

APPENDIX 4 : ENTERPRISE STRATEGY SOLUTIONS/ACTION PLAN 2007 - 2010

Report to the Tameside Economic and Learning Partnership and Tameside Business Family
Feb/March 2009

High Level target: To maintain the number of self-employed in Tameside as a proportion of the GM Average (7.90%)

Objective : Raising awareness of enterprise – amongst target groups

Required Action	Comment	Lead body	P.I.	By :	Report Feb 2009
To establish and develop the 'Tameside Business Family'	Ongoing meetings of the Business Family and working groups	Tameside Business Family Tameside Employment and Learning Partnership (& TVRC Ltd) – Phil Cowper/Lisa Hoyland	ERDF measures specific outputs under the GM Business Start UP and GM "PPP" project	30.6.08	The Tameside Business Family was rapidly established once ERDF and LABGI support were obtained in Aug 07. Both ERDF projects completed and met their required outputs The Business Family adopted the Tame Valley Regeneration Consortium Ltd and created a Board.
NEW ACTION	Review roles of TBF Board Directors	Tameside Business Family Board – Phil Cowper/Lisa Hoyland		1.5.09	
To establish the Tameside Business Family Support team		Tameside MBC/Business Family – Phil Cowper		Nov 07	Enterprise Team Leader appointed Aug 07 – most of team in place Nov 07.

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NEW ACTION	Review activities of Enterprise Team in view of changed funding, LAA and TBF Board away day event	Tameside Business Family/Phil Cowper/Lisa Hoyland	New targets to be set	1.4.09	
To develop an Enterprise Hub	Feasibility study underway to consider use of Hugh Mason House (Tameside college/Ask/TMBC)	Tameside MBC/Tameside College/Ask –Marianne Broadhurst		tba	Tameside College developing their proposed Knowledge Mill - enterprise hub at St Petersfield (not at Ashton Baths)
Training front-line staff of non business agencies in enterprise support awareness	No funding as yet identified Children's Centre to be pilot	Tameside Business Family/TMBC Phil Spence/Business Family 'Agency Outreach Officer'.		Dec 07	No funding was identified – but outreach officer has been in touch with the Children's Centres
Training for small business in coaching skills	No funding as yet identified	Tameside Business Family Phil Cowper/Lisa Hoyland	No. of trained mentors	Mar 08	No funding identified
Develop Enterprise Skills	Develop enterprise skills from 14+ including an NVQ2 and ESOL + enterprise, basic skills plus enterprise	FE/LSC/NWDA/Tameside College/14-19 Strategy Group Phil Spence/Lisa Hoyland	Increased proportion of people claiming to have enterprise training (Survey) No's completing NVQ2 and ESOL	Mar 08	Tameside College have developed the 'Innovation Lab' approach to embed enterprise in the curriculum and are running the K21 Knowledge to Innovate programme for local SME's

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			courses		
Develop links with Registered Social Landlords (also an action for Social Enterprise)		TMBC – Agency Outreach Officer		Dec 08	Dialogue established with New Charter Housing
Promote awareness of enterprise and social enterprise with Children's Centres and Extended Schools staff and the populations they serve	Refer to Children's Centre Action Plan	Agency Outreach officer/Enterprise Broker (Business Family)	Increase the number of social enterprises operating in Tameside Increase the percentage of supported social enterprises still trading after 12 months	Dec 08	Agency Outreach Officer has promoted enterprise awareness in Children's Centres - ongoing

Start Up support

Required Action	Comment	Lead body	P.I.	By :	Report Feb 2009
Start-up premises	Development of a network of incubators including Hyde Town Hall	Tameside MBC (Carol Bryant/Peter Moseley)/private sector	An increase in the proportion of supported business start-ups still trading after 12 months	Ongoing	Hyde Town Hall is fully occupied at present. Options are currently being explored for Ashton Market Hall. At St Petersfield, managed workspaces are being developed.
Target start up support on priority areas and groups	To form part of core NWDA/Business Link funded start up service Ashton Regeneration Business team Job Centre Plus New Deal for self employed contract (if any) Children's Centre Pilot	Tameside MBC/Business Family (Lisa Hoyland/Phil Cowper)	To maintain the number of supported business start ups (LAA target) An increase in the proportion of supported business start-ups still trading after 12 months (baseline 71.4%) (LAA target) No of start ups by age, gender,		The LAA targets are on target this year with 119 recorded start-ups between 1.4.08 and

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			ethnicity and neighbourhood (tba)		31.12.08 against a target of 120 by 31.3.09. 20-30% of these were from Priority geographic areas. Currently the 12 month survival rate is not available.										
NEW ACTION	<p>Review and agree new priority groups for enterprise start up delivery</p> <table border="1"> <thead> <tr> <th colspan="2">Other Agreed Local Priorities</th> </tr> </thead> <tbody> <tr> <td>50+</td> <td>10- 20</td> </tr> <tr> <td>Ex-offenders</td> <td>10- 20</td> </tr> <tr> <td>White Males</td> <td>10- 20</td> </tr> <tr> <td>IB Claimants</td> <td>40- 60</td> </tr> </tbody> </table>	Other Agreed Local Priorities		50+	10- 20	Ex-offenders	10- 20	White Males	10- 20	IB Claimants	40- 60	Tameside Business Family/Phil Cowper/Lisa Hoyland	<p>Start ups in the following groups will be monitored through the new NWDA Business start up contract:</p> <p>Regional Priorities</p> <p>Women 30- 40</p> <p>BME 25- 35</p> <p>Social Enterprise 0- 10</p>	1.4.09	
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			Disabled 5- 15		
Develop 'ideas' bank for new enterprises		Tameside Business Family	To maintain the number of supported business start ups	31.3.08	Not progressed yet
Support for Business Family mentors		Enterprise Team Leader (PC)	An increase in the proportion of supported business start-ups still trading after 12 months	Ongoing	No formal progression
Rent grants		Tameside MBC			No funding available
Business support scheme with financial assistance	For example, a PYBT or MMU New Entrepreneurship grant scheme model	Phil Cowper/Tameside Business Family – appraisal panel to supported by Enterprise Broker	An increase in the proportion of supported business start-ups still trading after 12 months To maintain the no. of supported business starts		With assistance from LABGI 80 of the new start up businesses received a start up grant following approval by a panel including Business Family Board member businesses
			An increase in the proportion of		Part of core

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Financial advice for pre start/start up	To form part of core NWDA start up service	TMBC/Business Support Solutions/NWDA (tba)	supported business start-ups still trading after 12 months To maintain the number of supported business start ups		start-up contract delivered by Business Support Solutions
Knowledge based industry starts (Construction/ICT/Health and Social Care)	Should form part of core NWDA start-up service <u>Additional activity to include :</u> Local Economic Benefit links with Tameside BSF and Hospital PFI, Hattersley Wi Fi Internet business start project	Business Link/Business Support Solutions	An increase in the proportion of supported business start-ups still trading after 12 months % of KBI's increased Tameside : Greater Manchester To maintain the number of supported business start ups		Information to follow if available
Develop Children's Centres & Extended Schools as centres & venues from which business & social enterprise support & advice can be delivered to the populations they serve		Agency Outreach Officer	Number of business start ups by people supported by Children's Centres and Extended Schools (see Children's Centre Action Plan)	31.3.08	Not formally progressed

Support for existing businesses

Required Action	Comment	Lead body	P.I.	By :	Report Feb 2009
Increase membership of the Business Family to 2500 over 10 years		Tameside Business Family support team	No of Members by 2017	2017 ongoing	Current membership is 800
Maintain support to existing businesses through mainstream contract	Delivered through NWDA funded support from 1.4.07 – universal web based and sector support	Business Link	Measurement to derive from Business Link		As at 28 th September 2008, BLNW had engaged with 892 Tameside customers (first level contact); 830 of which were businesses and 62 pre-start enquiries. 66 businesses received intensive assistance.
Existing 'PPP' project	Targeting businesses with GVA growth potential	Business Support Solutions/TMBC/Phil Cowper			<p>Priority, Productivity and Prosperity Programme:</p> <p>This programme was all about helping, assisting and supporting existing small businesses in Tameside within the context of the Tameside Business Family. We achieved.....</p> <p>Actual spend of £435,150 against a target of £449,144</p> <p>253 SMEs assisted against a target of 250</p>

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					<p>146 assisted in priority sectors against a target of 94.</p> <p>209 SMEs introducing new products/processes against a target of 51.</p> <p>95 equal opportunity assists against a target of 54.</p> <p>210 SMEs developing new ICT systems against a target of 42.</p> <p>61 diversifying through e-commerce against a target of 46.</p> <p>7 specialising in environmental related products against a target of 10.</p> <p>144 new jobs created against a target of 66.</p> <p>39 new equal opportunity jobs created against a target of 30.</p> <p>630 existing jobs safeguarded against a target of 48.</p> <p>Increased sales of £2,597,630 – 38% of target.</p> <p>Sales safeguarded at £18,658,607 – 233% of target.</p>
More advice on sources of finance	Should be delivered through NWDA funded	NWDA/Business Link			<p>4% of enquiries handled by BLNW from Tameside related to finance to 28th Sep 08.</p> <p>TMBC Enterprise team providing advice on grants and</p>

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and funding	support from 1.4.07 and the PPP project to 30.6.08				finance including the NWDA's Selective Finance Initiative.
NEW ACTION	Review support to existing businesses in view of development of Business Link NW; GM Chamber and recession pressures	Tameside Business Family/Phil Cowper/Lisa Hoyland		1.4.09	
Advice on regulation	Tba	Ian Saxon, Tameside MBC			<p>Business Regulation Solutions is a business support company established as a partnership between Manchester Solutions, Greater Manchester Fire & Rescue Service, the ten Greater Manchester Authorities and Warrington Borough Council. Its aim is to provide events, training and consultancy to assist companies in developing their business performance whilst being compliant with a wide range of business regulations. This includes fire safety, licensing, trading standards, food safety and health and safety</p> <p>In an attempt to stop the public falling victim to bogus traders and to support legitimate businesses Tameside Trading Standards Service has introduced an Approved Trader Scheme which has the full support of the council.</p> <p>Buy With Confidence is a Trading Standards Approved</p>

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					<p>Scheme to promote and support the good, reliable tradesmen and retailers of Tameside whilst in turn increasing consumer protection by providing an approved trader list. It will help businesses comply with the law while improving consumer protection through a partnership approach and will be open to any business within the area.</p> <p>Members will be independently checked by staff from Trading Standards for compliance with the letter and spirit of the law. Only when the business has passed stringent checks will they be able to display the Buy With Confidence logo. Traders will benefit from positive publicity and potential extra business of being an approved trader.</p>
Training for employees and business owners	<ul style="list-style-type: none"> • Health & Safety (requested by 31%), • IT (21%), • Customer Service (12%), • Marketing (7%) • Legislation, regulatory and VAT issues 	Enterprise Broker/LSC/Train to Gain	Employees :56% to raise to 65% by 2012 (Business survey)	Ongoing	

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	responsive to the needs of the individual companies				
Grants to improve premises		Tameside MBC Lisa Hoyland			No funding available – small scheme only in Hyde and Stalybridge retail centres
Rent subsidies		Tameside MBC			No funding available
Provision of workspace and employment land	Address potential shortages of employment land for growth and develop grow on space	Tameside MBC/private sector Carol Bryant			Draft employment land Supplementary Planning Document completed at http://www.tameside.gov.uk/planning/ldf/spd/employland
Help to find customers from a wider geographical area		Business Link/ Business Support Solutions/TMBC Enterprise Broker			Enterprise team make referrals to BLNW and UKTI as appropriate
Advice on how to do business with the public sector	Develop e-marketplace for SME's	Tameside MBC/NWCoE (SME Procurement Strategy sub group) Mark Stein	Refer to separate action plan – SME procurement	Ongoing	Development of the 'Chest' ongoing Meet the Buyer event held for potential suppliers to the Building Schools for the Future programme

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NEW ACTION	Tameside Works First	Tameside MBC/Phil Cowper	Details emerging		Introduction of this initiative should improve the accessibility of Council works to SME's.
Annual Enterprise Awards dinner	Establish feasibility and promote	Tameside Business Family Enterprise Team/e Tameside/Phil Cowper	No. of entries	Feb 08	Achieved successful event and nominations in Feb 08
NEW ACTION	Request made to make more enterprise focused in 2010	Tameside Business Family Enterprise Team/e Tameside/Phil Cowper		Feb 10	

Enterprise and Education:

Required Action	Comment	Lead body	P.I.	By :	Report Feb 2009
Increase numbers of young people receiving some form of enterprise training	14-19 Strategy to include specific target	Tameside MBC/schools/FE/TEBP Enterprise team/John Symington (CYP)	Increase from 25% (MMU survey) of young people experiencing enterprise training	2012	Practice Interviews at Fairfield, Silver Springs, Greenhurst High Schools Giving advice to young people at Alder Community School who are participating in a Young Enterprise competition. They have set up a business called "Wanted". The area finals are on 1st April at Brother UK, where they will be judged on their performance. If successful they will be invited to the regional and then to the national finals. So far they have attended one trade fair in

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					<p>Manchester. Some work on Young Enterprise at West Hill High School. Attended an Enterprise day at All Saints Catholic School.</p> <p>Young Enterprise has organised in March and July 4 different days of Industry Masterclasses (IM), 2 at Droylsden School for girls and 2 at Audenshaw School, where students will be challenged to an enterprise activity for the day e.g. to create an airline or football club. Enterprise team are assisting with this on some of the days.</p>

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Partners to consider signing up to the 'Enterprise Insight' campaign	Organisation makes a formal commitment to stimulate enterprise	All Partners in the Business Family	Signed up		No formal commitment made by partners but closer working with events in Enterprise week
Seek funding to support an enterprise advisor to co-ordinate activity and support curriculum development in schools	14-19 strategy group/Tameside Education Business Partnership	Tameside MBC – John Symington			No specific advisor however more developments are expected in 2009. A number of primary schools are now accessing the MCFC Enterprise project, which is backed by the Premier League, the North West Development Agency and the Department for Business, sees CITC work with young people across Manchester and Tameside to give them a better understanding of business by allowing them a

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					<p>unique insight into the running of a professional football club.</p> <p>The young people have the chance to visit the City of Manchester Stadium where they have the chance to learn about are marketing, customer services, career planning and the club's community initiatives.</p>
Focus on developing best practice in schools that are most interested/able to develop and use these as Beacons for other schools	Two primary Three secondary	Tameside MBC/schools			<p>Building Schools for the Future/Specialist Schools</p> <p>See above</p>

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Provide more support for employers participating in education : business initiatives		Tameside Business Family /Tameside Education Business Partnership (Enterprise Broker)	No. of businesses engaged	Ongoing	No report
Support the development of enterprising behaviour amongst children and young people		Children and Young People's Partnership – positive outcomes and economic well being theme groups	tba	Ongoing	TMBC's managers have attended and contributed to CYP groups but focus was not specifically on enterprising behaviour

Social Enterprise

Required Action	Comment	Lead body	P.I.	By :	Report 09
Provide start up and support for new and existing Social Enterprises	May form part of core NWDA start-up service	Tameside MBC/T3SC	Increase the number of social enterprises operating in Tameside Increase the percentage of supported social enterprises still trading after 12 months (LAA targets)	30.6.08	
Explore the need for a borough wide Social Enterprise Network.		TMBC/Phil Spence		31.12.07	Social Enterprise Steering Group formed with T3SC, St Peters Partnership and TMBC EDU. Discussions regarding draft shared social enterprise strategy underway
Support the development of a market for social enterprises from statutory sector commissioners		TMBC Social Enterprise Action Group/Phil Spence/Lisa Hoyland – T3SC and St Peter's Partnership	Increase the number of social enterprises operating in Tameside		Social Enterprise Steering Group formed with T3SC, St Peters Partnership and TMBC EDU. Discussions regarding draft shared social enterprise strategy underway (see new action below)

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NEW ACTION Develop Social Enterprise Strategy	Work started with a view to taking to Tameside Business Family/TELP in June	Social Enterprise Strategy Steering Group (Bill Wilson/Liz Welsh/Tony Okotie/Kaushika Mistry/Lisa Hoyland/Karen Butigan/Phil Spence)	Better acknowledgement of SE and the value it brings to local economy and social capital Wider understanding of SE Create more SE in Tameside Develop support structures for new and emerging SE and for existing SE	31.3.09	
T3SC Procurement post	T3SC have recently appointed a full time Business Development Manager role, having three key functions: Use of a Social Enterprise Toolkit with VCOs, in order to prepare them to win contracts. Work with local commissioners to streamline the commissioning process, and increase	T3SC	Increase the number of social enterprises operating in Tameside Increase the percentage of supported social enterprises still trading after 12 months (LAA target)	In place	Completed

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	<p>opportunities for VCOs to deliver public services.</p> <p>Develop new income streams</p> <p>This role will help equip local VCOs with the necessary skills and processes to win tenders.</p> <p>In addition, Commissioners will gain further insight into the skills VCOs have in delivering public services.</p>				
Support the development of a 'Guild of' or umbrella social enterprise		T3SC/Tameside Business Family	Increase the number of social enterprises operating in Tameside Increase the percentage of supported social enterprises still trading after 12 months	30.6.08	Not completed see new action on social enterprise strategy above
Provide ongoing advice and support to Social Enterprises	Currently forms part of the PPP project and Ashton Regeneration Business	TMBC/Enterprise Team/Social Enterprise Plus/Ashton regen/others tba	Increase the percentage of supported social enterprises still trading		Not completed see new action on social enterprise strategy above

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			after 12 months		
Undertake a scoping study of the existing contribution of the 3 rd sector is needed in order to identify which VCOs have the potential to move from grant dependency to income generation		To be identified Phil Spence, TMBC/T3SC	Increase the number of social enterprises operating in Tameside		See new action – develop social enterprise strategy above
Target existing Voluntary and Community Organisations which have the capacity to trade to become social enterprises generating income		T3SC/TMBC	An Increase in the number of social enterprises operating in Tameside		See Social enterprise strategy above
Investigate potential for a resource centre – a hub based approach with spaces to let for emergent and established social enterprises		T3SC		Ongoing	See social enterprise strategy – new action
Develop links with Registered Social Landlords		T3SC/TMBC – Phil Spence/Lisa Hoyland			

Sustainability , Equality and Future Funding

Required Action	Comment	Lead body	P.I.	By :	Report 2009
Identify funding for Actions within this Action Plan		TMBC – Resource Procurement		Ongoing	WNF identified Mini Europe best practice project with NWRA NWDA currently negotiating for new Business start up delivery with NWDA/ERDF from 1.4.09
Seek funding beyond 30.6.08		TMBC – Resource Procurement		31.3.08	Currently using Working Neighbourhood Funding to cover enterprise team until 31.3.09 The funding infrastructure for enterprise support is changing, ERDF is much reduced and is being managed via the NWDA – so far only business start up funding has been under discussion at the sub regional level. It is understood that there is no ERDF available for funding projects for existing businesses at local level. and that services will be accessed through Business Link NW
Seek ongoing support to embed enterprise in mainstream service delivery across all agencies as required by the Local Area Agreement Plus.		All partners on Tameside Economic and Learning Partnership /Local Area Agreement		31.3.08	Not clear that significant progress has been made – Tameside college probably have made most progress in embedding enterprise within their organisation.

		Economic Development Working Group			
Equality Impact Assessment Actions					
More research may be required amongst specific ethnic minority groups	Research and census show a low number of Bangladeshi women described as self-employed	Tameside Business Family/TMBC (Lisa Hoyland)	No of (which) ethnic minority group receiving assistance/population	30.6.08	Not completed
Review and implement monitoring arrangements for business support/enterprise projects delivered by TMBC, and where possible influence and request information from external partners delivering service		Tameside Enterprise Team (P Cowper/M Wain)	Improve data obtained from service delivery	30.6.08	Completed – now monitoring by age, ethnicity, and gender
Review/replace Tame Valley Regeneration Consortium equalities policy on behalf of Tameside Business Family.	Policy needs refreshing in line with new activities	Lisa Hoyland on behalf of the TVRC Business Family Board Ltd	New policy and communication	31.3.08	Draft replacement EO policy submitted to TBF Board for consideration on 15.10.08 – awaiting comment.
Ensure marketing strategy addresses communication needs of minority and target groups appropriately		Tameside Business Family Board (Mike Dinsdale/Phil Cowper/LH)	Marketing Plan addressing relevant communication needs	31.3.08	To be addressed by Board following 17 th Feb 09