | 2           | 2         | 8         | Stella Okeahialam | 29/01/2008 | Decreasing |
| PS1        | Required match funding and leverage is not achieved | - All projects are reporting on match funding.  
- Programme Team will work with partners to identify match funding opportunities. | 2      | 3           | 2         | 7         | Stella Okeahialam | 29/01/2008 | Stable |
| PS1        | Failure to secure future LEGI funding from central government beyond 2011 | - An outcome focused strategy for 2008-11 is being developed to ensure that the efficacy and value of the programme can be easily demonstrated. This includes ensuring close alignment to LAA priorities and national programmes, such as the BSSP. | 3      | 2           | 1         | 6         | Stella Okeahialam | 29/01/2008 | Decreasing |
| PS1        | Failure to achieve outcomes | - The programme is reviewing progress to date as part of the service planning process for 2008-11 and is looking to develop an outcome focused strategy. | 3      | 2           | 1         | 6         | Stella Okeahialam | 29/01/2008 | New |
| PS3        | Failure of delivery partners to produce acceptable publicity materials resulting in confusion about the programme and poor levels of Croydon Enterprise brand recognition | - All projects must submit publicity materials to Communications Manager in advance of distribution for sign-off.  
- Communications team to facilitate a workshop to better train and support delivery partners.  
- Communications team has developed a restricted delivery partner section for the website providing templates and guidance. | 3      | 1           | 1         | 5         | Chris Myers | 29/01/2008 | Decreasing |
<table>
<thead>
<tr>
<th>Identifier</th>
<th>Description</th>
<th>Counter-measures</th>
<th>Impact</th>
<th>Likelihood</th>
<th>Proximity</th>
<th>Risk score</th>
<th>Owner</th>
<th>Date last updated</th>
<th>Current status</th>
</tr>
</thead>
<tbody>
<tr>
<td>PS2</td>
<td>Failure to achieve agreed outputs</td>
<td>➢ All projects have been given challenging yet realistic targets which overcompensate for agreed LAA targets. ➢ Strong management and monitoring systems are in place. ➢ Projects will report by exception, highlighting problems / issues, and provide update reports to an agreed timetable.</td>
<td>3</td>
<td>1</td>
<td>1</td>
<td>5</td>
<td>Anesa Kritah</td>
<td>29/01/2008</td>
<td>Decreasing</td>
</tr>
<tr>
<td>PS1</td>
<td>Failure to involve businesses in the shaping and implementation of the programme</td>
<td>➢ The composition of the Advisory Board will be expanded to include further representation from the business community. ➢ Sub-groups will be established in early 2008 which are business-led. These will provide more detailed scrutiny over specific aspect of the programme, feeding directly into the Advisory Board, with the chair of each sub-group becoming a member of the Advisory Board.</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>5</td>
<td>Stella Okeahialam</td>
<td>29/01/2008</td>
<td>Decreasing</td>
</tr>
</tbody>
</table>

I Impact If the risk were to occur, what impact would it have?  
Scored out of 5. 1 = small negative impact, 5 = widespread negative impact

L Likelihood What is the probability that the risk will occur?  
Scored out of 5. 1 = not likely, 5 = very likely

P Proximity When will the risk occur?  
Scored out of 5. 1 = distant future, 5 = imminently
Appendix 1- Detailed Project Summary

Programme Support
In quarter 3 a six-monthly review of project spend and performance across the programme was conducted. This enabled us to develop plans for underspend and unallocated funds, which are detailed in a report to the Board. The issue of capital underspend has also been addressed and the current financial profile provides enough flexibility to remain within the £373,500 threshold for carryover into 2008/09. Another key focus in quarter 3 was the future of the programme beyond 2007/08. In December, funding for 2008-11 was announced and it was confirmed that the full bid amount will be received. This has meant that we are now looking to move the programme forward. We have recently commissioned Regeneris Consulting to support the process of reviewing the existing delivery framework, developing the programme strategy for 2008-11, and producing the delivery action plan for 2008/09. This activity will take place over the next few months, with the goal of completing our service planning process by the beginning of the new financial year.

To further support development of the programme, Croydon Business has been commissioned to oversee implementation of four theme based sub-groups which will report into the Board. This piece of work was approved at the end of the quarter and is due to commence early in quarter 4. It is proposed that the chairs of these sub-groups will sit on the Advisory Board, thus expanding the Board’s private sector membership.

In November, Croydon Enterprise was delighted to sponsor the Best New Enterprise award at the Croydon Business Best of Borough Awards. G.E.N.T., a Purley based men’s hairdresser, was announced as the winner at the gala dinner and is an ideal example of the entrepreneurial spirit in Croydon. This entrepreneurial spirit was also in evidence during Enterprise Week, held from 12th to 18th November. A variety of events were held throughout the week, resulting in a number of high profile publicity opportunities and a significant increase in calls to the hotline.

The success of Croydon Enterprise to date has resulted in interest from a number of other local authorities. In October, the programme was pleased to host visitors from Lambeth’s Regeneration Board. A presentation around the successes, challenges and future plans for Croydon Enterprise was given by Cllr Tim Pollard. A visit to the District Centre Manager shop front in Crystal Palace offered the opportunity to discuss the district centre regeneration aspect of the programme and explain our holistic approach. The DCM was joined by a business friendly planner and property broker to demonstrate how the services available through Croydon Enterprise are linked to ensure that clients receive an individual and appropriate service.

As part of the evaluation work, the CE team continue to work with Croydon Business on the development of the CRM system which will enable the programme to track the journey of clients. Client data has been uploaded and Croydon Business is now piloting the system. Training for delivery partners is planned for January 2008.

The 6 monthly review of LAA targets was submitted in November and there are still issues with identifying appropriate data sources for a number of LEGI targets which need to be resolved urgently. The development of the new LAA for 2008-2011 is also underway, indicators are selected from a list defined by central government and there are only two indicators which are specific to the programme.

An evaluation framework for the programme is currently being developed using recommendations for the national baseline report completed by Regeneris on behalf of the DCLG. We plan to commission an independent evaluation of specific projects highlighted as part of the finance and performance review which took place in quarter 2. Remaining projects
will be internally evaluated through broadening the remit of monitoring visits, which will now take place during quarter 4.

Communications activity for the programme continues. 8,000 copies of the 4th edition of CE Magazine were published and distributed by Delivery Partners to their clients and beneficiaries of the Programme. It is also available at libraries, Schools and CALAT Centres.

Enterprise Week took place between 12th and 19th November to raise awareness of the programme and make sure that as many people as possible are aware of the opportunities on offer to aspiring entrepreneurs and businesses looking to grow. There was a programme of events, including networking for existing and start-up businesses, events especially aimed at women, young people, social enterprises and franchising. Enterprise week was launched by ex x-factor finalist Ashley Mckenzie.

Croydon Enterprise was a principle sponsor of the Council’s annual Curry Chef of the Year competition. The finalists also competed for the title of Croydon’s Most Enterprising Curry Restaurant.

The programme also had a role in EXP07 Locals in South Norwood, Upper Norwood, Addiscombe and Thornton Heath.

**DT 1.1a Work with schools and engagement of young people and employers**
The following projects were funded in quarter 3:
- Harris City Academy Community Sports Leader projects
- Croydon Education Business Partnership Microsociety project
- Primary school animation project
- Primary school music CD project
- Croydon Supplementary Education Partnership Rememorabilia project
- Playground Entertainment 16-19 Enterprise project
- Tamil Education TUC shop project
- Teacher Training Event at Croydon Supplementary Education Project
- Coloma Convent Christmas Shop
- The Primary School Enterprise Challenge

**DT 1.2a Outreach to target groups**
On 26th October the project gave a presentation to over 25 Asian Women at their end of year annual event. The event was purely to promote and raise awareness using a targeted approach.

In November the project consulted 20 clients by telephone to enquire whether they were happy with their services and what improvements could be made, a follow-up pre Christmas YES! Event was arranged, which 6 participants attended for further review and follow-up support. The project also took the opportunity to review different ways in which the services could be delivered for the benefit of YES! Participants.

This quarter 33 Croydon residents were engaged on the programme with all their personal details on the YES! Tracker system for follow-up and/or referral. The project can report that 87 referrals have been made to Croydon business for follow-up/business support. All data compiled and collated for audit purposes will be available for inspection at the next monitoring visit currently scheduled for Monday 21 January 2008. All photographic evidence is also being compiled for audit purposes.

Targeted marketing was carried out in New Addington and Fieldway. A centre page spread was taken out in the Community Times “Croydon” magazine, which is delivered directly to over
5,000 local households each month. Additionally the magazine is distributed throughout the local community in communal areas such as restaurants, waiting rooms and local shops. The magazine is also published online each month and promoted on search engines. The November edition featuring the YES! Project can be viewed online at www.ctcroydon.co.uk.

In November, leading up to Enterprise Week, the project was responsible for distributing 750 CE leaflets designed specifically for Enterprise Week in the following areas: Central Croydon, Thornton Heath, Norbury, Selhurst, New Addington and Fieldway. Leaflets were also placed in New Addington Library. Additionally YES! leaflets were distributed this quarter to over 500 people. The target of 3,750 set has been exceeded.

33 groups were contacted to establish a relationship and routes into their membership and or network, this links directly to meeting outcomes relating to the total number of presentations made to community group members to encourage them to pursue ideas. 19 presentations were made in total.

The project has reported that 38 individuals have been supported to engage in enterprise creation.

**Milestones**
A major annual event linked to Enterprise Week was set out in the original YES! Project plan, however the project could not justify spending £5,000 on this event.

The project’s participation during Enterprise Week was collecting and distributing leaflets to publicise and promote the activities across the borough. All approved outreach activities were focused in New Addington, Fieldway and Thornton Heath.

The project is still awaiting a response with regard to the mobile facility.

**Key issues**
- Communications need to be strengthened between partners in relation to client referrals.
- Revisit what is required to ensure that the client referral process is effective.

**DT 1.2c Overcoming health barriers - Well Being Works**
The Suto course has been completed and 7 people graduated, one more than the target. Of the people completing the training 6 have observed a range of other training delivery and 2 people have undertaken paid work as trainers (within benefits restrictions). Further paid training opportunities will become available next quarter. Evaluation and feedback from the course has been excellent with 100% of participants saying they had enjoyed the course enormously and would recommend it to others. The course also collected a range of measures of positive mental health and mental well-being. These measures indicate that all people who finished the course had improved sense of mental well-being. For example one of the key measures was levels of optimism. On average at the beginning of the course participants rated their levels of optimism about the future as 1 which equates "not at all optimistic about the future" by the end of the course the average score had risen to 5 - "very optimistic about the future". One person said on their evaluation that [the course has] "done more for me than 3 years of therapy."

A taster day and an information day were held for the SUTO course due to start next quarter a total of 10 new people attended these days.

**Additional outputs**
A successful graduation event was held and attended by 25 people.
Mental Well Being Training Delivery
There continues to be difficulties with engaging with SME's and Croydon Enterprise projects around the training. However 2 training sessions were delivered to the Croydon NHS walk in centre and at an open house event for the Croydon Mental Health Promotion Alliance. 30 people attended and feedback was excellent with 100% of participants who completed evaluation forms rating it as good or excellent. 5 training dates have been set up for next quarter.

A new training package called "recipe for happiness" has been developed.

Beneficiary targets
MWB training delivery targets for the quarter are below profile. We are predicting hitting 70% of the annual target for training and training beneficiaries by the end of the financial year. Some beneficiary details are incomplete as not everyone undertaking the MWB training completed the evaluation forms fully. For these courses, no information was collected about age or lone parent status. This will be rectified for future training.

DT 1.3a Support to voluntary and community groups
Summary information was not submitted for quarter 3. Output summary shows that a number of output targets have been exceeded in quarter 3.

DT 2.2a Business Growth Services
Quarter 3 has seen a huge change in the structure of the work that the project is delivering under Croydon Enterprise. The staffing structure has changed to enable more effective mapping of the client journey. Two Client Relationship Co-ordinators are in place, following up clients on a regular basis and their work is developing with the delivery partners on the programme. The full-time in-house Business Advisor is able to offer business support to clients and help start-up clients in a hands-on manner.

The changes to workshop delivery have been implemented following a series of meetings with Croydon Business suppliers, culminating in a change to workshop delivery and design. The programme now covers a wider range of activity, plugging any gaps and matching more effectively with the needs of the business community.

The Client Relationship management System is now online and contains full client demographic data. The client journey/interventions are being uploaded through January on behalf of all delivery partners.

Pre start
Due to the success of Enterprise Week, great progress has been made with this category. The work during Enterprise Week showed a huge interest from clients who had previously not accessed our services and attended workshops or events. The Women in Business conference attracted mainly pre-starts and inspired people to explore their business idea. The project is now working with these clients to integrate them into the full programme of activity.

Start up
Clients are requesting a more in-depth experience. This has led to a revised schedule which was implemented in the last quarter, reducing generic provision in this area and concentrating on the 4 main components; Market Research, Finance, Sales and Marketing and Planning. This group has also established a network, as required by the clients, so that isolation is reduced and the clients have a reference support for on going help. The work of the in-house business advisor is complimenting this work.
Business growth workshops
During Enterprise Week, the project ran a very successful event supporting local businesses matching funding from the Local Development Agency contract for micro businesses. The sales conference at Croydon Park Hotel attracted a particularly high BAME level of clients and as a result, the project is looking to deliver a similar event in line with Business Link next quarter. The follow up support for these clients has begun with a group programme of support taking micro businesses through each part of the planning and development stage. This provides a more structured client journey and feedback to date has been very positive. The remaining business growth workshops have been revamped following this success.

The project is currently developing a programme of activity to coincide with National Women’s Day (March 2008) in order to highlighting the work being carried out with this key target group.

Business Support (1:1)
This quarter has seen a consolidation of the work for one-to-one support. Support has been established with a large number of businesses, it remains to ensure that the follow up work is effective. Following the new interest from local companies during Enterprise Week, a programme of support has been established ensuring that companies with higher growth potential are dealt with on an individual basis but are still able to link with their peers to provide network support.

Marketing support remains one of the greatest areas for development and as a result, growth support has been increased in this area. Discussions with specialist marketing support functions have begun to negotiate on a package of support. It also follows on from work with test trading grants as a large proportion of these have been issued to enable market testing through marketing. These clients will be linked into the workshop delivery around e-commerce.

Cluster Activity
An analysis of current issues is taking place to establish plans for the new financial year. An outline of each cluster area is as follows:

**Childcare** - The Croydon Day Nursery Business Forum (CDNBF) has been very active as usual with a well attended networking meeting and two workshops taking place last month.

**Hair** - This cluster is developing very well with all members becoming very active and membership continuing to spread through word of mouth. One networking meeting and one workshop took place this quarter. We have added another specialist to the work due to the demand and size of sector.

**Food** - A new supplier, the Raft consultancy, was recruited in November to develop the cluster following the contract termination with Not Just Food Ltd. Little activity for the cluster has been planned since the new supplier started on the programme as November/December is the busiest time for the sector. Instead, this quarter has been used to continue to scope the size and needs of the Croydon Food Industry.

**Manufacturing** - The Cluster is progressing well. A well attended event took place during Enterprise Week following the themes established by ‘Make Your Mark’. The challenge facing this cluster is involving women in manufacturing within the network. We are currently exploring ways to engage with this client group.

**Music** - This cluster has experienced significant growth in the last quarter with 14 new businesses joining this quarter. The last workshop took place during Enterprise Week with 20
people attending. This is one area that we are exploring as an option to expand for the start-up client base due to the demand generated in Enterprise Week.

**Retail**  
This cluster is progressing well with three of the businesses based in Tramms, moving to new premises in St. George's walk. In addition, two of the e-commerce retailers have now also found permanent physical retail units within Croydon.

**Mentoring**  
One Mentor has left the programme due to work commitments. The project needs to recruit a further 20 mentors to cope with the demand of the protégés. The remaining mentors have now been matched with protégés and the developments of the relationships are currently being evaluated. Referrals to the mentoring programme have not been made from other delivery partners despite offers to train and update partners on their progress. The project is exploring ways to identify and attract more mentors. This will include the Ambassadors programme and the winners/runners up from the Best of Borough awards.

**Hotline**  
The hotline saw a significant increase in calls this quarter, mainly due to the activity within Enterprise Week. Delivery partners should also ensure that they use the hotline number for their events and workshops. This enables the client to receive a more effective experience as at the point of entry, they find out about the programme as a whole. It also enables the client files to be more robust and development plans can be established.

**Co-ordination**  
On going co-ordination meetings have taken place and a 'services to business' group has recently been established looking at delivery to existing businesses. This enabled closer work with contracts outside the skills arena. The main discussion topics centered on potential overlaps in delivery as well as client management. This group will continue to meet outside of the general Theme 2 co-ordination meetings.

The referral rate has increased significantly with the work of the Client Relationship Co-ordinators and procedures have been established with each of them. The challenge to refer to certain parts of the programme remains and the possibility of jointly running sessions to aid partners is being explored.

In particular, the project has been working with the CALAT Start-up project with marketing and press support helping them to develop case studies from the cohort of clients.

The construction skills project team were integral in establishing St Georges Walk as a useable unit.

The work with the loans team has been developing well and client referrals are commonplace.

**DT 2.3a Skills for Start – Business Start Up**  
Another successful Business Start Up Training course was run this quarter in Wayside - New Addington. The course recruited well with regular attendance, and most beneficiaries completed the course.

Three additional courses which started in the previous quarter in South Norwood, Selsdon and Wayside, were also completed. Whilst the course has been designed to offer modular delivery, most beneficiaries recognise the benefits of and have attended the full course, and feedback from them once again has been very positive.
In order to address and improve the introduction of Business Start Up Training to voluntary and community groups, the project has replaced the 'Introductory days' with open half-day weekly Information Sessions. Interested individuals identified or hear of the training through community or voluntary activity are directed to come along, and receive one-to-one information about the course and additional Croydon Enterprise support. This has proven to be more effective, and individuals who decide to join a course may then be invited to attend an initial assessment interview prior to the course.

'First module to vocational courses' targeted at specific vocational courses have been successful. However, those advertised as an 'open' course for interested individuals from a range of vocational courses has been less successful. As a result of this experience, the focus will be on the 'First module to vocational courses' on specific groups of vocational learners.

The Business Start Up Training has continued to successfully attract beneficiaries from Croydon Enterprise target groups:- people with disabilities, women, and lone parents, and particularly people from BME communities, and people over 50 years of age.

The project has identified 14 beneficiaries who have started a new business or have become self-employed in this period.

**DT 2.3b Skills for Trade – Construction Skills**

CSCS Test Centre (CSCS) is the chain linking employment with the employer. The centre now has its own test centre facility and has already begun to attract interest from the local construction community, both as a testing facility and a recruiting tool promoting the construction training being carried out at New Addington.

CSCS training will run as follows:
- Revision training half day training course
- Test date will be issued
- On testing day 1 hour refresher training prior to testing
- Testing and application form completed and sent off
- Card issued to individual

Power Flushing: The project has recently developed a potential business opportunity that will allow individuals to set up and run a small business. The business focuses around a system of cleansing domestic heating systems. Planning is well underway and a full report and business plan will follow.

A local training provider has offered the Site Supervisor course, which is a City and Guilds recognised course. The course will require a pre requisite prior to acceptance and therefore will only be relevant to those starting up or who have an existing construction business.

The project has a draft website design in place and is awaiting the follow up actions from their provider. It is anticipated that the website will be in place in March 2007.

Building Enterprise has been working in partnership with Team Tradesman.com which is community construction website. In this partnership the project has negotiated a number of industry supported benefits that will offer discounts and support to those starting out in business.

The project plans to utilise the Trade Test grant to offer the following packages and has begun the research and development of these with Croydon Business:
- Trade Discount Card
DT 2.3d Skills for Trade – Beauty and Complimentary Therapy Centre

Spend is on target for the year. There is a slight overspend predicted as some equipment has to be bought for H&S reasons following a risk assessment (approximately £800 overspend).

A number of Intro days were designed to feed into Nail Tech, however numbers were very low so one was cancelled and this had a knock-on effect on main programme courses as one didn't run due to low numbers. The project will be assessing why the Nail Tech course is not successful at attracting clients - unlike Beauty Specialist course. 14-19 contacts have been unsuccessful and staff sickness has meant that efforts had to be concentrated on the main programme.

Business start ups haven't been recorded as learners completing in November would not expect results till January 2008.

The number of clients has doubled this quarter. However NEET clients and the number of BME clients have dropped this quarter. Women continue to represent 100% of clients.

Nail Art courses have been delayed as they require learners who have completed Nail Tech and lower numbers and fewer courses have meant delaying the programme until April 2008.

The Project Co-ordinator was on long term sick leave from October to end of November. This has meant that further attempts to negotiate with parties to deliver 14-19 programme has been suspended.

An increase in clients this quarter suggests CE publicity may be working as CALAT has not done any separate advertising during this period. Many enquiries are for full Beauty Specialist Diploma. Given low numbers for Nail Tech, this may necessitate a shift of emphasis in 2008/09 to the full diploma. This may require a budget adjustment.

There are problems with retaining learners on the evening Beauty Specialist course which are being investigated. This course was due to start in April 2007, but was postponed due to a delay in completion of premises. It commenced in September 2007. Because learners were interviewed early on in the project they were not charged an exam fee or a materials deposit at the start of course (a practice started in September for all other courses). It would appear that learner commitment is not as strong when everything is provided free of charge.

DT 2.3g Innovation Support for High Growth Business

The Ideas into Business project has so far engaged with over 300 clients since April. During this quarter the project broadened the range of activities, using a variety of interesting techniques to engage participation. These included:

- The introduction of the "Ideas Bank", a physical structure which can be used by any Croydon Enterprise partner for their events.
- The "Doing the Biz" sketch, a short play which conveyed some of the issues faced by entrepreneurs. This was played at a variety of venues, particularly during Enterprise Week. The
content clearly hit home - many audience members were heard to say "I had that problem" when watching the sketch.

The project has reported very positive feedback from events and workshops. During quarter 4 there are plans to run several new events including a series of workshops for dyslexics who are interested in becoming entrepreneurs. There is a need to clarify if this will contribute to disability targets.

The project is preparing to implement a texting trial, so that clients can be notified of workshops and sent reminders. This may be a very useful addition to the marketing mix to reach many of the people on the project’s client database, as many clients do not read their emails regularly and phone calls are time consuming.

A new business administration system has been implemented, and despite some initial teething problems, it is already starting to improve the speed and quality of reporting, as well as a variety of other tasks.

Financially the project is very close to being on track. The underspend is due to the schools work, which has slipped into quarter 4 due to the staff member being assigned to this being out of action for a period due to serious family illness and bereavement.

**DT 2.3h International Trade and New Business**

Quarter 3 underspend is due partly to a delay in claiming certain items (project management, overheads & relocation costs). These items will be claimed for in Q4.

Underspend has also accrued from:-

- Better than expected success in attracting private sector sponsorship, leading to decreased spend on certain items.
- Significantly less take up of the 'On line Market Information Service' (OMIS), by companies participating in international trade missions.
- Unexpected loss of Project Manager post holder and difficulty in speedy identification of a replacement.
- Conflicting priorities this period for the International Trade Advisor, meaning less than expected availability to deliver outputs.
- Significantly less than expected demand from Croydon companies wishing to participate in the London Chamber organised mission to India.

Due to the specialist nature of the project manager role for this project, suitably qualified personnel are not readily available. Further recruitment activity will take place in February 2008.

The Bulgaria trade mission (15-17 January 2008) was successful in 5 Croydon companies. Currently awaiting mission manager's report for exact figures on actual sales and sales expected over next 12 months.

A national trade visit to Birmingham is planned in late March 2008. The project is working in partnership with Advantage West Midlands and Birmingham Chamber of Commerce.

A regional trade visit to West London is planned in mid March 2008. The project is working collaboratively with Heathrow City Partnership.

The borough event held on 23rd November was not very well attended, despite extensive marketing & promotion. Plans are being developed to hold a further borough visit to South Norwood in mid March, working in partnership with Consulting for London Ltd.
**DT 2.3j Franchising Support Service**

Outputs for the two seminars that were held at Croydon College were lower than expected due to over estimating the number of students who would attend. The project did however fulfil its aim of raising awareness of Franchising to students, particularly during Enterprise Week.

The project will be working with CVA on 21st January to hold the first Franchise Social Enterprise Work-shop and hosting a Franchise Show in Q4 using underspend from Q1 and Q2.

**DT 2.3k Finance for Enterprise**

The Croydon Enterprise Loan Fund was launched to the intermediaries and advisers on the 7th November, at which 31 people attended, and to the public of Croydon in the week following, Enterprise Week, at various events and via the local press.

Post launch the loan fund dealt with an influx of enquiries from potential clients but a large number were either from outside the borough, fell outside the scope of the scheme or had believed that the fund was by way of grant and did not require repayment. Approximately 50% of enquires have been evidenced as inappropriate for the fund.

During the quarter presentations were made at a number of client facing events with some 74 in attendance of which 16 attended a formal 'Raising Finance' event organised by Prevista. Whilst the target was 45 for this event it took place in mid December at a time when potential clients would not have been focused on borrowing. Three events have been organised for Feb/March 08 with increased numbers targeted.

As at the end of December 2007 the project had received 102 'expressions of interest' in the scheme of which 31 had proceeded to a formal application to the loan fund. A further 28 prospective clients had been referred for further training within the various Croydon Enterprise projects where shortcomings in their skill set had been identified which should in turn lead to their achieving 'finance readiness' status in due course and the ability to apply to the fund for finance.

Whilst no loans had been agreed during this period the project placed three clients with advisers in order to support them with a diagnostic in achieving finance readiness and the project’s own finance adviser has been working actively with 12 clients to help them in progressing their application and a diagnostic had been completed on each one. However, in most cases they have been very slow in providing information regarded as being essential in allowing us to progress their application.

It is anticipated that most of these clients will reach their finance readiness stage in the first half of Q4 which should enable the fund to achieve the target of 21 loans by the end of Q4. In addition there will be referrals from introducers, which should be of a higher quality than those received direct, who have attended their capacity building workshop in early January. There are now 20 advisers and introducers signed up to the programme.

The first loan was sanctioned on the 7th January 2008 (£3000) but the first contact with the client took place around the end of November which suggests that the process will take around six weeks from start to finish.
DT2.3m Credit Union

This project has reported 318 individuals involved in awareness raising actions. 86 new members have been recruited during quarter 3, resulting in 19 clients receiving loans and 7 businesses.

DT 2.3n Creative Industries

The recommendations and strategy were agreed and signed-off on 8th November 2007 by the Creative Industries Steering Group. The recommendations are now being progressed through the Regeneration Board and the Place-Making Board.

This project is now completed.

DT 2.3p Test Trading Grants

The TTG project was launched on 17 October 2007 at Tiger Tiger during a Croydon Business suppliers meeting. Further to the launch an e-mail was sent to the suppliers and CE delivery partners explaining the TTG. The full process was explained at the co-ordination meeting in October 2007.

Summary of performance to date is as follows:
52 applications have been received.
39 applications have been approved
9 applications are pending requiring more information
4 applications have been refused

The project has received completed questionnaires from 20 applicants and 19 are still outstanding. Follow-up calls to check the progress will be made 3 months after the grant. As the first TTG was approved only on 5th November 2007 no calls have been made yet

DT 3.1b Business Friendly Planners

The service is fully up and running with two officers working within the team for all but 2 weeks of this third quarter. The improved performance in relation to output figures and milestones reflects this. A full complement of officers has meant duties can be delegated and so more time can be spent with businesses and entrepreneurs, and also more strategic issues have progressed.

The relationship with the Property Brokerage Service has improved further. Both services are attracting interest from businesses and are referring these enquiries to each other. Therefore the customer is being made aware of the dual service which is on offer.

One theme which has become apparent in this quarter is that certain businesses/individuals are interested in increasing the intensity of the use of their commercial units. For instance we have assisted shop holders with expanding their business to provide hairdressers, a taxi office and a wine importing business in underused space to the rear of properties. Some of these proposals have required planning permission and the service has been able to ensure that the applications are submitted correctly and approval has followed. These are some of the most entrepreneurial people in the Borough and it is right that the service provides assistance.

Some vacant business premises are located in sensitive locations, such as adjacent to residential properties. The service is keen to ensure that these are brought into use and occupied by responsible businesses. Given the resources available to the service we are able to better assess the appropriateness of businesses to certain locations. Spending time with the
businesses while they are looking for premises, or applying for permission gives us an insight into how they will operate. Additionally if the service is contacted early enough in the process it can ensure that issues such as sound insulation are considered. Some temporary permissions have been granted on vacant sites adjacent to residential locations, with the aim that this will ensure that business behave responsibly and respect neighbouring occupiers. If so then future temporary permissions will be granted. These measures have been explained to neighbours, who initially objected to the application, and are satisfied with this approach.

An additional example of assisting a business with planning needs occurred in Shirley. A motorcycle repair business had outgrown its property and was causing disturbance to the neighbouring residential occupiers. Numerous complaints had been made to the Council about the noise being created. It was at this stage that the Business Friendly Planning Service became involved and offered to assist the business in finding new more suitable premises. A vacant property last used for tyre fitting was found on Brighton Road. A planning application was required so that motorcycle repairs could take place, and this was secured. The business has now moved in and the initial enforcement complaint has therefore been resolved.

**DT 3.2b Crime Projects**

The Business Crime Project continues to develop well, linking with District Centre Managers and promoting the Safer Croydon Radio. A total of 42 businesses have received direct support from the project this quarter.

Co-ordinated activity to tackle gangs is also progressing, 11 ABAs have been used to curb gang related activity. The 5 borough gang project is also progressing well.

The Responsive Outreach Service has now overcome recruitment challenges and outcomes are on schedule to be delivered during quarter 4.

Redkite Project has reported 6 clients being placed into employment opportunities and 2 achieving accredited life skills qualifications.

Positive Media - A Community Safety Booklet was produced providing valuable information about services within the borough as well as advice and guidance on security and safety precautions for individuals, homes and businesses. The booklet has been distributed to 130,000 households in the borough and to businesses in October. The Safer Croydon Partnership only incurred the cost of placing an advertisement in the booklet which amounted to £1995. It is envisaged that this booklet will be completed on a yearly basis. An advertisement in the Crystal Palace magazine was completed and articles included ‘Knives take lives’ and the ‘Safer Croydon partnership’.

**DT 3.2c Pride and Contribution Projects**

This project is based on creating positive images and perceptions of the borough by residents, visitors, local businesses and potential businesses. It is made up of a series of initiatives that aim to contribute to the promotion of the borough, celebrate what has been accomplished and implement communication links with the target audience.

Initiatives to date are as follows:
- Enterprising Britain is a nationwide competition to find the most enterprising place in the UK, which aims to identify and recognise successful activities and initiatives undertaken to promote enterprise and entrepreneurship showcase and share examples of best practice and create higher awareness of the importance of enterprise and identify the UK entry for the European award.
Enterprise Week took place between 12th and 18th November 2007 providing opportunities for local organisations, public, private and voluntary to get involved.

Croydon Commitment is a public/private partnership linked to 35 companies, local, and central government. It provides a unique brokerage service designed to bridge the gap between the needs of the community and the commercial sector. Support was provided for a submission on behalf of Croydon Commitment for a City of London Dragon Award.

Croydon Champions campaign to promote Croydon as a great place to live work and play and to find and honour the town’s unsung heroes. Each year Croydon champions have ten sponsors each supporting one category. Croydon Enterprise sponsored the Business category.

The Best of Borough Awards is an annual event designed to recognise and reward the successful organisations in Croydon. The event is an opportunity for successful finalists to network with peers, the media and other members of the Croydon community.

Expo Council Showcase demonstrating the new physical initiatives being taken forward by the council that will have a positive impact on living and working in Croydon.

Visit Croydon Website - Croydon lacks any website that promotes the borough as a good place to live work or do business. The project is to develop a visitcroydon.com website that will build on existing websites. The proposal is for a feasibility study for the website.

DT 3.3b District Centre Managers

During this quarter the team have continued to strengthen the business partnerships, including establishment of Purley Way and working in direct partnership with NATE. Dates of future meetings have now been agreed for 2008 for all areas.

Marketing projects for this quarter included:

- Business sponsorship of Breast Cancer Awareness in October, which resulted in window displays and donations to the charity. The team met with the area manager to develop closer links for next year, events could include fashion shows, healthy eating and sponsored walks and runs in the districts.
- "2nd edition" of Guardian supplements concentrating on Christmas trading "discover your local Christmas" which was issued in November.
- The DCM team managed Christmas/festive displays and events in each of the districts and assisted Addiscombe, Sanderstead and South End. The team were responsible for managing the contractor, events and sponsorship.

The team assisted in the engagement of businesses for St Georges walk and introduced the market manager and also marketed the launch and promotion of a new category within the Best of Borough awards – the best local business award.

The DCMs have continued to lead on the post office closure programme which has included mapping all post offices and contacting all post masters.

Improved partnership working has meant that the DCMs have assisted in facilitating the delivery of crime prevention support to businesses, this includes the shop safe radio scheme and working with victim support on business related crime.

Following the successful pilot project, retail training has now been delivered in all district centres and DCMs have also supported the targeting of business advisors in their local areas.

EXPO local events have been facilitated in Upper Norwood, Thornton Heath and Addiscombe. Involvement with local schools and businesses in the district centres for Enterprise Week, included organising space for young enterprise on market stalls.
Disability audits carried out across 5 district centres, the results are now being discussed at the Council’s Disability Forum to identify action required.

Environmental audits are also being carried out to support the “environmental improvement bid proposal.

The team have reported 14 new businesses opening in district centres in quarter 3.

**DT 3.3c Surveyor / Vacant Properties**

The service is fully functional after the recruitment of the second surveyor in August 2007. There has been a change in the staff member carrying out the strategic level management of the service. The person carrying out this role initially has moved on to other responsibilities within the Council.

Strategic discussions and decisions have taken place on moving the project forward with particular emphasis on the key priority areas within the borough (neighbourhood renewal areas). Marketing, communication and progressing of further relationships with partner business support services has been intensified with net working partners like South London Business Partnerships, the business advisors, DCMs and other networking partners. (The service is working towards to being fully engaged with other net working partners and it is hoped that this relationship will greatly improve the referral system).

The overall number of clients assessing the service in the third quarter is less than the second quarter because one of the Surveyors was on annual leave and it was during the Christmas period, also service has not been launched and promoted. However the actual number of clients assisted by the service is similar in both quarters. There is a general increase in the number of clients receiving direct support from 22 in the second quarter to 26 in the third quarter. This figure also exceeds the forecast. 8 clients are being assisted to relocate to Croydon from the surrounding boroughs.

There was a general increase in the number of new premises identified. These increased from 17 in the second quarter to 33 in the third quarter.

There is a need to ensure that the information about the property brokerage service is disseminated to all agencies offering support to the target groups of the LEGI project.

Extensive marketing of the service is planned with the following services; CAB, CVA, Libraries Youth Centres, Carer Offices, Croydon College, One Stop Services, Innovation Centres, DCMs and other networking partners.

**DT 4.1b Three Enterprise Opportunity Centres in District Centres**

The capital projects are moving at a different pace. During the quarter a number of premises in North West Croydon were considered and one feasibility study was commissioned. The funding provided to Norbury Manor to develop a capital funding application to the LSC resulted in an offer of £7.5 million to build a sixth form college facility on the site of the school.

Discussions for financial support from Croydon Enterprise to build an Enterprise & Education block are underway.

**DT 4.1k St George's Walk Christmas market**

The purpose of the Christmas market was to address the dereliction in St. George’s Walk, as well as use the opportunity of the empty units to test the idea of a Christmas market in Croydon.
There were a total of 17 permanent traders who occupied the vacant units in St George’s Walk. These traders applied for space following advertisements placed in the local press and speciality market magazines. All met the set criteria. There were also 20 daily traders, some who came every day but without any formal commitment, others came on various days throughout the market.

A more detailed review of the success of this initiative will be undertaken in quarter 4.

**DT 4.3a Social Enterprise Units within North West Croydon Healthy Resource Centre**

The build is currently 4-6 weeks behind schedule. This has been due to the 2-4 weeks lost in the summer of 2007 due to heavy rain and some delay in the delivery of blocks for the walls.

An opening ceremony was being planned for May 2008 with the current Mayor but this will now be rescheduled to after the official handover.

CVA will be looking at approaching groups over Q4 who wish to be considered as tenants in the new enterprise hub.

A more detailed construction programme is available for week-by-week plan and progress.
## Appendix 2 – Detailed Project Spend

<table>
<thead>
<tr>
<th>Delivery Theme</th>
<th>Projects</th>
<th>Project Ref</th>
<th>Total Budget 07/08</th>
<th>Budget</th>
<th>Actual</th>
<th>Variance</th>
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*Note: Variance values indicate the difference between actual budget and total budget.*
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