

LOCAL ENTERPRISE DEVELOPMENT

PROPOSAL FORM

1. PROPOSAL AREA

Newlands+ and REGEN 2000/BD3 area

2. NAME OF LEAD PARTNER

Newlands and REGEN 2000 Partnership

3. NAME OF MAIN CONTACT

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4. DESCRIPTION OF AREA & NEED FOR LOCAL ENTERPRISE DEVELOPMENT PROJECT

REGEN 2000/BD3 is the eastern part of Bradford's inner city area and stretches along the corridors created by Leeds Road and Barkerend Road to link the boundary with the Newlands Regeneration area. REGEN 2000/BD3 takes in part of Wapping, Eastbrook, Cathedral, Laisterdyke and Bradford Moor areas. It is proposed to extend the existing SRB geographical boundaries area to take in Bowling Back lane where many manufacturing and light industrial local businesses are located in purpose built units and the Business Park (*this is subject to agreement with Frances Wardley PACT*)

NEWLANDS+ area is based on the Newlands Partnership Regeneration Programme area that focused on the communities of north east Bradford that include Thorpe Edge, Ravenscliffe & Greengates, Fagley, Thornbury and parts of Bradford Moor and Undercliffe which abut with the REGEN 2000 boundary. It is proposed to extend the existing SRB geographical boundaries area to take in Idle area (*this is subject further discussions*)

See Map of proposed Partnership area Appendix 1. Final boundary area is to be firmed up with interim Management Group (see Q11)

DEMOGRAPHIC PROFILE (See Appendix 3 Demographic Profiles)

Population Profiles

Regen 2000 Pact	Selected Area 2001	
	Total	%
Population	20,994	100.0%
0-4 years	2,441	11.6 %
5-15 years	4,532	21.6 %
16-24 years	3,586	17.1 %
25-44 years	5,667	27.0 %
45-64 years	2,906	13.8 %
65-74 years	1,019	4.9 %
75+ years	844	4.0 %

Newlands Pact	Selected Area 2001	
	Total	%
Population	21,722	100.0%
0-4 years	1,748	8.0 %
5-15 years	4,138	19.0 %
16-24 years	2,608	12.0 %
25-44 years	6,145	28.3 %
45-64 years	4,239	19.5 %
65-74 years	1,452	6.7 %
75+ years	1,392	6.4 %

Source Census 2001

REGEN2000/BD3

Regeneration practitioners estimate the population of REGEN2000/BD3 area to be around 23,000 as a result of new housing developments. It has a very youthful population profile with over 1/5 of the population (33.2%) under 15 years of age compared to a District average of (23.4%) and 50% under 24 yrs compared to a District average of (35.9%). Over 16,691 residents (80%) of the population represent the key target for the B Enterprising strand of LEGI i.e. residents between the ages of 5 and 64 years.

Newlands +

Regeneration practitioners estimate the population of REGEN2000/BD3 area to be significantly less than the 21,722 as a result of the Ravenscliffe housing clearance Programme. Like REGEN 2000/BD3 area it too has a very youthful population profile with over 1/4 of the population under 15 years of age; however in contrast only 39% are under 24 yrs which is still a significantly increase over the District average. Over 12,992 residents (79%) of the population represent the key target for the B Enterprising strand of LEGI i.e. residents between the ages of 5 and 64 years.

Contrasting Areas

The partnership areas have some very contrasting demographics; the most significant difference is illustrated in the Ethnic Groupings. The REGEN 2000/BD3 area has a 72.3% ethnic minority population of which Pakistanis make up over half (54.2%) of local resident, this is almost four times the District average of 14.5% and considerably higher than the National average of 1.4%.

In contrast, the Newlands area comprises nearly 80% White. Of the 20% minority ethnic groupings Pakistanis make up 64% of the total. The Newlands area reflects more or less the District average for ethnic groupings.

BARRIERS TO ENTERPRISE - (See Appendix 2 'What We Need' Report)

Initial findings from research suggests that barriers to enterprise include:

- ❑ Insufficient Information to get started
- ❑ Limited Access to finance
 - Lack of personal finance for investment (Mean household income levels for the area are £2,000 lower than even the average for the 20% most deprived SOAs and £9,500 lower than the District.)
 - Low credits scores/credit worthiness and CCJs makes it difficult to secure finance from banks
- ❑ Lack of accessible and affordable premises
- ❑ Benefit trap – an aggregate of 31% of residents across the Newlands and REGEN 2000/BD3 area are claiming benefits; low household income levels mean that any 'top ups' e.g. working family tax credit etc is at risk if a member of the household gains employment – this can create pressures on members of a household not to engage in meaningful employment.
- ❑ Low levels of confidence to attend the 'formal' business/enterprise courses delivered in a classroom type setting due to negative school experience.
- ❑ Low educational attainment levels and low aspirations creating a local 'can't do' culture
- ❑ Perception that mainstream business support services don't take people from deprived areas including minority groups seriously, resulting in a two tier service
- ❑ Poor image of area and Bradford as a whole
- ❑ Newlands' area has experienced school closures and housing clearance programme resulting in reducing the number of potential customers/passing trade
- ❑ Increased mobility gives people greater choice the challenge/question to be addressed is 'Would you spend here?'
- ❑ High insurance premiums in many deprived areas due to high crime rates
- ❑ Operating in the 'informal economy'
 - Perceived as easier and less complicated than the formal legitimate route
 - Can be accidental i.e. a type of extended 'rehearsal' test run for entrepreneurs that soon becomes the norm
- ❑ Lack of formal arrangements to safely try out 'test trading' i.e. reduce risk to personal circumstances if business fails
- ❑ Lack of family support and backing to run a business and lack of a sophisticated network of positive influences
- ❑ Recruiting the right staff with the right attitude and work ethic including trust
- ❑ Poor accessibility to current business support services including lack of information
- ❑ Increased competition through e commerce i.e. internet sales – lower costs due to low overheads making it difficult for physical 'shop type' businesses to compete
- ❑ Limited role models/mentors to inspire people into non-traditional businesses i.e. knowledge based/technology type businesses that do not require highly visible businesses premises as a statement

LOCAL ECONOMY

Business Analysis

Number of Businesses in the REGEN 2000/BD3 Area	2003		2004		Change	% Change
	Number		Number			
England & Wales	2,043,329		2,067,346		24,017	1.2
Yorkshire and the Humber	167,174		170,667		3,493	2.1
Bradford	14,511		14,531		20	0.1
20% most deprived Super Outputs areas in Bradford	6,366		6,351		-15	-0.2
Regen2000 Super Output Areas	755		751		-4	-0.5

- Source
ABI 2005

In 2003, the number of businesses in the REGEN 2000/BD3 stood at 755 compared to 751 in 2004; this shows a slight reduction in the number of businesses over the previous year.

Annual business inquiry analysis shows the number of people employed in local businesses in the REGEN 2000/BD3 areas for 2004 stood at 14,081; this shows a slight increase of 35 new jobs an increase of 0.2%. Whilst the figures demonstrate some marginal improvements in terms of local employment, when compared to the District and National improvement, 0.5% and 1.2% respectively it is clear that the gap in terms of securing local employment is in fact increasing. LEGI would hope to help close this gap.

ECONOMIC ACTIVITY

REGEN2000/BD3 Pact Area

At the time of the 2001 Census, 13,178 residents (62.8%) were of working age (defined as aged 16-74 yrs). However, the total number economically active residents stood at only 45.8% compared to a District average of 63.4%. Of these 75.8% (4,581) were in employment (70% employees and 10.5% self-employed).

Of the total number employed 67.6% were male compared to 37% female (almost half); the female rate was also almost half the national average at the time, which stood at 70.3%.

Newlands Pact Area

At the time of the 2001 Census, 14,444 residents (66.5%) were of working age (defined as aged 16-74 yrs). However, the total number economically active residents stood at 86.8%, around 12,500 residents. Of these 86.8% (7,744) were in employment.

UNEMPLOYMENT

REGEN2000/BD3 Pact Area

The 2001 Census shows unemployment amongst economically active residents in the REGEN 2000 Pact area stood at 18.5%, which was more than double the District average of 6.9% and treble the national average at the time of 5%. Of the total of unemployed (33.1%) were considered to be long-term unemployed defined as those who have not worked for more than 2 years. Of these, 23.2% have never worked, which is significantly higher than the District average of 14% and National average of 9.3%. Unemployment amongst women was double that of males; in addition the female rate was also more than twice the national average. Targeted support for women entrepreneurs is a particular focus of the LEGI bid.

Newlands Pact Area

The 2001 Census shows unemployment amongst economically active residents in the REGEN 2000 Pact area stood at 9.9%, which was significantly higher than the District average of 6.9% and double the national average at the time of 5%. Of the total of unemployed (32.7%) were considered to be long-term unemployed. Of these, 15.8% have never worked, which again is significantly higher than the District and National average.

(£) Mean Household income	2000	2005	2006 Pact Areas	(£) Increase
Regen2000 Postcodes	14,000	18,000	22,400	8,400
Newlands +	-	-	24,600	-
20% Most Deprived SOAs	15,200	20,000	-	-
Bradford District	20,800	27,500	29,300	8,500

In 2000 the Mean Household Income for the REGEN 2000/BD3 postcode areas stood at £14,000, which was £1,200 lower than the average for the 20% Most Deprived SOAs and £6,800 lower when compared to the District as a whole.

In 2006 the table shows that there has been a significant increase in the Average Household Income for the REGEN 2000 area by £8,400. However, in comparison the Average Household Income for both areas remains significantly lower than that of the Bradford District, which stands at £29,300.

Conclusion: Although there has been an improvement in the average household income across the partnership area, the increases have not been equal to improvements in both the District. The result is that the Average Annual Household Income levels for the Regen and Newlands area are £6,900 and £4,700 respectively lower than the District.

Benefits of a LED Project: A Local Enterprise Development/Facilitation Project would compliment the Employment/Economy subgroup of the NAP and have a significant impact on the partnership area and its people by:

- Challenging the perceptions of the area

- ❑ Raising the level of income and spending
- ❑ Generating new business opportunity
- ❑ Improving the local housing market
- ❑ Raising educational attainment levels and aspirations
- ❑ Improve community engagement and involvement across all sectors

5. ECONOMICALLY INACTIVE RESIDENTS

According to Census 2001, the proportion of economically inactive adults in the REGEN 2000/BD3 area stood at 54.2% compared to a District average of 36.6%. The proportion of economically inactive adults for the Newlands area stood at 38.2%, which was also significantly higher than the District average. Figures show Youth unemployment in the REGEN 2000 area at almost double the District average.

Worklessness

The working age benefits figures give an indication of the level of worklessness and dependency on benefits across the partnership area. As at April 2006, the percentage of the working age population (redefined as aged between 16 – 59 years) in the REGEN 2000 Pact area stood at 35.5% and 28.1% for the Newlands Pact area, both are significantly higher than the 2006 District average of 20.6%. Addressing the issue of worklessness and the benefit trap is a particular challenge for the LEGI Programme.

With significantly high unemployment, economic inactivity and below Average Annual Household Income levels for the Regen and Newlands in comparison to levels across the District, the prospect of considering self-employment as a real option will be daunting for even the brave.

Stelios Haji-Loannou (Easy Jet founder) recommends, "You only put in what you can afford to loose!"

Unfortunately, many people from disadvantaged such as the Newlands and REGEN 2000/BD3 areas can't afford to loose the little they have. In addition, the low levels of disposable income can mean it unrealistic to expect many residents to have an available 'pot' of personal finance/venture capital to invest in their idea/dream and 'have a go' this in itself presents a real barrier to entrepreneurship.

6. WHICH ORGANISATIONS ARE MOST ACTIVE IN WORKING WITH AND OR REPRESENTING THESE GROUPS AND WHAT OPINION DO THEY HOLD IN REGARD TO POTENTIAL ENTERPRISE DEVELOPMENTS?

Active Organisations	Views
Bradford Chamber of Commerce	The Chamber is responsible for managing the Business Shop in the REGEN2000/BD3 area. The Chamber sees the development of a Local Enterprise Project and LEGI as a key driver for addressing local economic issues and stimulating enterprise and creating an enterprising culture.
Asian Trades Link	ATL deliver enterprise support across West Yorkshire. They also see Local Enterprise Development Project and LEGI as a key driver for change - stimulating enterprise and creating an enterprising culture.
Laisterdyke Business & Enterprise College	LB&E college work in partnership with the Chamber and the Business Shop staff to deliver enterprise skills workshops and deliver training to students getting young people 'work ready'. They see Local Enterprise Development as an ideal mechanism for creating an entrepreneurial culture.
Links 2	All have considerable experience in engaging hard to reach groups are already linked into LEGI and provide support to help local people find employment through job search and career development including advice on the self-employment option. A Local Enterprise Development Project would be great for the area.
Jobs@	
Royds (Employment Link)	
Karmand Community Centre	The centre is well resourced and houses a range of complimentary services that could make KCC an ideal hub to provide meeting places for a new enterprise Coach
BD34All	Faith based organisation involved closely in the NAP and NM process. Very keen that LED should be integrated into NAP to engage relevant community organisations and networks currently working in the BD3 area.
REGEN 2000 Programme	The programme in its lifetime would invest £28.07 million of SRB funding as well as £1 million of ERDF and NRF. This is matched with Private Sector investment of £20 million and Public Sector investment of £23.2 million.. Keen to be a major player in the Local Enterprise Development strategy. With over seven years experience of delivering a portfolio of projects aimed at raising the economic prosperity of the area they bring a wealth of experience to the table.

Newlands Local Enterprise Limited	Main agency in the area for supporting the development of social enterprise and community businesses. Have been in the area for 8 years. Local Enterprise Development Project is very appropriate in supporting what is already done and can include the private sector business support. Newlands Community Business Club has been very successful and there are opportunities to engage more of the business community in supporting the social business community through business panels, networks and forums.
Fagley Youth & Community Centre	Focus on youth and encouraging entrepreneurship. Developed motor education project. LEDP will add support to the current activities. Keen to be involved and engage with enterprise activities in schools. Would welcome engagement with local businesses to encourage recruitment of young people.
Ravenscliffe Community Association	Heavily involved in activities that engage the workless population. Operates an advice service and supports a huge number of active volunteers. Very supportive of initiatives to engage people in employment. Very keen to be included in a facilitation process and join a network of support. Very strong community willing to participate with new initiatives that encourage business development.
Thorpe Edge Community Project	Working in a deprived community for 20 years addressing the issues facing workless people. Very successful in supporting many community businesses over the years e.g. Furniture Service, Transport Service, Holiday Club, Rockwell Nursery. Perceive LEDP as a positive step to developing a more entrepreneurial culture. Operate an Advice service and bring in 100's of thousands of £'s into the community.
Yorkshire Water	Senior Managers volunteer as mentors for the Newlands Community Business Club. Very keen to be involved in LEDP and encourage the development of businesses in the community. Can offer many resources through their vast networks
Key House	Benefits advice and welfare right issues are crucial for marginalized businesses such as many local shops who operate businesses with a turnover that qualifies for benefit top ups

7. What is the Potential market for Goods and Services within the Area?

Both Leeds Road and Barkerend Road are home to a large number of small-scale services, retail and fast food outlets and most are understood to be private, owner managed, businesses. According to research by 'inkopo' undertaken as part of the Byron Street Enterprise Centre Feasibility Study (June 2004), most of the businesses 'serve the local community, provide low quality employment and have little prospect of developing into substantial multi-outlet businesses.'

In addition to the above, there are a number of light and medium engineering companies just outside the area on the south side of Leeds Road linking with Bowling back Lane.

The local Business Link Adviser based at the Business Shop reported that of the 74 businesses start ups in 2003/04 and first quarter 2004/05 over half were considered to be knowledge based (or technology) driven office based businesses as oppose to the saturated traditional catering and fast food outlets. The availability of affordable over the shop' small office accommodation and increased ICT connectivity creates a potential for new markets over and above the traditional ones.

Supply chain and brokerage type businesses focussing on connecting business to business services could be a real potential for the Little Germany area where many white collar/professional services/businesses have established.

8. ARE THERE ANY SECTORS WITH UNEXPLOITED POTENTIAL?

The focus on enterprise/business support by the formation of the Businesses Shop has showed some considerable success in engaging the business community and stimulating new start-ups. The quality and variety of business proposals is also reported to have been improved with new business examples including professional and technology driven services such as Web Design, solicitors, recruitment, travel, magazine, education resource... Traditional businesses are not seen as the drivers for success anymore as the environment has moved on the potential is in new knowledge based/technology driven businesses that can thrive, grow and develop into substantial organisations.

In addition anecdotal evidence suggests that there is a latent potential for developing overseas trading due to the strong family ties providing an element of trust for exploring the potential for business expansion into new markets, outsourcing, importing and exporting. Other opportunities for inter-trading/supply chain business to business services could be explored through auditing businesses located in the Garnett Street area in the area between bottom of Leeds Road and Wakefield road where many light and medium manufacturing businesses are located.

The area has a very youthful population profile with 50% of the residents less than 24 years of age. Youth Creativity – Arts, Media and Music could be one particular area that needs further exploration to determine the real potential. Youth Co-operatives is another potential area that the management groups may decide warrants further investigation.

9. PHYSICAL RESOURCES AVAILABLE

REGEN 2000/BD3 PREMISES	Resources		
	Staff	Accommodation	Services
New Lane Incubator Units	√	√	√
New properties in Broadway	X	√	X
Pit Lane	X	√	√
Ilaan Centre	√	√	√
Leeds Road Corridor	X	√	X
Business Shop	√	X	√

NEWLANDS+ PREMISES	Resources		
	Staff	Accommodation	Services
Thornbury Business Park – Leeds old Rd	X	√	√
Victoria industrial Estate – Victoria Rd Eccleshill	X	√	√
Enterprise Five – Enterprise Way Five Lane Ends	√	√	√
Springfield Industrial Estate – Spring St Bradford Rd	X	√	X
Albion Mills – Albion Rd	X	√	X
Robin Mills – Leeds Rd Greengates	X	√	X
Thornbury Business Park – Leeds old Rd	X	√	√
The Holybrook Centre	√	X	√
Newlands Community Association	√	X	√

Empty Retail Units

- Rowan Court - Fagley Rd
- Sherwood Place - Killinghall Rd
- Charnwood Court - Harrogate Rd

10. PLEASE DESCRIBE THE METHODOLOGY INVOLVED IN WORKING UP THIS PROPOSAL

METHODOLOGY

To generate a client base for interviews the LEGI team instigated a comprehensive mail shot posting a LEGI business survey out to almost 1000 businesses in the partnership area. The response was particularly poor with a response rate as follows:

- Newlands + area 4 returns
- REGEN 2000/BD3 area 0 returns

There were 3 elements to the consultation:

Desk Research	
Face-to-Face Interviews	<ul style="list-style-type: none"> □ 30 businesses □ 14 community organisations □ 1 school
Community Consultation groups session	<ul style="list-style-type: none"> □ 1 NAP Workshop event □ 1 Key Partner Meeting

Desk Research

The original bid documents and strategy documents detailing area-based initiatives relating to the two areas were reviewed along with interim progress reports. In addition feasibility studies/surveys/evaluation reports were analysed to incorporate key findings into the proposal such as the Byron Street Enterprise Centre Feasibility Study.

Face-to-Face Interviews

Individual face-to-face interviews lasting from 1 to 2 hours with key player were conducted with over 40 people, a full list of whom appears in Appendix 1. In addition, interviews were conducted over the telephone with a variety of organisations with relevant interests. Over 60 residents were informed and views received using a number of different consultation methods. Proforma's and Businesses Questionnaires were flexibly used to guide the interview process.

Community Consultation/Beneficiary Event

An Economy & Enterprise workshop was delivered at the BD3 NAP meeting and the B Enterprising strand of LEGI was woven into the workshop to gain views on how enterprise support could help improve the quality of life for local residents. The qualitative research was derived from the workshop, which took the form of a focus group discussion/open forum on Economy/Employment with around 15 members of the BD3 'community'. The B Enterprising strand of LEGI was woven into the discussion and feedback on how and what support was needed to promote a local culture of enterprise elicited.

Meeting was convened with key players represented from Councillors, PACT, LEGI, NAP, REGEN 2000 and Newlands to discuss progress and raise any issues/concerns.

Area Based Initiative

The two major ABIs REGEN 2000 and Newlands + had substantial input into the process and formed a conduit for sharing good practice and lessons learnt from their respective Programmes.

11. Management Arrangements

Key Partners Involved In Managing LED

Active Organisations	Knowledge & Experience
Regen 2000 Programme	With over seven years experience of delivering a portfolio of projects aimed at raising the economic prosperity of the area they bring a wealth of experience to the table
Newlands Enterprise Centre	8 years experience of supporting and assisting development of social /community enterprise. Strong relationship with community. Local management board.
Bradford Chamber of Commerce & Business Link	The Business Shop forms a focal point for enterprise support and all product/service offerings from Business Link and the Chamber are available from the Business Shop. Staff believe that local businesses have a key role to play in neighbourhood renewal as they recognise that they impact on local communities in many different ways
Laisterdyke Business & Enterprise College	Key delivery agency for Enterprise in schools – link into Enterprise Challenge and School Enterprise Education Network set up to stimulate enterprise in school as it is now a statutory requirement. College also focuses on getting young people 'work ready'.
Carlton Bolling College	TBC
BD34All	Faith based organisation and key player in NAP
Jobs@	Considerable experience in engaging hard to reach groups are already linked into LEGI
ROK	Nations local builders. Use dedicated teams who live and work in their community. Inspired space is created around the people who use it. Willing to participate in a facilitation network.
BCHT	(To be confirmed – may be employer body for Quadrant area)
Neighbourhood Partnership managers X 2	The Neighbourhood Managers see the development of a local economic strategy as a key objective for improving the quality of life for local residents and LEGI provides a mechanism for driving economic change and opening up real opportunities for employment.
Global Synergy Solutions	Active participation in LEGI and willingness to be involved in enterprise facilitation network. Believe that global business success begins with a clear and shared vision, good cross-cultural awareness and the ability to make the appropriate behavioural adjustments when working in different cultural environments. Have a multi-national team of highly skilled people that is dedicated to providing total solutions which can be customised and packaged to meet specific needs of individuals and organisations in the private, public and voluntary sectors around the world.
Ravenscliffe Community Association	Run an advice service and have a strong commitment to engaging the workless population in meaningful volunteering and employment opportunities.
Thorpe Edge Community Project	Supported the development of social enterprises for nearly 20 years. Runs an Advice service enabling the community to access more money for local spending.
Morrisons PLC	Follow up meeting required to firm up interest/commitment

12. HOW THE COMMUNITY IS PREPARED FOR A LOCAL ENTERPRISE DEVELOPMENT PROJECT AND THE COMMITMENT TO OPERATING IT

As part of the consultation process meetings have been held with key organisations operating and delivering services to the local community in the partnership area, these have included private businesses, public sector organisations and a range of community and voluntary groups (see Appendix 4).

Of the 40+ interviews with local businesses and community organisations over 30 have expressed an interest in becoming involved in a facilitation network. All of the 14 community organisations are willing to be part of the network and show a high degree of commitment to supporting the development of local enterprise.

Community & Voluntary Sector

In addition, on Tuesday 12th September 2006 Michael Churley the Neighbourhood Partnership Manager (NPM) for BD3 area and Andrew Hemming NPM for Undercliffe area organised a morning event to review and refresh the existing neighbourhood renewal work in BD3 and to set the agenda for the next two years. The event built on previous work with partners to explore establishing a local economy strategy.

The event specifically focused on the three key areas:

- Health
- Employment/Economy
- Community Involvement

The programme included a variety of speakers from a range of settings and included the following issues: Community Safety, Employment/Economy, Young People, Community Involvement, Health, Environment, Education and Road Safety.

LEGI were invited to lead the Employment/Economy workshop and LEGI and Local Enterprise Facilitation/Development was woven into the programme. The Neighbourhood Management model is very similar to the Local Enterprise Facilitation model as it relies on strong networks and partnership to deliver results. A history of community capacity building has given members of the local community the skills to engage in strategy development and decision making at a neighbourhood level and a local enterprise strategy was something that the participants were comfortable with. The Neighbourhood manager sees the development of a local economic strategy as a key objective for improving the quality of life for local residents and by driving economic change and opening up real opportunities for employment. As part of the development work a meeting was held at the new Morrisons' headquarters with the Facilities Manager and HR manager to explore opportunities for partnership working and involvement in the local network. The staff were informed of the LEGI Programme and the 'interim' management panel will be expected to follow up these initial discussions and firm up involvement by Morrisons PLC. Gaining the commitment of Morrisons at the headquarter level would make participation by local stores which are established in most Pact areas almost a foregone conclusion.

Business Community

Businesses in the Newlands+ area welcome the opportunity to be part of a local network as support for private and commercial enterprises is thin in the ground. Newlands Local Enterprise Limited has been supporting the development of social

and community businesses for 8 years. However, any requests for guidance and support for mainstream business start-ups has been signposted to other business support services such as Business Link, Havelock Training (now ceased).

In contrast the REGEN 2000 Programme had private enterprise at the heart of it's economy and jobs at portfolio and sees LEGI and LED as an opportunity o build on progress to date. The REGEN 2000 Business Shop located on Leeds Road was established with a clear focus on business support to residents and businesses within the REGEN2000/BD3 area. This facility which in essence forms the Hub for business support was part of the REGEN 2000 Economy & Jobs strategy aimed at increasing the number of new start businesses and supporting existing businesses. A Business Network has been established and a programme of events helps to keep local businesses informed of the latest offerings, promotes inter-trading and offers information on issues such as training and financial support. The business Adviser stated that the business forum has grown by over 50% in the last year; the last business event had over 90 businesses attending a grant information day.

The REGEN 2000 Business Forum aims to build an enterprise society in which local business start-ups, small and medium sized firms of all kinds thrive and achieve their potential and business objectives.

- Source REGEN 2000 Press Release Dec 2005

The Business Shop forms a focal point for enterprise support and all product/service offerings from Business Link and the Chamber are available from the Business Shop. Staff believe that local businesses have a key role to play in neighbourhood renewal as they recognise that they impact on local communities in many different ways: as employers, as providers of a wide range of services, and as a source of leadership and expertise.

As well as advice on funding the Business Advisers offer support and information on everything from practical business advice such as putting together a business plan, marketing and sales, helping employers find staff and development of workforce skills and computer literacy.

Staff report that the use of ICT including Learn Direct and general Internet access has significantly increased; members can access message boards where businesses communicate to each other via the web on a range of topics and thus engage in a virtual network. Technology/knowledge based businesses is seen as one of the potential growth areas for the area.

Floyd Peltier Business Adviser stated *"We are keen for local businesses to get involved in the quarterly forums which bring together local entrepreneurs, established businesses and new start companies. They get the opportunity to keep up to date with current legislation, discuss their business needs, influence and network with fellow businesses and key stakeholders"*

Links with Schools

A strong partnership has been established with Laisterdyke Business & Enterprise College; businesses Shop staff help deliver projects which focus on enterprise and young people with real case studies thus helping to raise entrepreneurial potential and hopefully raise aspirations.

13. PLEASE DESCRIBE HOW THE PROJECT WILL OPERATE AND THE PROCESS INVOLVED. GIVE THE EXPECTED TIMETABLE FOR THE FIRST TWO YEARS AND KEY MILESTONES WITH ESTIMATED TIMES AND DATES.

The Local Enterprise Development Model illustrated on the next page is a starting point designed to formally bring together the two lead partner agencies REGEN 2000 Programme and Newlands Local Enterprise limited and their respective regeneration areas into one distinct partnership and partnership area. The model seeks to formally establish an interim management group 'core panel' that will determine a strategy which will seek to provide in the short-term a seamless level of local enterprise support services for private/commercial and social businesses for local residents, organisations and institutions located in the partnership area.

NB. The Core Panel is an interim panel and will determine how it will expand to meet the networking requirements of the facilitation model.

The model is a starting point for the proposal and the core panel will be responsible for key decisions including:

- Interviewing applicants for LOT1 Tenders to deliver the training and specialist advice for particular models of enterprise development
- Developing the 'terms of reference' for any existing business for a currently operating under the two partnerships to determine how they fit with the Local Enterprise Facilitation Network philosophy and aspect of the model.
- R&S of new Business Advisers or Facilitator depending on the 'selling skills' and outcome of the LOT 1 applicants
- Who will be the Host Employer Body for any new 'employees'
- Developing the local strategy for enterprise support

Key Milestones for the Project are as follows:

Milestone	Target Dates	Requirement	By Whom
Formalise interim management body (Core panel)	Oct 06	Secure written commitment from potential members identified at Section 11.	Lead Partners
Revisit the 'proposal' and determine and agree the appropriate model that 'best fits' the area	Oct 06	Agree Model Business Advisers or Facilitator/Coach	Interim MB
Finalise the boundary area	Oct 06	Liaison with neighbouring PACT areas to come to an agreement with any boundary changes which may overlap	Interim MB

Determine the most appropriate method of widening the networking philosophy	Oct 06	<ul style="list-style-type: none"> ❑ Map out existing networks/fora ❑ Identify key people that could Add value to the elements of the Local Enterprise Network and core panel 	Interim MB
Interviewing applicants for LOT1 Tenders	Oct 06	Determine which organisations can foster the right 'enterprise culture' for the area.	Interim MB
Developing the 'terms of reference' of Network	Oct 06	Determine how existing fora can dovetail with the new model	Interim MB
Determine Host Employer Body	Oct 06	One Host or Two	Interim MB
R&S of new Business Advisers or Facilitator	Nov 06	Identify 'type' of Adviser required i.e. skills audit and identification of any specialist requirements	Interim MB
Determine Cross-patch strategy	Nov 06	Identify client base: <ul style="list-style-type: none"> ❑ Social Enterprises ❑ Entrepreneurs ❑ New Businesses ❑ Existing businesses with needs flagged up in consultation process ❑ Other 	Interim MB And REGEN 2000 Business Shop Manager
Identify Outreach Workspace and Resource requirements	Nov 06	Identify bases for Satellites to provide 'on the doorstep' access Identify spare capacity in terms of accommodation Identify resource requirements to deliver service	
Other milestones to be determined			

Enterprise Development - Model B

NEWLANDS

Core Panel
Local Mgt
Programme Monitoring

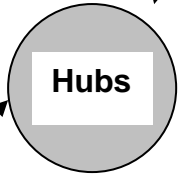
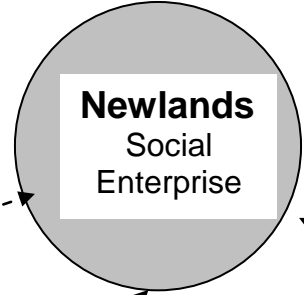
REGEN 2000



Report Progress to Panel



Enterprise Rehearsal Scheme – e.g. Into Business Scheme



14. Explanation of how people living in the area will benefit by the proposal

The foundation for this proposal is built on the achievements of both the Newlands + and REGEN 2000 Regeneration Programmes. Each Programme comprises two contrasting areas:

- Newlands + serving a predominantly white area and a history of delivering enterprise support to social businesses with considerable success.
- REGEN 2000/BD3 serving a predominantly Asian area where the BME community represents 72% of the local population and delivering in an area with a history of enterprise support to private/commercial businesses again with considerable success.

Both organisations have witnessed market failure in delivering enterprise support to the 'other' business sector and as a consequence sign posts clients to alternative support.

In the short-term, both partner organisations will benefit from collaborative work and cross-fertilisation of experience and co-working, with specialist workers providing new alternative enterprise support into each respective area.

In the long term the goal would be to develop the current level of business support across the partnership area to one that provides a seamless service and a strong enterprise network with local success stories helping to foster a culture of real enterprise.

To make a lasting difference, local people must be closely involved in developing solutions. Volunteers and community members in the Newlands area have demonstrated, with their support of Newlands Local Enterprise, that they are willing to be a part of developing their economy. People will benefit from more sustainable enterprises, by reducing the numbers of unemployed, by releasing the creativity and passion of local people and ensuring that people have the confidence and knowledge to take action for themselves.

The area will benefit because local entrepreneurs and business leaders are committed to supporting the development of an enterprise culture. People will benefit from having local businesses involved in the process. Local businesses will stay and thrive and it will enable smaller businesses to play their part. Local businesses developing local links and networks will not only see the community thrive, but because of the local networks will make those businesses profitable as well.

In order to be sustainable, economic regeneration must go hand in hand with environmental improvements and issues such as education, health and community safety. Many of these issues can themselves be potential social enterprises.

In general the LED will have significant impact on the partnership area and its people by:

- Challenging the perceptions of the area
- Raising the level of income and spending
- Generating new business opportunity
- Improving the local housing market
- Raising educational attainment levels and aspirations
- Improve community engagement and involvement across all sectors

15. Explanation of how the Proposal is fully integrated with and compliments other business support services operating in the area.

Operating in cooperation the REGEN 2000 Business Shop and the Newlands Local Enterprise Limited are central to the proposal and Local Enterprise Development Model. The Business Shop was established with a clear focus on business support to in the REGEN2000/BD3 area. This facility which in essence forms the Hub for business support was part of the REGEN 2000 Economy & Jobs strategy aimed at increasing the number of new start businesses and supporting existing businesses.

The Business Shop houses key staff from a number of business support agencies including Business Link, Chamber of Commerce, WYSE Link (Social Enterprise support arm of Business Link) and Employment Link staff.

The Business Shop forms a focal point for enterprise support and all product/service offerings from Business Link and the Chamber are available from the Business Shop. In addition to mainstream offers, area based support through the REGEN 2000 Programme provides additional specialist support to new and existing local businesses through a range of projects that are linked to business development and funding. Projects have /are including;

Project

Regen 2000/Bradford Chamber Local Investment Fund

CDFI Enterprise Funds
Regen 2000 Business Support Project

Regen 2000 Business Forum
Regen 2000 Business Directory
Regen 2000 Web site
Keyhouse/Train4Careers
Royds/Employment Link
Jobs@
Links 2
Regen 2000 Procurement Project
Local Investment Fund
Shop Front Improvement Scheme

Newlands Local Enterprise Limited has been supporting the development of social and community businesses for 8 years. Any requests for guidance and support for mainstream business start up has been signposted to other business support services such as Business Link, Havelock Training. Havelock Training has ceased operating in this area and is anticipated that with the new partnership arrangement with Regen 2000 and the Business Shop, signposting to relevant agencies would continue.

There is currently a Social Enterprise Network for agencies supporting the development of social enterprise. This can continue and become district wide to ensure that the whole of the community can benefit from developed expertise.

16. Please explain how this funding will make a sustainable difference after the LEGI funding has come to an end in April 2009

Both REGEN 2000 and Newlands Enterprise Centre sees Economy & Enterprise at the heart of sustainable communities and increasing the average household income for local residents. The more disposable income residents have the greater their choices and chances of improving their quality of life.

Section 4 highlights the startling fact (baseline position) that the average annual household income levels for the BD3 area is £2,000 lower than even the average for the 20% most deprived SOAs and £9,500 lower than the District.

As part of the NAP a subgroup on Economy/ Employment & Enterprise will be firmly established and B Enterprising Local Economic Development Project will form a distinct strand of the local strategy and action-planning group. Representation will be from Private, Public, and the Voluntary sector with the community at the heart of the decision making process.

Having demonstrated the benefits of a partnership that brings closer collaboration and joint working with the areas of Newlands+ and REGEN 2000/BD3, post LEGI should see a Local Enterprise Model firmly established for the new partnership area. Closer working relationships should ensure increased collaboration, greater networking and sharing of expertise and greater equity of enterprise provision for organisations operating in all sectors.

17. Detailed Breakdown of Costs for the Project

To be determined post interview of Tenders for Lot 1

Hr/Staffing Requirements/Costs

Each of the Regen 2000 funded projects above all have staffing and overhead costs attributed to their operation. The SRB funding allocated to the projects is due to be completed by 2007/08, and so each project will need to locate additional funding to continue into the future. There would need to be an overall monitoring/co-ordination function to ensure that the projects on offer in the area are delivered in line with the identified need.

The core panel need to give Project cost considerations to amongst other things:

- Administering the LED
- Housing and operating the Hub and core panel
- Marketing and publicity for events that may be hosted by the new adviser(s) or Enterprise Facilitator
- Resource skilled advisors – legal, Tax, finance, procurement advice etc.

18. Details of when the Project will become self-financing and how it will be achieved.

To be determined post interview of Tenders for Lot 1 and through further development work of the Management Body (Core Panel)

The community has yet to make a decision regarding the style of facilitation it will choose. It would be premature at this stage to suggest which model will be chosen and which milestones will be met in terms of recruiting and appointing staff.

A big milestone has already been achieved with a collaborative approach from Regen & Newlands staff. There is an agreed commitment to developing a partnership model, however, at the time of writing this proposal no terms of reference have been drafted. The core team will meet and assess which preferred model to go forward with and then terms of reference can be drawn up. The structure will determine the HR/resource requirements, selection of an appropriate Host Employer Body for payroll services, line management arrangements will be agreed on prior to recruitment and selection process.

19. THREE NOMINATED REPRESENTATIVES FROM THREE DIFFERENT PARTNER ORGANISATIONS OF THE PROPOSED ENTERPRISE DEVELOPMENT PROJECT MUST SIGN BELOW AGREEING TO WORK TOGETHER FOR THE BENEFIT OF THE COMMUNITY.

NAME
Nasim Qureshi

ORGANISATION
REGEN 2000 Programme

SIGNED

DATE

NAME
Anita Bolland

ORGANISATION
Newlands Local Enterprise Limited

SIGNED

DATE

NAME
Gerard Liston

ORGANISATION
**Laisterdyke Business + Enterprise
College**

SIGNED

DATE

Appendix

- 1 Map of Partnership Area
- 2 'What We Need' Document
- 3 Demographic Profile
- 4 Interview List