

PAV Verifications and Actions Annex (ERDF-Forms-4-005)
1c Outputs

| | |
|-----------------------------|--|
| Project Name: | Exporting Success - The Export Escalator |
| Project Ref: | ERDF 09/225 |
| Grant Recipient | North London Business |
| Date of Visit: | 25 June 2013 |
| ERDF Monitoring Officer | |
| Position as at Claim Number | |

| Output Type | Original total contracted target | Profiled target to date of claim tested | Actual to date of claim tested | Number tested | % tested | Evidence checked. List detail of each output tested, the beneficiary, supporting evidence and claim number. Please note to achieve 10% this will probably require multiple entries against each output type. | Is the evidence adequate? Yes/No. If "No", enter details in comments box | Comments |
|---|----------------------------------|---|--------------------------------|---------------|----------|--|--|----------|
| No. of businesses assisted of which a minimum of 5% will be in the environment sector (O3c) | 193 | 217 | 317 | 33 | 10.4% | See comments below | Some | |
| No. of SMEs with sales in new markets (LO17) | 70 | 33 | 11 | 5 | 45.5% | See comments below | Some | |
| | | | | | | | | |
| Indirect output/result Type | Original total contracted target | Profiled target to date of claim tested | Actual to date of claim tested | Number tested | % tested | Evidence checked. List detail of each output tested, the beneficiary, supporting evidence and claim number. Please note to achieve 10% this will probably require multiple entries against each output type. | Is the evidence adequate? Yes/No. If "No", enter details in comments box | Comments |
| No. of jobs created Of which a minimum of 5% will be in the environment sector (R1) | 50 | 16 | 0 | 0 | #DIV/0! | N/A | N/A | |
| No. of jobs safeguarded (R2) | 59 | 52 | 28 | 3 | 10.7% | See comments below | Yes | |
| No. of businesses with improved performance (R3) | 55 | 27 | 9 | 8 | 88.9% | R3 is the number of SME's captured in the sub-indicators. If there are 14 SME's claimed under R3g, there must be at least 14 SME's claimed under R3. An SME can only be counted once under R3, but more than once across the sub indicators. Please ensure MCIS is updated correctly. See comments below | Some | |
| No. of SMEs achieving a Bronze award in the Mayor's Green Procurement Code (R3f) | 31 | 10 | 0 | 3 | #DIV/0! | See comments below | Some | |
| No. of businesses adopting an active Environmental Policy and/or using the ENWORKS reporting tool (R3g) | 24 | 17 | 14 | 4 | 28.6% | See comments below | Some | |
| Value (in £) of increase in economic performance (R3i) | £280,000 | £130,000 | £60,000 | £71,193 | 118.7% | See comments below | No | |

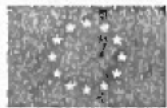
| Organisation | | SME Background information | | | | | | Sub Category - Equality Data | | | | SME Eligibility | | | ERDF Support | | EPFMD Comments |
|--------------|--------------------------------|----------------------------|----------|----------------|---------------------|-------------|-----------------------------------|------------------------------|--------------------------------|--------|-----------|-----------------|-------------------------------------|-----------------|-----------------------------------|-----------------------|----------------|
| SME Ref | Organisation trading name | SME Sector | Address | Postcode | Borough of Delivery | SME Contact | Organisation contact Phone number | Date SME started on Project | Type of Equality Data captured | Gender | Ethnicity | Disability | Revenue turnover £00m (£00m) and/or | No of Employees | Minimum 12 Hours Support Provided | Action Plan Completed | |
| NLB8 | L & L Ltd | Other | N22 8NN | Enfield | | | | 1-Jun-10 | Majority Own ship | Female | | | Yes | 1 | Yes | Yes | |
| NLB12 | It Does the Job Com | Environment al Sector | E11 3AD | Waltham Forest | | | | 05-Jul-10 | SME Owner | Male | | | Yes | 5 | Yes | Yes | |
| NLB19 | Bugs Thugs | Environment al Sector | E11 1HH | Waltham Forest | | | | 06-Oct-10 | Majority Own ship | Male | | | Yes | 3 | Yes | Yes | |
| EE2 | Mudf rt | Manufacturing | EN2 7XU | Enfield | | | | 08-Mar-10 | Majority Own ship | Male | | | Yes | 1 | Yes | Yes | |
| EE5 | Victoria & Albert Chandler's | Other | N8 9NR | Haringey | | | | 26-Apr-10 | SME Owner | Female | | | Yes | 3 | Yes | Yes | |
| EE18 | Iron Ch L d | Other | N9 0XK | Enfield | | | | 09-Aug-10 | Majority Own ship | Male | | | Yes | 1 | Yes | Yes | |
| EE25 | UnPack | Manufacturing | N18 3HU | Enfield | | | | 2-Sep-10 | Majority Own ship | Male | | | Yes | 2 | Yes | Yes | |
| P6 | Bushfire Films | Other | BW9 0DU | Lambeth | | | | 13-Oct-10 | Majority Own ship | Male | | | No | Less Than 5 | Yes | Yes | |
| P19 | London Air can Gospel Choir | Creative | SE8 5E | Lewisham | | | | 15-Oct-10 | Majority Own ship | Male | | | No | 6 to 50 | Yes | Yes | |
| P22 | Phat Rock Music Ltd | Creative | SE15 3PW | Southwark | | | | 21-Oct-10 | Majority Own ship | Male | | | Yes | Less Than 5 | Yes | Yes | |
| P28 | Roque Recycling | Environment al Sector | SE13 6TT | Lewisham | | | | 27-Oct-10 | Majority Own ship | Male | | | Yes | Less Than 5 | Yes | Yes | |
| P 8 | The Trumpet | Other | E11 3LT | Waltham Forest | | | | 17-Nov-10 | Majority Own ship | Female | | | Yes | Less Than 5 | Yes | Yes | |
| P57 | red sea flight ltd | Other | NW10QJF | Barnet | | | | 07-Nov-10 | Majority Own ship | Male | | | Yes | Less Than 5 | Yes | Yes | |
| NLB3 | Ecol readybags.co.uk | Household goods | HA8 5RZ | Harrow | | | | 16-Feb-11 | SME Owner | Male | | | Yes | 1 | Yes | Yes | |
| EE39 | Adams Meat & Son Ltd | Other | EN2 7QN | Enfield | | | | 20-Oct-10 | Majority (Ld) | Female | | | Yes | 20 | Yes | Yes | |
| EE5 | lostument Glasses Ltd | Manufacturing | EN2 7BB | Enfield | | | | 02-Feb-11 | Majority (Ld) | Male | | | Yes | 5 | Yes | Yes | |
| EE66 | Providence Superstore (UK) Ltd | Other | N18 3BH | Enfield | | | | 17-Feb-11 | Majority (Ld) | Male | | | Yes | 9 | Yes | Yes | |
| EE81 | Nice Holiday Rental | Other | N1 6QS | Enfield | | | | 23-Aug-11 | SME Owner | Male | | | Yes | 1 | Yes | Yes | |
| p77 | Wacky Face Mask | Other | EC1V 2NK | sington | | | | 13-Jul-11 | SME Owner | Female | | | Yes | Less Than 5 | Yes | No | |
| p8 | OTL Shipping Ltd | Export & Import | EB 4U | LB Hackney | | | | | Major ty Ownership | Male | | | No | 2 | 12 | yes | |
| NLB 3 | Lovely Gorgeous Things | Creative | N17 7AR | Haringey | | | | 25-Mar-11 | SME Owner | Female | | | Yes | 1 | Yes | Yes | |
| NLB 8 | EGAR | Other | N1 3DF | sington | | | | 11-May-11 | SME Owner | Female | | | Yes | 2 | Yes | Yes | |
| NLB53 | African Women Magazines | Other | N9 9XE | Enfield | | | | 12-Jul-11 | SME Owner | Female | | | Yes | 1 | Yes | Yes | |
| NLB59 | Tia Thyme | Other | SE16 2HY | Southwark | | | | 03-Nov-11 | SME Owner | Female | | | Yes | 1 | Yes | Yes | |
| p12 | Fashion Chamber | | NW 2RY | Barnet | | | | 06-Aug-12 | Majority Own ship | Male | | | Yes | Less Than 5 | Yes | Yes | |
| p130 | Focus Africa Ltd | | SE28 8NZ | Lewisham | | | | 23-Aug-12 | Majority Own ship | Female | | | Yes | Less Than 5 | Yes | Yes | |
| p132 | Valen Inc Plus | | W8 5ET | Chelsea | | | | 27-Sep-12 | Majority Own ship | Male | | | Yes | Less Than 5 | Yes | Yes | |
| p136 | OK Alarms | | BW16 LU | Croydon | | | | 15-Jun-12 | Majority Own ship | Male | | | Yes | Less Than 5 | Yes | Yes | |
| p1 6 | TC Weddings | | CR2 7JQ | Croydon | | | | 11-Jul-12 | Majority Own ship | Male | | | Yes | Less Than 5 | Yes | Yes | |
| p156 | TrianGentry | | SM6 7DH | Sutton | | | | 11-Mar-12 | Majority Own ship | Female | | | Yes | Less Than 5 | Yes | Yes | |
| EE9 | Kids F u lles | | EN2 7DA | Enfield | | | | 30-Apr-12 | SME Owner | Female | | | Yes | 1 | Yes | Yes | |
| EE10 | My Co fee Shop | | EN2 7AA | Enfield | | | | 25-Jan-11 | SME Owner | Female | | | Yes | 2 | Yes | Yes | |
| EE105 | Cover & Services Same Day Ltd | | N18 3HT | Enfield | | | | 01-Feb-10 | Majority Own ship | Female | | | Yes | 5 | Yes | Yes | |

| Job Background Information | | | | | | Sub Category - Equality Data | | | | SME Eligibility | | | | ERDF Support | | EPFMD Comments |
|----------------------------|-----------------------------|----------------|------------------|---------------|-----|------------------------------|------------------------------------|--------------|--|-----------------|----|----|-----|--------------|----|----------------|
| Ref | Organisation / Sector | Job / Position | Job Status | Employee Name | DOB | Employee Gender | Employee Ethnic background | Disability ? | | EL | ED | LD | | | | |
| P19 | London Air can Gospel Choir | Director | Job Salaried and | | | Female | White - Other | No | | 2010(Oct-Dec) | | | INA | INA | OK | Music employee |
| P28 | Roque Recycling | Director | Job Salaried and | | | Male | Black or Black British - Caribbean | No | | 2010(Oct-Dec) | | | INA | INA | OK | |
| P22 | Phat Rock Music Ltd | Director | Job Salaried and | | | Male | Black or Black British - | No | | 2010(Oct-Dec) | | | INA | INA | OK | |

225

MASTER

Annex 5 – ERDF Application Form - Scoring Framework



European Regional
Development Fund
Investing in the future

MAYOR OF LONDON

London ERDF Programme 2007-2013

APPLICATION FORM & BUSINESS PLAN

Scoring Framework

(Round 2: Launched October 2008)

| | |
|------------------------------------|------------------------------------|
| Applicant organisation | North London Business |
| Project name | Exporting Success Export Escalator |
| Priority & Theme | 2-2 |
| ERDF requested (£) | £ 840,000 |
| Experimental project? Yes or No | NO |

Two officers should appraise each application. The joint scores should be entered on this sheet; the scorers must sign below. By signing the scorer is confirming that she/he does not have a personal conflict of interest with the applicant organisation's proposal.

| | | |
|--|-----|----|
| Score (from page 2) | 64 | RT |
| Is this application recommended to go forward to the Moderation Panel? Yes or No | YES | |

| | Scorer 1 | Scorer 2 |
|--------------|---------------------|-------------------|
| Name | [Redacted] | [Redacted] |
| Signature | [Redacted] | [Redacted] |
| Organisation | EPNU | EPNU |
| Date | 23/11/09 11/2/09 | 3/2/09 11/2/09 |

Scoring scale

Each of the following sections will be awarded a score of 0, 1, 2 or 3 points based on the following criteria. Supplementary guidance is also provided for each question.

| | |
|----------|--|
| 0 points | very little information provided and/or information is inconsistent with the requirements and guidelines of the Prospectus |
| 1 point | some description given, which may be unclear or inappropriate in parts, and/or information is inconsistent in parts with the requirements and guidelines of the Prospectus |

| | |
|----------|---|
| 2 points | satisfactory and mainly appropriate description provided and/or information is mainly consistent with the requirements and guidelines of the Prospectus |
| 3 points | full description and appropriate answer which is fully relevant to, or meets or exceeds the requirements and guidelines of, the Prospectus |

| Topic | Question No | Score available | Score awarded | Max score available |
|--------------------------------------|-------------|--------------------|---------------|---------------------|
| Project activities & delivery method | 1 | 3 | 2 | 3 |
| | 2 | 3 | 3 | 3 |
| | 3 | 3 | 3 | 3 |
| | 4 | 3 | 3 | 3 |
| | 5 | 3 | 3 | 3 |
| | 6 | 3 | 2 | 3 |
| Environmental Sustainability | 7 | 3 | 1 | 3 |
| | 8 | 3 | 1 | 3 |
| | 9 | 3 | 1 | 3 |
| | 10 | 3 | 1 | 3 |
| | 11 | 3 | 1 | 3 |
| Equal Opportunities | 12 | 3 | 3 | 3 |
| | 13 | 3 | 2 | 3 |
| | 14 | 3 | 2 | 3 |
| | 15 | 3 | 1 | 3 |
| Synergy with other strategies | 16 | 3 | 2 | 3 |
| Delivery Structure & Partnership | 17 | 3 | 2 | 3 |
| Track Record | 18 | 3 | 2 | 3 |
| Procurement | 19 | 3 (multiply x2) | 2 | 6 |
| | 20 | 3 | 3 | 3 |
| Publicity | 21 | 3 (multiply x2) | 4 | 6 |
| Work plan & milestones | 22 | 3 | 2 | 3 |
| Risk assessment | 23 | 3 | 2 | 3 |
| Project funding package & costs | 24 | 3 | 2 | 3 |
| | 25 | 3 | 2 | 3 |
| Performance Indicators | 26 | 3 | 2 | 3 |
| Evaluation | 27 | 3 | 2 | 3 |
| Exit Strategy | 28 | 3 | 3 | 3 |
| VFM | 29 | 3 (multiply x2) | 4 | 6 |
| | | | Add 1 | 1 |
| TOTAL | | | 64 | 100 |

Introduction

A total of 23 (twenty three) organisations were shortlisted to proceed to the financial evaluation stage of the ERDF selection process. It is the agency's policy not to financially assess public sector bodies such as local authorities. Of the 23 organisations therefore, 18 were eligible for financial analysis under the agency's financial due diligence process. The remaining 5 organisations, (we were informed), were considered to be 'public sector/local authorities' organisations and therefore not financially assessed or were taken out of the initial shortlist during the financial evaluation phase on technical grounds.

The 18 organisations that were financially assessed were made up of both private as well as charitable organisations of various sizes and financial strength. These organisations were assessed using the agency's financial risk assessment process and financial risk assessment tools and they are listed below:

1) North London Business (5014859) – Financial score received: 3

General Data

The accounts analysed was for their March 2007/8 financial year end. Grant application sum is £280K

Financial overview

This is a small and relatively new company which was incorporated in 2004. They have sustained a steady growth from their inception and built up a relatively strong balance sheet and annual turnover. Their 2008 account shows a 40% increase in their turnover with a corresponding huge increase in their net profit.

The contract to turnover ratio is high at nearly 30%. Even though this is below the 50% maximum criteria, the agency should confirm that they have no other existing contract with this company that would see their maximum contract exposure sum of £468k breached.

3rd party review

Their Experian score States that the account filed in Companies House, shows that they did not trade during the financial 2008 financial year, this is to be verified before any further steps are taken.

Financial capacity test

Their contract to turnover percentage is just under 30%, which is below the 50% maximum requirement stipulated by the agency. This does not however take into consideration other contracts they may currently have in place. The maximum

contract sum that the agency can therefore engage with this organisation is a further **£468k**

Insurance and additional information required

No insurance details has been provided and we will need to see these before the contracting stage. Also need to see Signed 2008 audited accounts, and confirmation of trading position as reported by Experian.

Recommendations

The amount of the grant requested is very high however, their steady financial position, shows that they are good to proceed to the next stage of the evaluation after confirming that the maximum contract exposure sum of £468k, will not be breached after taking into consideration other contracts they may currently have with the agency. They have yet to provide a copy of their signed 2008 accounts, despite our written request for them to do so. This coupled with the experian comment stating that the account filed in Companies House for 2008, shows that they have not traded during the financial year, is a cause for concern and the agency should only proceed after their trading position has been confirmed and signed accounts received as requested.

The following Mitigating actions should be considered in order to proceed:

- 2) No initial advance Payment to be made***
- 3) All subsequent payment to be made in arrears and semi-annual detailed financial monitoring.***
- 4) Semi-annual financial review***

London ERDF Programme 2007-2013

APPLICATION FORM & BUSINESS PLAN

(Round 2: Launched October 2008)

Please refer to the guidance notes when completing this application form

To be completed by EPMU - Date & Time application received:

| | |
|--------------------------------------|--|
| Applicant Organisation | North London Business |
| Name of Project | Exporting Success – The Export Escalator |
| Priority (1, 2 or 4) | Priority Two, |
| Theme (1 or 2) | Theme 2 |
| ERDF requested (£) | £840,000 |
| Experimental project (yes/no) | No |

1. Applicant Organisation

| | |
|--|--|
| Name of lead organisation. | North London Business |
| Address for correspondence. | North London Business, 1st Floor Heron House, Hale Wharf, Ferry Lane, London N17 9NF |
| Name of contact person. | [REDACTED] |
| Position in organisation of contact person. | Chief Executive |
| Direct telephone number. | [REDACTED] [REDACTED] |
| Email address. | [REDACTED] |
| Lead organisation's website address. | www.northlondonbusiness.com |
| Will the contact person also be responsible for delivering the project (i.e. the project manager)? | Yes. |
| If No, how will you ensure the project manager is fully aware of the background to the project and any subsequent contract | |

| | |
|---|--|
| negotiations? | |
| What is the Company/Registration/Registered Charity Number of the lead organisation (if applicable)? | Registered in England Company Number : 5014859 |
| Date when your organisation was registered (if applicable). | 2001 |
| What is the status of the lead organisation? | <i>Private company limited by guarantee (not for profit)</i> |
| Please state your Organisation Category Code. | <i>Private company limited by guarantee (not for profit)</i> |
| Is the organisation minority-led? i.e. women, BAME, disabled people. If yes, by which equality group? | No |

| | |
|--|----|
| Professional & Business Standing | |
| Do any of the following apply to your organisation, or to any of the director(s)/partners/proprietor(s)? Answer Yes or No. | |
| Is in a state of bankruptcy, insolvency, compulsory winding up, receivership, composition with creditors, or subject to relevant proceedings. | No |
| Has been convicted of a criminal offence related to business or professional conduct | No |
| Has committed an act of grave misconduct in the course of business | No |
| Has not fulfilled obligations related to payment of social security contributions | No |
| Has not fulfilled obligations related to payment of taxes | No |
| Is guilty of serious misrepresentation in supplying information | No |
| Is not in possession of relevant licences or membership of an appropriate organisation where required by law | No |
| If the answer to any of these is 'Yes', please give brief details below, including what has been done to put things right. | |
| | |
| Has been subject to, or is currently subject to, an investigation by a consultative committee of accounting bodies in relation to accountancy standards or professional conduct. | No |
| If the answer is 'Yes', please give brief details below, including what has been done to put things right. | |

| |
|--|
| |
|--|

2. Project

| | |
|--|--|
| Proposed start date for delivery. | 1 st June August 2009 |
| End date for practical completion. | 1 st June ly 2012 |
| End date for financial completion. | 31 st August 2012 |
| Please identify the London borough(s) in which the project will be delivered. | <u>Focus on London Borough's of Haringey, Enfield and Waltham Forest, with additional delivery in Islington, Camden, Barnet, Hackney, and some pan-London.</u> |
| Would you like your application to be scored as an experimental project? | No |
| If EPMU deems your project not to be experimental, would you like it to be assessed as a mainstream project? | Not Applicable |

3. Project Activities and Delivery Method

| Please put 'x' against which of the proposed Actions described in the Prospectus your project will be delivering. | |
|---|---|
| Priority 1, Theme 1: Promoting Innovation | |
| Priority 1, Theme 1: Promoting Environmental Performance | |
| Priority 1, Theme 2: Connection with Knowledge Institutions | |
| Priority 1, Theme 2: Innovation Collaborations | |
| Priority 1, Theme 2: Environmental Transformation | |
| Priority 1, Theme 2: Proof of Concept and Intellectual Property advice | |
| Priority 2, Theme 1: Financial awareness and investment readiness | |
| Priority 2, Theme 2: Supporting internationalisation | x |
| Priority 2, Theme 2: Widening access to procurement and supply chain opportunities | |
| Priority 2, Theme 2: Supporting entrepreneurship through new market opportunities | |

Please describe clearly the project's aims and objectives.

“International Trade and Investment is vital to the United Kingdom in stimulating the competitiveness of British Business, and in contributing to prosperity through overseas earnings from the sale of goods and services and return of services abroad.”

Excerpt from the Strategy of UK Trade & Investment 2007

Exporting Success is a programme which will be led by North London Business, through a fully established expert partnership which comprises of the UK Trade and Invest, Prevista, Delta Club, North London Chamber of Commerce, Tottenham partnership, Argall Bid company, Enfield Enterprise Agency, London boroughs of Haringey, Enfield and Waltham Forest.

The partnership will deliver a high quality and seamless ‘Exporting Programme’ programme which will assist local SME’s in developing globalisation plans and identify the potential for exporting to Europe and emerging markets. It will also address the real equality gaps that many SME’s suffer from.

We aim to help SMEs develop their international potential and help them access international markets, which would not otherwise be considered by them. In particular we will be working with SMEs who are struggling to operate in UK markets, and who need additional support in expanding their markets. We will establish individual Export assessments, and develop action plans for SMEs where we believe there is potential for increasing sales and growth through exporting.

The programme is aligned with the BSSP where support in accessing international markets and developing international trade potential through advice, and intensive mentoring and coaching and post exporting support. The programme supports the development of a realistic ‘route to market’ plans, through our innovative Export Escalator approach. One vital objective of the programme will be working with SMEs who are struggling to operate in UK markets, and who need additional support in expanding their markets. We will also be targeting high growth companies and innovation based SMEs, where exporting has enormous potential.

The partnership is very aware of the equality gap many SME’s face when it comes to accessing new and emerging markets in order to grow innovatively and commercially. Many under-represented groups which include those SME’s majority-led and owned by women, BAMEs and disabled people suffer from this fate. The diversity of these SMEs across the Capital is a ‘vital asset’ to London’s economy, for example, there are currently 66,000 BAME owned businesses in London, who employ around 560,000 people, which play an increasing role in mainstream and international growth sectors. Despite these successes, there is a strong evidence to suggest that BAME and other under-represented businesses encounter barriers to the development and growth of their businesses, particularly in securing contracts and accessing new markets through exporting.

This ERDF funding will enable this programme to put in place an innovative approach to tackling and addressing the identified barriers faced by SME’s. Our project will target fledgling and established SMEs, which require additional support through advice, coaching and mentoring to access an appropriate advice to expand the markets they operate in and in particular to explore export potential to Europe, emerging markets and worldwide exports which is critical to the majority of SME’s given the current economic climate. Other innovations include the development of Export Clubs; We will provide an export desk, where local SMEs can gain advice on access to markets and on developing their sales in emerging markets. We will work closely with the UKTI, and establish a directory of

resources and contacts for countries in Europe emerging markets (eg BRIC countries, Eastern Europe, India, China etc).

We will produce fact sheets and guides on doing business in new markets. We will establish quarterly events for exporting to countries, and will organise speakers, meet the buyer events and other networking opportunities. We will develop export Market strategies for local SMEs who have potential to export.

The programme will offer an integrated 'ladder of support' which is specifically aligned with BSSP. It is anticipated the proposed programme will significantly boost but also complement the current support offered to SME's, whilst also increasing the number of businesses who are able to access this specialist provision.

The objectives are :

- to engage 500 SMEs across North London by July 2012;
- Develop a Initial diagnostic assessment for 500 SMEs by July 2012;
- Set up 4 Export Clubs in by January 2010
- To run quarterly Export Events attended by 200 SMEs per year
- Establish an export desk in Brimsdown, Tottenham, Argall BID and E11 BID areas, by Jan 2010.
- Identify the potential for SME's exporting to Europe and emerging markets;
- Provide a Web-portal for E-commerce trading for new Exporters;
- Identify and refer SMEs to other BSS programmes and local provision to encourage environmental sustainability;
- Increase exporting in 25% of participating SME's by July 2012; (125 LO17 outputs).
- Complete an interim and final evaluation by July 2012.

The objectives result in the following outputs and results, which are required by the ERDF programme:

Outputs

OC3 Number of SMEs assisted 12 hours minimum 500

LO17 Number of SMEs with sales in new markets 125

Result indicators :

R1 Number of jobs created 80

R2 Number of jobs safeguarded 135

R3 Number of SMEs with improved performance (economic) 100

LR12 new sales generated £5million

Our aims and objectives are based on the partnerships recent work across north London, where we will endeavour to fill gaps in the Export for SMEs and provide sustainable international growth ensuring that no group is excluded. The overarching aim of the project is to ensure long term stability of economic growth of the area whilst embracing an environmentally responsible approach to commerce; incorporating energy consumption, waste management and recycling, organisational

culture and commitment to constant evaluation and improvement.

Please describe clearly the project's activities and outputs and how these will deliver your identified results and impacts.

Specifically our activities will include: -

The Export Escalator

Activities:

The project offers SME's an innovative journey that offers SME's in North London an array of support that aims to help fledging and established businesses, lacking an understanding of exportation and globalisation, the skills to *develop their international potential and help them access international markets, which would not otherwise be considered by them*. Entrepreneurs are the lifeblood of any economy. The importance of a vibrant entrepreneurial base to any economy has been recognised by businesses, policy makers and commentators alike, arguably since Joseph Schumpeter first wrote on the subject in 1939, but particularly since the rapid productivity growth in the USA during the 1990's. It is therefore imperative for the programme to help businesses with global potential to have the opportunity to access new markets. We will build on successful approaches and new innovations which will move SMEs up an Export Escalator, to open opportunities to new markets. This approach is strengthened by the partnership of UKTI, (and British Chamber of Commerce), as strategic partners, North London business, business associations and BIDS, and expert delivery organisations.

The journey is as follows:

- Recruitment
- Initial Diagnostics
- One to one support
- Export Assessments
- Outputs
- Results

EXPORT ESCALATOR FOR NORTH LONDON

These will be achieved through the following activities, which will area set of integrated activities to move SMEs up an "***Export Escalator***".

1. SME Engagement

- Identification of potential SME beneficiaries through the North London Chamber of Commerce, E11 BID, Brimsdown Business Association, Argall BID company and the Tottenham Partnership;
- Identification of potential SME beneficiaries through the London's Borough's of Enfield, Haringey and Waltham Forest
- Identification of business champions and mentors through North London Business, and their links with North London Chamber of Commerce;

2. Initial Assessment and Review

Each SME will attend an initial review with a SFEDI Business Adviser who will go identify any potential export opportunities, business issues and current level of export awareness. This will

also include an environmental review and identification of any potential environmental objectives.

The diagnostic assessment will review SMEs current environmental policies and activities. This will lead to some businesses signing up to the Mayor for London's Green Procurement Code and others adopting an active environmental policy and/or using the ENWorks reporting tool.

We will also identify any appropriate support for Innovation companies eg. Middlesex University, Innovation Valley, London Innovation Network, BIC, Innova Park. Innovation based SMEs often have unutilised export potential which we will build on.

For SMEs who do not have export potential or who are not ready to develop the export strategy, we will support them onto other business support provision. The partnership has a huge strength in the potential for partners to deliver other business support, which means SMEs will have seamless journey and would continue to benefit from other services which help with business survival, sustainability and growth. (Eg. Partners can delivery Access to Finance, networking, property advice, research, events, environmental support or additional diagnostics under various local authority, chambers, LDA and BSSP activity).

3. Business diagnostic review.

Those SME's with export potential or with interest in expanding into new markets will have a detailed diagnostic review, to identify strengths and weaknesses, opportunities and threats and develop a programme of support, with specialist International Business Advisers. Those who have potential to develop exporting activities and access new markets would then move onto the bespoke Export Programme.

Part of the diagnostic review will consider how internet trading overseas could be a route to exporting, and we will help facilitate an E-Commerce platform for new exporters to set up Trading Accounts. This will be co-ordinated for members of the Export Clubs.

This will include a face to face diagnostic by international Trade Advisers using the CIRIUS toolkit (and will use any new diagnostic toolkits being developed by Business Link/UKTI).

4. *The North London Export Clubs : the Export Clubs will :*

- ❖ Stimulate interest in trade
- ❖ Encourage the exchange of knowledge and experience
- ❖ A programme of events relating to different aspects of international trade
- ❖ Opportunity to seek/offer advice with experienced speakers.
- ❖ Development of e-mail tender alert for EU and International Public tender opportunities, available to members of the Export Clubs.
- ❖ Develop SME clusters to explore collaborative opportunities. (eg. Food, textiles, manufacturing)
- ❖ Through Trade Advisers SMEs will be introduced to overseas buyers, who are on Trade Missions to the UK
- ❖ Promotion of other UKTI schemes eg Passport to Success, Global London (Round 1 ERDF) and Asian Gateway (Round 1 ERDF)
- ❖ Promotion of UKTI Trade Missions
- ❖ Promotion of Internet based exporting and e-commerce

A key feature of our Export Escalator is to have a dedicated Export Desk in E11 BID, Brimsdown Business Association, Tottenham Partnership and Argall BID area. This will have

information, trade packs and advisers available for one to one support and advice.

North London Business will develop and provide a free E-Commerce Portal for new exporters, so they can trade. This will provide secure payment and order processing for members of the Export clubs.

5. Exporting Success business training programme and support

- Full support and export planning on a one to one basis through North London Business, Prevista, E11 Bid Company, Argall Bid District and the Tottenham Partnership, with additional support from business champions in the community;
- Export Readiness Assessment: We will use the UKTI Diagnostic template which helps identify whether SMEs are ready for export. This self diagnostic template will produce a report on key issues and priorities for the SME, as part of its Export Strategy.
- Quarterly Export Events run by NLCC – covering a range of topics and countries, linked to the programme of courses and workshops:

Courses and seminars cover management issues such as:

- Developing an Export Strategy
- Export Marketing
- Export Marketing Research
- Export Selling Skills

and operations such as:

- Export Order Processing
- Export Documentation
- Export Payments
- Risk Management
- Importing.
- Export communications review.

An export communications review provides companies with impartial and objective advice about addressing language and cultural barriers when trading with overseas markets. In particular this will

- ✓ improve relationships with overseas customers and distributors;
- ✓ communicate successfully with export markets;
- ✓ handle enquiries from export markets competently, efficiently and professionally;
- ✓ increase export turnover;
- ✓ develop export business in markets once thought too difficult, and
- ✓ gain knowledge of prices, procedures and supplier within the language industry.

- The Export Marketing Research Scheme

SME's will be supported in how to conduct research before entering a new overseas market, and the Export Communications Review, which aims to reduce the instances in which cultural and language barriers come between UK businesses and success overseas. The advice will include how to conduct marketing research; locating and briefing market research reports; identifying published reports; undertaking desk research; planning a field trip; setting up

appointments; conducting interviews; analysing data and conclusions on opportunities.

The benefits of our Export Marketing Research are to take control of export markets and to save time and money

Develop an effective and efficient market entry strategy (eg to decide how much to invest; where and how to invest; what price to charge; which supply channels to use and how to have the right products at the right price in the right place at the right time.

- Signposting from International trade advisors to specific countries and emerging markets;
- Creating a positive local business environment for SMEs through the development of Export Clubs. We will build on the existing North London Chamber of Commerce Export events (run in partnership with UKTI), and develop Export Clubs which will be hosted by the Tottenham Partnership, E11 BID Company, Argall BID Company and by the Brimsdown Business Association.
- Development of e-mail tender alert for EU and International Public tender opportunities, available to members of the Export Clubs.
- Working as a partnership to identify synergies in potential work/collaborations and what can be done to develop business internationally and increase chances for hard to reach groups through the conduit of a steering groups of key stakeholders;

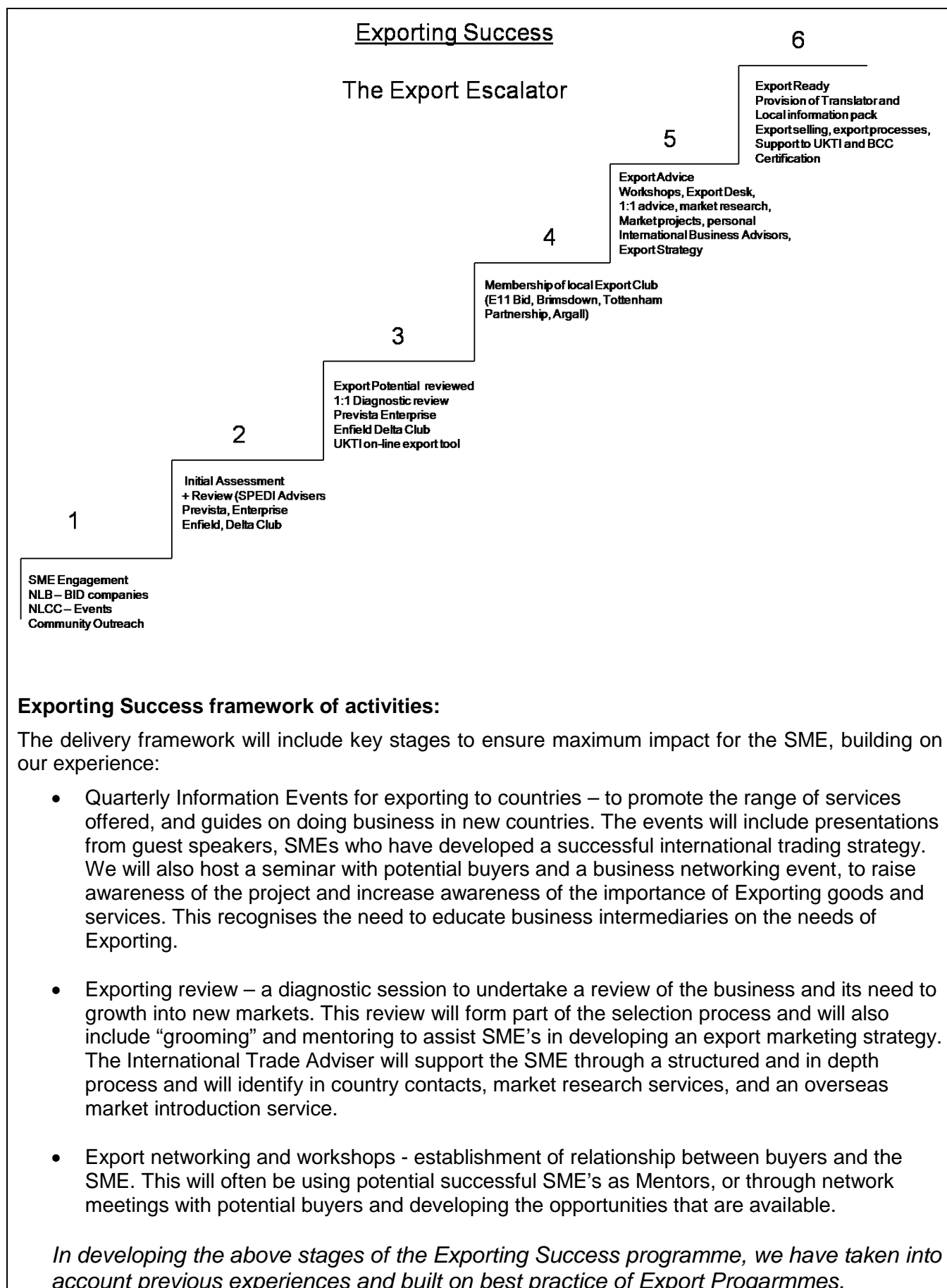
The training programme and delivery will be through International Trade Advisers UKTI/BCC, Delta club, Prevista and Enfield Enterprise Agency.

6. **Preparing to Export.** SMEs will receive training and support in appropriate certification, filling in relevant forms, EU, Arab Countries certificates of origin; ATA Carnets and EURI requirements. All SMEs will receive an information and resource pack for trading in the identified countries and help with any translation issues. There will be an Export implementation plan agreed, which will cover legal issues, distribution, finance, payments local contacts and business regulations, as well as tailored actions for each SME.

Additional activities and support will include:

- Developing equal opportunity policies and systems with all SMEs, ensuring that they are assessed and redeveloped with new legislation annually, working with local diversity groups and identifying lessons learned, disseminating the messages to staff creating a culture of continuous improvement from HR to procurement;
- Referring to specialist support agencies to develop environmentally sustainable policies and systems for all SMEs, creating proactive green SMEs continually improving and reassessing policy and procedure, with annual office audits and carbon calculation through The Carbon Trust programme (looking at waste management, recycling, energy consumption and green procurement), and the TfLs Enterprise travel planning service to improve travel efficiency for staff, customers and members of the local community; and
- Focusing on improving the quality of SMEs CSR and obligation to the environment and the community by moving towards zero carbon status, zero waste to landfill, better staff retention, motivated staff and management, green credentials in business, promotion of local green procurement networks, and championing the case through our partners in north London.

Our Export Escalator shows the SME journey in detail:



Therefore the programme activities reflect the following key criteria for success:

- The provision for developing export activities is not a short term intervention – Developing a successful exporting strategy takes time and requires long-term commitment to the SME, in order to provide support to businesses at the point they are ready to grow into new markets.
- Continuous awareness raising and promotional activity is required in order to educate, engage and recruit SMEs at appropriate stages of development
- Where we will be gaining referrals they will be from credible networks, who will act as a first stage filter (eg. Tottenham partnership, Argall Bid district, North London Business). We will also promote the project to other intermediaries, and help raise their awareness of preparing SMEs for growth in new markets.
- We have included one to one and group workshop work, which have specific benefits for those seeking to Export.
- Our delivery period is sufficiently long to allow SMEs to complete the export marketing strategy process, which will be agreed specifically with each SME, depending on their circumstances.
- Our delivery team is a critical factor in supplying the expertise and the knowledge required to ensure effective delivery.

Detailed delivery methodology:

Diagnostic Needs Assessment:

Firstly, the Partnership will deliver an integrated customer journey that will comprise of an initial “Export ready” tailored diagnostic, to identify the starting point of the SME’s journey. This will take into account of the new emerging markets and will make sure that local authority partners and strategic partners are involved, in order to leave a lasting model for the International Trade Advisers, post ERDF.

Diagnostics will be undertaken by fully qualified International Trade Advisers and with the support of UKTI, using approved diagnostic tool s (eg CIRIUS). A bespoke model will be developed which will ensure penetration in BAME communities are achieved. All will complete an on-line assessment tool. This will outline initial review of their Export Marketing plan, management team, market research and competitors and investment or export requirements.

An in-depth Action Plan will be agreed with the SME showing the route *where we believe there is potential for increasing sales and growth through exporting*

One to One Support:

One of the major ingredients of this project is the one to one support given to each of the SMEs throughout the lifetime of the programme by International Trade Advisers. As soon as the SME has been accepted onto the programme, an International Trade Adviser is allocated to them and who will offer *country contacts, market research services, and an overseas market introduction service*. Many of the SMEs will require skilled help by the Advisers in order to present a viable case export strategy to potential buyers. Several specialist agencies will assist the partnership, such as north London Business, North London Chambers, Enterprise Enfield, Delta Club, Tottenham partnership, E11 BID company and the Argall Bid district. UKTI will deliver dedicated export advice through International Trade Advisers.

The Adviser will then show the SME the different options open to them to export internationally. It will be very important for the Advisers to help the SME gain confidence and interview technique in order for them to present their Export strategy to potential buyers. The programme has been designed to target BAMEs, women and disabled people and therefore we are aiming to recruit these group of SMEs first so that our Advisers can give as much time as possible to help them without being

restricted to a time limit. From past experience, too little time and individual support for these potential entrepreneurs has been responsible for many of them to fail. We do not intend to let this happen during this programme. Following the guidelines of the BSSP, the success of the project will be the continued through post programme mentoring. All SME's will be allocated an Adviser from the time they start on the programme to the time they leave the programme.

Group support : The delivery of workshops for groups of up to 10 participating SME's, will allow sharing of good practice in developing proposals for strategies, present case studies, allow mock panels, expand the markets they operate in and in particular to explore export potential to Europe, emerging markets and worldwide exports, and introduce SME's where possible to potential key buyers. This will include the UKTI building on their international links and introducing SMEs to potential overseas buyers who are on trade visits to the UK. It will also identify potential clusters and collaborative opportunities for export. (sector based or joint supply chains etc). There will be 4 Export Clubs, with dedicated export desks in each of the business areas - Brimsdown Business Association, E11, Argall BID companies, and the Tottenham Partnership .

ERDF minimum hours of support

It is anticipated that each SME who is signed up to the Exporting Success programme will receive at least 12 hrs business support and many will receive up to 30 hours support. However our approach to providing ongoing mentoring and support will provide most SMEs with far more than the minimum amount of support required under ERDF. Each SME will receive the amount of support which best meets their needs and which will ensure the best impact in exploring and accessing new markets.

Please explain of how the project activities, outputs and results will deliver added value, e.g. why the project would otherwise not have taken place or why it would have taken place in a different, less effective way. This should include reference to the cross-cutting themes and how these have helped shape your project.

Added Value: ERDF funding will enable this highly experienced partnership to deliver a brand new strategically focused innovative Exporting Success programme. It is clear from current market failure that SMEs are finding it difficult to access new and emerging markets globally, however, there are inequalities that exist within SMEs accessing help themselves looks to excluded groups such as disabled, BAME and women in terms of accessing SME finance as central drivers to the project parallel with the Mayor of London's approach to Equality and Diversity.

One of the main strengths of our partnership is having strategic stakeholders, who can bring added value to the partnership, along with business agencies and organisations, working with expert SME business advice organisations.

The UKTI have major programme supporting exporting which we will be able to add value to and have significant contacts, links and resources which will be promoted through this project. North London Business are the strategic lead for inward investment and business growth in the sub-region, and can link with major overseas employers and offer other additional support for SMEs in north London.

The project activities would not be possible with out ERDF, and in particular the following elements are unique and not funded by any other funding:

- ✓ Continuous support will be available through the Export Desks, which are new and not currently available. These have been identified as innovative and filling a gap by UKTI.
- ✓ Ongoing training in Certification, IncoTerms, Certification of origin and preparing SMEs for export is not currently delivered, as there are no resources available within existing UKTI and business support,

- ✓ We will provide Translation services, which are a barrier to market entry
- ✓ We will offer an EU and Overseas tender alert service for members of the Export Clubs
- ✓ We have included one to one and group workshop work, which have specific benefits and meets a gap in local provision
- ✓ We will provide an E-Commerce portal to support trading facilities for new Exporters, which adds value;
- ✓ Export Clubs do not exist in north London and we will establish 4 new Export Clubs.

North London Business, (Lead), Prevista, Delta Club, Enterprise Enfield will work together to ensure that through partnership delivery a more effective and efficient service will be delivered to SME's. The partnership already have current experience of working together across North London and Prevista bring with them extensive experience of delivering ERDF whilst North London Business bring their day-to-day experience of dealing with under-represented SME's, this will certainly add value to the Export Success programme.

UK trade and Invest will be strategic partners, who will advice on linkages, ensure consistency of delivery with other export strategies, and will use their knowledge of good practice to inform partners of delivery methods.

CROSS CUTTING THEMES UNDERPIN DELIVERY

It is consistently reported that Black, Asian and Minority Ethnic (BAME), female and disabled entrepreneurs are all under represented within London's business community. The LDA's London Annual Business Survey Plan for 2006 shows businesses that are majority owned by women account for 16.3%; BAME 19.5%, and only 1% of businesses majority owned by disabled people. Equally, will be adequately sensitive to the needs of under-represented SMEs to help tackle barriers these entrepreneurs face when trying to develop their business.

The LDA (2006) inform that there are around 66,000 BAME-owned businesses in London, employing 560,000 people and generating a combined sales turnover of over £90 billion. In addition, there are approximately 93,000 self employed people from BAME communities who are contributing to the London economy. Despite these successes, however, there is evidence that BAME-owned businesses encounter disproportionate barriers to the development and growth of their businesses - particularly in securing contracts, exporting and accessing new emerging markets globally and international trade opportunities. Following the LDAs 2005 BAME Business Action Plan, research showed that BAME SMEs were particularly disadvantaged in when looking at ways to grow commercially and access new markets. Our project will overcome these barriers introducing SMEs to networking at the Chamber of Commerce and provide positive discrimination based support in securing the £100bn of public procurement contracts for example, that BAME SMEs face barriers to.

We will ensure that whilst the main aim of the programme is to target fledgling and established SMEs, which require additional support through advice, coaching and mentoring to access an appropriate advice to expand the markets they operate in and in particular to explore export potential to Europe, emerging markets and worldwide exports.

We will ensure that the activities we deliver are influenced by the cross cutting themes of environmental sustainability and equal opportunities. . The project has been developed to tackle current market failure in north London, which has seen SMEs struggle to continue to operate within the UK market, and which has seen very few SMEs successful access the emerging markets and develop international trading as a route to survival and growth. There are no export clubs in north London, and limited mainstream business support services to support access to international markets but it must also educate SME's in Environmental Sustainability and address Equal

Opportunities practices.

Part of our environmental sustainability practices we commit to the national and EU objectives of the Kyoto/Burden Sharing Agreement requirement to cut greenhouse gas emissions by 12.5% by 2008-12; national goal of a 20% CO₂ emission reduction by 2010; and the governments 2003 Energy White Paper ambition for a 60% cut in carbon emissions by 2050. We will promote this through referrals to The Carbon Trust and its activities in climate change.

If we did not include this as the central aspect of our project it would have been addressed in a traditional form offering no sustainability in a modern economic environment. SMEs contribute to 20% of all carbon emissions in the UK (Carbon Trust), and current environmental initiatives do not sufficiently target the diverse barriers that inhibit uptake or utilise the drivers that could most cost effectively deliver change. There are many hidden costs to becoming more environmentally sustainable but the Carbon Trust provides access to up to £200k worth of interest free loans.

Careful planning and partnership development through the Local authorities, the chamber of commerce, Prevista and the Carbon Trust, Envirowise, and innovation programmes, will ensure an innovative approach to working that focuses on long term sustainable economic growth, decreasing external/internal costs to the economy, and stimulates innovation by adopting a proactive and 'change' working culture.

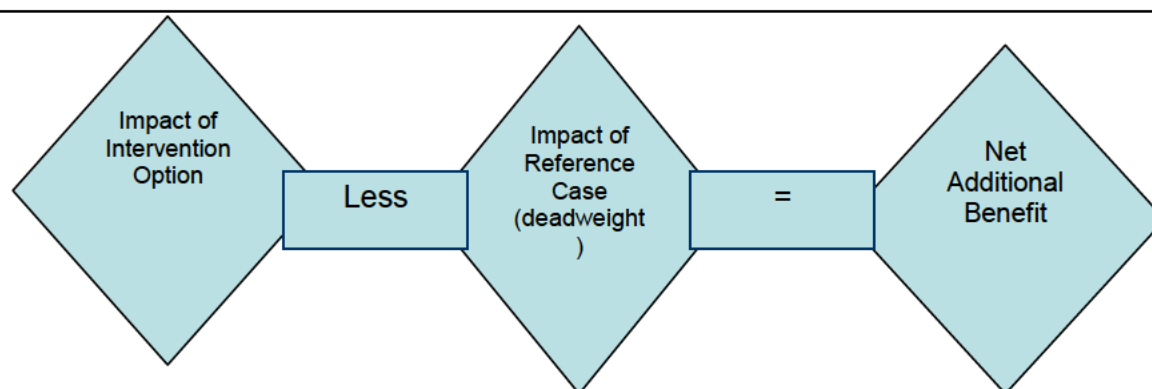
The delivery of our activities and the resulting outputs would not be possible without the ERDF funding. We will be adding value to other North London Business activities, where SMEs can gain other ongoing support, which would not be possible without this project.

Summary of How Value is Added

- Local business will be developed through our approaches to joint/green procurement and supply chain opportunities as part of our diagnostics and business planning for SMEs from Envirowise, Carbon Trust and Innovation programmes eg London Innovation Network;
- Equalities Steering group and local community organisations will help address the shortfall in local representation of Women, BAME, and disabled people in SMEs locally, aid them in accessing new markets and meet the Mayors and ERDFs equalities targets;
- Initiating modern approaches to working through the consultation of The Carbon Trust as part of planning environmentally, and referrals of SMEs, which contributes to Mayor of London's environmental targets and the Kyoto Burden Sharing Agreement;
- Providing holistic support to local SMEs through the unique partnership and its activities not available as one service package anywhere else; and
- Incorporating UKTI and British Chamber of Commerce Export resources and expertise, which will build on lessons learnt, and shared resources

The outputs achieved, would not have been possible without our partnership approach, using ERDF to maximise export opportunities for SMEs in north London. Our evaluation reviews the extent to which the ERDF has added value and ensures we measure displacement and additionality :

Summary of additionality

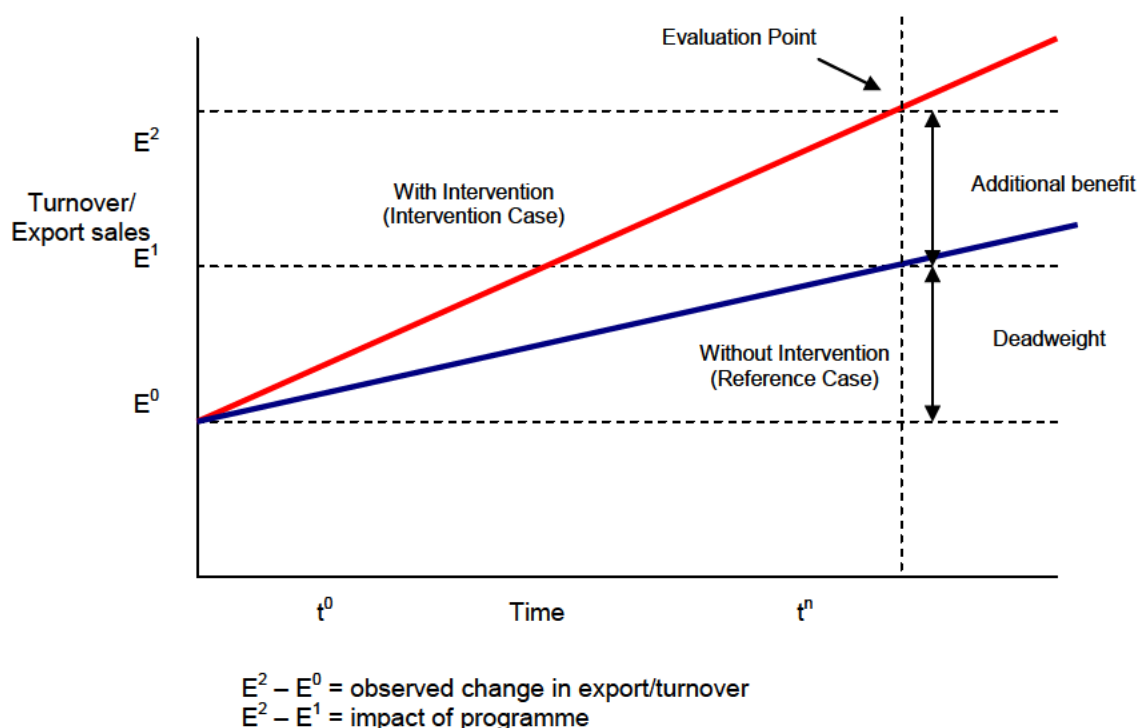


Additionality may relate to :

Scale : eg. a greater quantity of overseas sales, revenue or access to markets, may be delivered in the beneficiary businesses.

Timing : for example an export activity may have happened earlier than may otherwise have been the case

Quality : where the benefits of an intervention cannot be easily valued, then the quantity of the benefits may be different due to the intervention. Eg. businesses increasing their innovation and knowledge about export and new markets.



We believe this Exporting Success project will therefore have significant added value, which will be measured and quantifiable. The outputs achieved, which would not have been achieved without the ERDF will be:

The outputs achieved, would not have been possible without our partnership approach, using ERDF to maximise export opportunities and access to new markets:

Output

OC3 Number of SMEs assisted 12 hours minimum 500

LO17 Number of SMEs with sales in new markets 125

Result indicators :

R1 Number of jobs created 80

R2 Number of jobs safeguarded 135

R3 Number of SMEs with improved performance (economic) 100

LR 12 New Sales generated £5million

Please explain which market failure your project will address and demonstrate how it will do so.

There has been significant market failure, with SMEs in north London which has seen SMEs struggle to continue to operate within the UK market, and which has seen very few SMEs successful access the emerging markets and develop international trading as a route to survival and growth.

“Trade deficit record as exports collapse”
(Office for National Statistics, Nov 2008)

We outline below some of the main market failures and how our project and its activities will tackle these failures:

- ❖ **1. Market Failure in London: (LDA Business Survey).** Strong global competitive pressures have increased the need for businesses to maximise the trade opportunities that are available not only in the domestic market but also in the international market. However, SMEs do not necessarily benefit from the opportunities provided by domestic and international markets due to poor market information.
- ✓ **How Exporting Success will tackle market failure.** The activities proposed under the Export Escalator will help to build the capacity needed by new and established businesses to exploit these new market opportunities, both at a domestic and international level, which will lead to enhanced growth and productivity. This will be through tailored export strategies, locally based Trade Advisers and better market information.

❖ **2. Market Failure in London: *Mayor for London Economic Recovery Plan:***

The Mayors Economic Recovery Plan identifies the risk to London SMEs of declining UK economy and the need to support SMEs in accessing new markets. As such the plan outlines that the LDA will establish an export promotion programme through trade fairs, trade missions and additional trade advisers, helping small businesses to capitalise on the trade and export opportunities arising from the favourable exchange rate.

✓ **How Exporting Success will tackle market failure.**

We will offer dedicated International Trade Advisers who will help SMEs identify and access new export opportunities. This will include market research and information on exporting to EU, non-EU and BRIC economies.

- ❖ **3. Market Failure.** Decline in manufacturing. The Mayors Economic Recovery Plan identifies the market failure resulting in decline in manufacturing in London. LDA will help London manufacturers through a new £1.3 million Manufacturing Advisory Service. This delivers technical advice to enable them to improve productivity and profitability by adopting and implementing new technologies, methods and processes and through skills development and

training.

✓ **How Exporting Success will tackle market failure.**

We will support SMEs to identify new technologies, and processes which will help them be competitive in overseas markets, We will make referrals and linkages to the MAS and other networks, including the London Innovation Network.

❖ **4. Market Failure : Harder conditions for Exporting. BCC Survey (2008).**

The British Chamber of Commerce identifies that conditions are harder for SMEs to operate overseas. There are distinct risks that Europe and Japan, which have so far been less exposed than the US to the crisis, may experience a marked slowdown in the next 2-3 quarters.

China, India, & other Asian economies will continue to grow relatively strongly in 2008 & 2009, but at a much slower pace than previously. In 2008, exports of goods & services fell on average by 5.1%, Exports (goods & services) growth averaged 1.4% in 2008 & is forecast to be 3.5% in 2009.

✓ **How Exporting Success will tackle market failure.**

The existing UKTI and CC activities provide limited support to SMEs and cannot meet the demand for support. SMEs require far more intensive support and assistance to overcome the increasing barriers to accessing markets and to tackle the poorer economic conditions. For example UKTI can only offer limited one to one support and advisers work across the whole of London, and can not dedicate time to specific BID areas or clusters of SMEs. They cannot provide help with certification and with the paperwork required, and cannot provide translation services to SMEs. This ERDF programme will allow dedicated International trade Advisers to be based in the two BID areas, with Tottenham Partnership , Brimsdown Business Association and across north London. The provision will include detailed diagnostic work, one to one sessions, and will provide translation services.

❖ **5. Market Failure: Underperformance of London businesses in Exporting:**

Over 98 per cent of businesses in the UK are small to medium-sized enterprises (SMEs). They form the backbone of the nation's economy, providing employment for around 12 million people - more than half the current workforce - and generating half the nation's wealth. But when it comes to exporting, the UK's SMEs are the laggards of Europe. As a member of the EU, not to mention an island, it may be expected that British companies would be natural exporters. It is far from the truth. For most SMEs, exporting is perceived as a hassle they could do without. According to Grant Thornton's International Business Owners survey 2007, only 40 per cent of UK companies in London are exporting, four per cent below the EU average.

Even the recent enlargement of the EU has failed to spur British business into export action. Only 12 per cent of businesses think that the 10 new members will lead to more export opportunities, compared to 56 per cent in France and Germany.

✓ **How Exporting Success will tackle market failure.**

The project will provide intensive one to one diagnostic assessments to identify action plans for SMEs to access new markets, where opportunities exist. The International Trade Advisers will provide a dedicated service which will help SMEs access new markets, in particular in markets which are easiest to do business in eg. Holland and Ireland.

❖ **6. Market Failure: "Trade deficit record as exports collapse"(Office for National Statistics 2008 and Metro Jan 13th 2009).** A collapse in Britain's exports sent Britain's trade deficit in goods to a record £3.8billion in November 2008. Total exports fell 6% to £19.8 billion. This was driven by a slump in exports to the US of 21%. This was particularly evident in London, with many exports falling by up to 30%.

✓ **How Exporting Success will tackle market failure.**

The International Trade Advisers will provide a dedicated service which will help SMEs access new markets, in particular in markets which are easiest to do business in eg. Holland and Ireland. They will also offer dedicated assistance at Step 4 and Step 5 of the Export escalator to improve businesses awareness of how to do business in overseas markets, including adapting marketing and communication plans (Export Market Research Scheme and Export Communications review).

- ❖ **7. Market Failure:** Limited access of export advice for small innovation based SMEs. The UKTI has identified that small innovation based SMEs often don't consider exporting to overseas markets. Innovation based companies are often well placed to benefit from export opportunities as their innovation gives a competitive edge, which is not being exploited.

✓ **How Exporting Success will tackle market failure.**

We will target innovation SMEs, through North London Business networks, North London Chamber and Delta Club. We will also work with the London Innovation Network to identify SMEs and present the project to their events. We will work with Middlesex University, the BIC, and InnovPark to maximise engagement with SMEs.

❖ **8. Market failure: OECD Member Enquiry Policy Survey 2007: Barriers to SMEs exporting;**

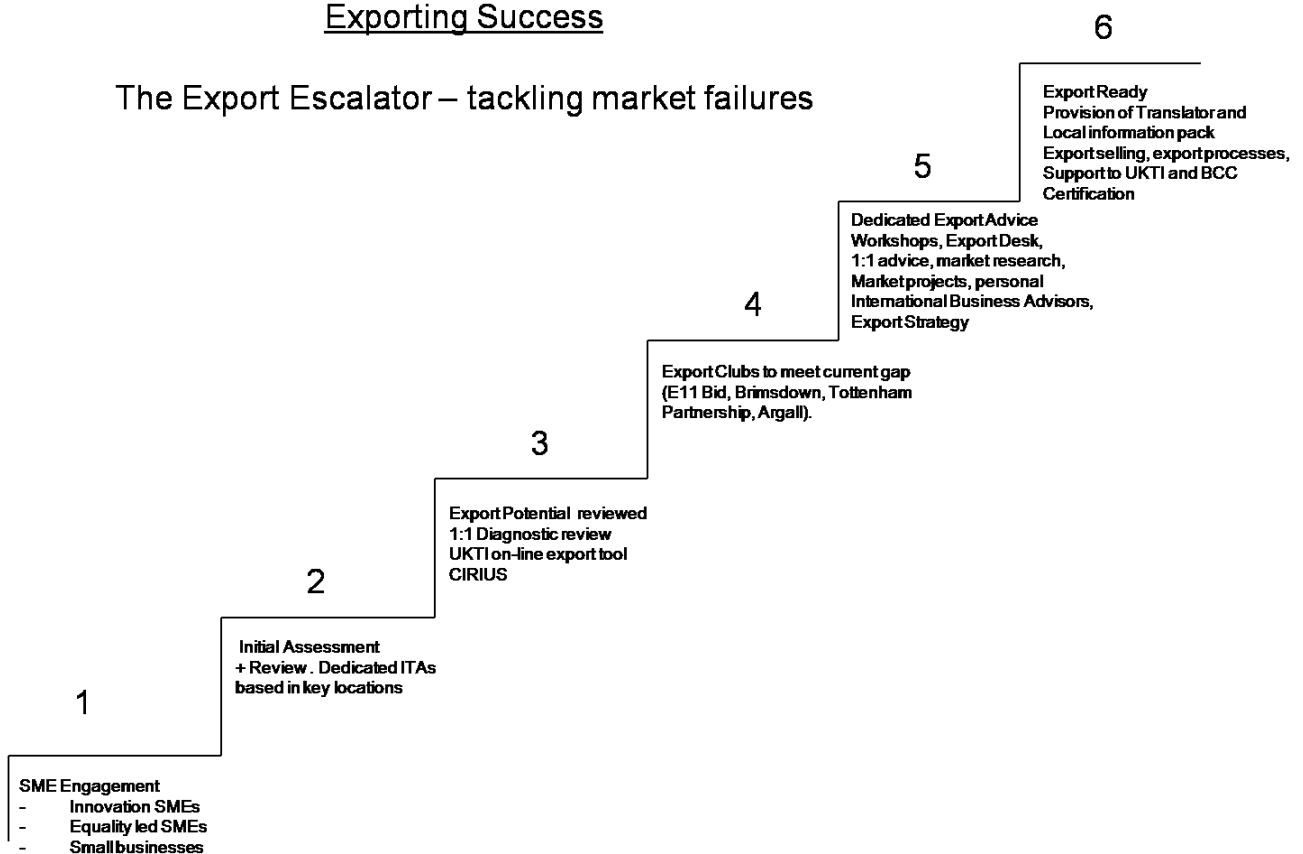
The recent OECD Survey identified that market failure has led to significant barriers preventing SMEs from developing export strategies and from accessing new international markets. We have outlined below the major failures and how our approach will tackle them:

- ✓ Obtaining reliable foreign representation (Step 5 and Step 6)
- ✓ Identifying business opportunities (Step 1 and 2)
- ✓ Limited information on foreign markets ((Step 1 and 2)
- ✓ Maintaining control over foreign contacts and middle-men (Step 5 and Step 6)
- ✓ Inability to contact potential overseas customers (Step 5 and Step 6)
- ✓ Lack of UK government incentives to trade overseas – UKTI and linkages to other schemes
- ✓ Pricing in overseas markets (Step 6)
- ✓ Export distribution channels (Step 5 and Step 6)
- ✓ Contract and legal issues, including resolving disputes (Step 5 and Step 6)
- ✓ Unreliable data on overseas markets (Step 3)
- ✓ Obtaining credit facilities (Step 5 and referral to Access to Finance)
- ✓ Shortage of working capital (Step 5 and referral to Access to Finance)
- ✓ Lack of trained staff to develop exporting (Step 4, Step 5 and Step 6)
- ✓ Complexity of foreign distribution channels (Step 5 and Step 6)
- ✓ Slow collection of payments (Step 5 and Step 6)
- ✓ Adjusting promotional and marketing materials for overseas markets (Step 5 and Step 6)

Each step of the Export Escalator has been designed to overcome these barriers caused by market Failure. In addition our partners will be able to refer SMEs to Access to Finance programmes, which will help them overcome lack of investment or working capital to develop and implement their export strategy.

Exporting Success

The Export Escalator – tackling market failures



❖ 9. Market failure : the recession is already here for some industries

According to the Cranfield University School of Management, Bettany Centre for Entrepreneurial Performance and Economics stated in Dec 2008 that research confirms what we have seen for sometime now; the progressive build-up of pressure on the SME sector of the UK economy. The survey shows that 79% of all SMEs have felt negative impacts for their business as a result of the current economic slowdown, with 22% citing that impact as “significant”. In the Construction industry, perhaps the hardest hit of all, 47% say they have experienced significant negative impacts (six out of ten have seen their turnover fall in the past 6 months) and just one in ten remain unaffected by the slowdown. A startling three out of ten SMEs trading currently have serious concerns that they will not be trading by Autumn 2009. 7% believe they may not even last beyond the Spring. 45% of SMEs in the Catering and Retail sector fear they may not survive another full year, alongside 38% of Construction companies.

✓ How Exporting Success will tackle market failure.

Our project will be targeting the sectors as a priority and the programme will acquire the necessary support for these companies to ensure they survive in business for many years to come, through exploring export opportunities. Our networking and workshops will allow similar SMEs to share their experiences of exporting and act as peer support, which will develop a greater support network for SMEs. We will encourage clusters of businesses eg. manufacturing, textiles and food, which can work together to identify export opportunities.

❖ **10. Market failure : bleak outlook for SMEs in early 2009**

Platronics study of over 1000 SMEs in the UK they found that 30% believe that they will not last another year and 7% not the next six months. Thanks to the boom experienced in the UK over the past 20 years, 62% of SME managers said they had never faced a slowdown before, evidenced by their lack of planning for recession. 60% had no contingency for recession. Amongst SMEs with younger managers lack of planning is even more pronounced with only just over a third (35%) of managers aged 25-34 years old having a plan. Furthermore just 17% of SMEs revised their business plan only once a year, with a further 5% admitting to not having any kind of business plan. Only 15% of SMEs had considered export as a route to survival or growth, but less than 5% had started looking into how to develop an export strategy.

✓ **11. How Exporting Success will tackle market failure.**

Our Business Advisers, and International Trade Advisers will help develop action plans and business plans where this will be needed to support export strategies. North London Business will ensure that intensive and appropriate business planning over the course of the project will avoid further culling in the SME sector.

We believe our Export escalator model outlined below will tackle the identified market failures, which has prevented SMEs in north London from developing export strategies to access new markets. Each stage has been designed to tackle specific failures and barriers to them entering the new markets.

Please explain why and how the project's activity will not duplicate existing activity.

This will not duplicate export support for SMEs in north London, as we have tailored our proposal to work alongside existing programmes, run by UKTI, British Chamber of Commerce and existing Round 1 ERDF programmes.

UKTI are strategic partners, and have confirmed via their support letter that our programme is not duplicating existing work and fits a gap in export services.

The partnership is aware of and is participating in the following **Export programmes** which operate in north London:

- NLCC Export Club in partnership with UKTI
- Passport to Export – UKTI
- Global London ERDF Round 1
- Asian Gateway – ERDF Round 1

Other north London Business Support programmes.

Partners also deliver a range of local business support programmes, which will ensure SMEs benefit from other local support. These programmes do not deliver any export advice.

- Borough LEGL programmes
- City Growth programmes
- Upper Lee Valley Business Support programmes
- Creative London North
- London Innovation Network

- London Development Agency Start up and micro business support programme - North & Central London
- Start-up and growth business support for North London. Pathways to Enterprise provides an excellent opportunity for north London residents to become entrepreneurs. The project provides support to pre-start, start-up and existing small businesses, offering a wealth of knowledge and experience to help them set up and succeed in their early years.

We work alongside existing business support programme and providers, including Careers Management Futures, Centre for Environment and Safety Management for Deltaclub Group of Businesses, Innovation Valley, Integria , Jobcentre Plus, Learning and Skills Council London North, Less Energy, London Borough of Waltham Forest (Employment and Skills), London Borough of Waltham Forest (Regeneration), North London Business Gateway, North London Chamber of Commerce, Richmond Fellowship Employment and Training, Waltham Forest Business Chamber, HBDA, KIS Training, Business Lounge at Wood Green Library, Waltham Forest College.

As part of our strategy we will disseminate our programme to these organisations, and ensure that we do not therefore duplicate their provision, and will also maximize linkages to their activities which will add value to the project. We will establish local Director of Business Support services, which all advisers will have as a resource.

Our services have been specifically designed to work with those not benefiting from existing mainstream export support, and offer the following elements, which are unique and innovative in north London :

- ✓ The provision is not a short term intervention – export readiness requires long-term commitment to the SME, in order to provide support to businesses at the point they are ready to access new markets
- ✓ Continuous support will be available through the Export Desks, which are new and not currently available. These have been identified as innovative and filling a gap by UKTI.
- ✓ Ongoing training in Certification, IncoTerms, Certification of origin and preparing SMEs for export is not currently delivered, as there are no resources available within existing UKTI and business support,
- ✓ We will provide Translation services, which are a barrier to market entry
- ✓ We will offer an EU and Overseas tender alert service for members of the Export Clubs
- ✓ We will promote the project to other business support intermediaries, and help raise their awareness of preparing SMEs for Export
- ✓ We have included one to one and group workshop work, which have specific benefits and meets a gap in local provision
- ✓ Export Clubs do not exist in north London and we will establish 4 new Export Clubs.
- ✓ Our delivery period is sufficiently long to allow SMEs to complete the Export readiness process, which will be agreed specifically with each SME, depending on their circumstances.

The delivery of the Exporting Success programme will not duplicate any other programme; it will strive to complement and enhance them. North London Business, Prevista, Delta Club and enterprise Enfield have existing referral protocols with Business Link through programmes such as Business London. We have built on this relationship and formed an agreement with Business Link which ensures our services compliment each other and we refer clients to their programmes and they will refer appropriate clients to our programmes. This will enable very easy access to the programme by the BAME, women and disabled entrepreneurs. The referral protocol will also ensure that SMEs get the best service offer available through multiple agencies.

The partnership will work towards a co-ordinated approach to deliver and referral protocols with Business Link and other strategic partners will ensure complementary at all levels. The partnership will focus on specifically targeting groups that are not currently approaching existing schemes and not current SMEs on schemes to provide support.

We will also introduce the following mechanisms to reduce and eliminate duplication:

- ❖ UK Trade and Investment are strategic in this bid, which will ensure linkages are maximised and that activity is not duplicated
- ❖ Working with our partners, we will map all services helping SMEs to access new overseas markets in the north London area, with a view to improve linkages.
- ❖ North London Business will convene regular meetings with the Partners and other Enterprise providers, including Business Link, to ensure there is no duplication of service. They will maintain an overview of all the initiatives in north London and highlight any duplication where it occurs.
- ❖ North London Business will meet with South London Business and Heathrow City Partnership to share best practice and learn from their export programmes.

Please explain why your organisation and/or delivery partnership is best placed to deliver the project.

North London Business have identified a range of partners to develop a consortium which is best placed to deliver this service. North London Business is the London Development Agency sub-regional partner for the area tasked with helping business develop by providing a range of inward investment, business retention and business growth services. Funded by the London Development Agency and the Boroughs we are managed by a team of dedicated business professionals and have a Board made up of leading business figures from across the area. As such we occupy a unique position in providing an interface between the business community and public agencies.

This partnership has been selected to bring together leading experts in delivering export services to SMEs. The specific strengths of the partners are :

EXPORT experts:

North London Business – contact with over 6000 local SMEs, and strategic links with local authorities, which will be crucial in co-ordinating business support and export related interventions. NLB also have dedicated research teams and other business support which will help add value to the offer. NLB work closely with Think London and can access their international contacts, which will open doors and create opportunities for exporting. NLB have private sector led board, and have dedicated fiancé and administration teams, which will ensure contract compliance and effective partnership management.

UK Trade and Investment: UK Trade & Investment (UKTI) is the dedicated government service which can help businesses rise to the exciting opportunities and challenges that globalisation offers. They can work with businesses to help them grow and offer a number of key services which can be tailored to meet the needs of each company. Their role as a partner is critical as they have years of experience of delivering export programmes, and can use existing contacts and resources. We will be working with UKTI to link with other Export activities, including Trade Missions, visits from Trade partners, network events.

Business Organisations :

North London Chamber – NLCC already run Export events in partnership with KTI and therefore know what work sand what doesn't work in engaging and support SMEs. They have access to over

1000 SME members, and existing experts in Export.

Argall BID, E11 BID, Brimsdown Business Association and Tottenham Partnership will be critical partners in engaging and promoting the programmes to their business members. They will also be able to host and establish the Export Clubs and Export desks, alongside the businesses, which overcomes one of the major barriers.

Business Support and Export experts

PREVISTA, Delta Club and Enterprise Enfield are experience business support providers, with an unrivalled track record in engaging hard to reach SMEs, and offering flexible innovative business support. Their advisers have worked alongside the UKTI and NLCC on export activities, and have existing relationships with local business communities. They also deliver other mainstream business support activities, and can add value to the SME journey.

Strategic partners; London boroughs of Enfield, Haringey and Waltham Forest. As steering group members and strategic partners the three local authorities, will be able to work with NLB to embed good practice in their economic development strategies, and will work to mainstream successful approaches to export.

We outline below some specific examples of our why the key partners are best placed to deliver this innovative programme:

North London Business is the agency which supports businesses across north London and has successfully delivered numerous programmes funded by ERDF, LDA and local authorities. They have access to over Visited over 750 businesses, Advised over 700 businesses, Provided over 6000 information sessions, Created 318 jobs adding £8m into the local economy each year, Safeguarded 700 jobs retaining £18m within the local economy each year, Helped relocate 32 Companies from the Olympic footprint creating 467 jobs adding £12m into the local economy each year.

The delivery of our current Inward Investment and Business Growth contract has overachieved and has established many key relationships which will prove crucial. Jobs created in year to March 07 – 164, this was 118% over our target of 75 jobs; Jobs safeguarded in year to March 07 – 317, this was 15% over our target of 275 jobs; Businesses advised to year end March 07 – 285, this represents 185% over our target of 100 (of 285, 47 were delivered in partnership with the Chamber, 238 were delivered by North London Business directly).

“I think NLB has been influential in giving a focus to the business community across the whole area”.
Ray Davis, RBS

UK Trade and Investment Case Studies : Their approaches have been successful in supporting SMEs access new markets, and they have worked with North London Business to build on good practice and lessons learnt to develop the Export Escalator. The Case Study below outlines why this approach is best:

The Big J . The Big J, maker of 100 per cent pure fruit smoothies for health-conscious consumers, won the 2005 London Region's Outstanding Achievement Award at the UK Trade & Investment Passport to Export ceremony. Formed in the late 1990s, The Big J is based in North London, employs 18 people, and has achieved a turnover of more than £3.5 million in its first 30 months of trading. It supplies smoothies to numerous big-name retailers and caterers in the UK, including Sainsbury's, Waitrose, Harrods and nine airlines, and has successfully penetrated numerous overseas markets including Sweden, Norway, Denmark, Holland, France and Japan.

Breaking into new markets

'We work closely with our overseas distributors and retailers to understand the requirements of their markets and to develop effective promotional strategies,' explains [REDACTED], Export Director. 'Their local cultural knowledge is key. For example, they advised us that one of our brand names would have negative connotations for consumers abroad – and so we changed "Revolver" to "Groover".'

Professional translators are essential ...

The Big J's packaging must be legally compliant in every overseas market, yet there is only limited space for the necessary wording. The Big J therefore employed professional translators to translate its packaging into French, Danish, Dutch, German, Spanish and Japanese.

Even in Sweden, a market where there is a perception that 'everyone speaks English', The Big J introduced quarterly newsletters for its retail clients in Swedish. 'Although most of our clients speak good English,' comments [REDACTED], 'they appreciated receiving our news in their own language. The initiative showed our desire to work closely with them to maximise sales and helped to strengthen our relationship'.

But our own language skills are crucial too...

The Big J employs a native Japanese speaker, who assists the Export Director on business trips to Japan. 'This employee's language skills and cultural knowledge have been invaluable,' says [REDACTED]. 'They enabled us to put the distribution contract in place more quickly and to manage the relationship more smoothly. In fact, we are now the number one smoothie in Japan'.

In addition, a number of The Big J's staff speak a second language, a skill the company calls upon at international exhibitions and when dealing with day-to-day enquiries and correspondence. For example, its promotions director has studied French and Spanish to degree level and uses her language skills when travelling to meet overseas distributors and clients, and to follow up sales leads at airline shows and other exhibitions.

Maximising our export success

'We have enjoyed a 45% increase in sales as a direct result of exporting,' concludes [REDACTED], 'and we believe that our approach to language and cultural issues has been – and will continue to be – a key ingredient in our international

Other feedback from UKTI businesses showing successful approach of developing communications review and export strategies for SMEs:

Supreme Music – [REDACTED], Managing Director

"Very thorough, great recommendations, many of which we are already in the process of implementing. Altogether an enjoyable and useful exercise"

Office Shadow – [REDACTED], US Export Sales

"The content and quality of the report was superb. We shall all be making some effort to digest and action many of the recommendations contained. We consider this an excellent service".

BIA Associates – [REDACTED], Business Development Director

"Excellent report which has given us a roadmap with good clear signposts of how to address these issues. Very impressed"

Prevista is a pan London business support and regeneration company with 14 years of ERDF experience. This has involved the implementation of £50m of ERDF funds, multi partnership arrangements including pan London ones and the development of SLA's with Specialist Intermediaries' agencies: ACBBA, ACBN, Prowess, Action for Blind people etc. Prevista has executed over £50m of ERDF funds in a number of arenas.

Prevista has a proven track record in delivering numerous SME supporting programmes and Access to Finance. Prevista is currently working on LDA Business London programme in three areas (North,

Central and South) delivering the innovation workstream across these sub regions. Prevista has also worked with deprived communities on the Enterprise agenda: Social Inclusion Enterprise Development (SIED) and the LDA funded Diaspora programme. Both of these programmes worked with disadvantaged communities in the areas of business support, network development and access to finance in key sectors. In addition to this, Prevista has worked with over 20,000 SMEs and our approach is to have long term relationships with SMEs which drives their performance in key areas of their business. The company achieves this by blending the skills agenda (Train to Gain for example) with mainstream support (Business London for example, where Prevista is active in 3 out of the 5 sub regions). Prevista has specialist expertise in working with BAME communities, women, young people & disabled entrepreneurs and businesses. Information collected for its CIF assessment 2006 highlighted activity with 5,000+ clients of whom 38% were from BAME groups, 44% were women (rising to 64% within the employee learning subject category) and 12% declared themselves disabled. They will be crucial in accessing equality-led SMEs.

The unique partnership of strategic partners, export experts, business associations and business support providers, brings a consortium which is best placed to deliver this Exporting Success programme.

4. Business Support Simplification Programme

Please select one – and one only – business support product within the Business Support Simplification Programme (BSSP) national portfolio, under which your project activities will be delivered.

Our project will work with the BSSP Offer Developing Your International Trade Potential.

Please demonstrate how the project's activities will meet the specification of that one product.

All partners have detailed knowledge of the BSSP, and our delivery will be informed by the following :

What's the product? Information and advice to businesses who are considering exporting or entering new overseas markets, or who have limited experience in exporting or other aspects of international business development.

What does it aim to achieve? The product seeks to strengthen UK productivity growth and future economic prosperity by ensuring that UK businesses, especially high productivity, innovative, and research and development intensive businesses, are able to identify and exploit opportunities in overseas markets successfully, and to respond rapidly and effectively to changing international opportunities.

Who's eligible? We will target SMEs who fit the specific product criteria:

- UK registered companies of all sizes can receive information and advice on beginning to export or seeking to do business in new overseas markets.
- Small-medium sized enterprises seeking to enter new markets can access co-funding for agreed export capability development projects.
- Small-medium sized enterprises who are either 'new to export' or innovative and between 1 and 5 years old can access support for general export capability.

We will also make linkages with other BSSP products under accessing International Markets, which will include Trade visits, Trade Shows and utilisation of Embassy and consulate activities.

UKTI International Trade Advisers, along with our delivery partners will deliver the following key elements which are part of the BSSP product offer.

The Exporting Success services will assist companies with tailored training, planning and support to help them prepare to succeed overseas. Getting started in international trade can be tough - there's a lot to learn and often a lot at stake. That's why it helps to have top-quality, cost-effective advice and support. The project will offer:

- ❖ An export health check to assess the company's readiness for exporting and help develop a plan of action
- ❖ Training in the requirements for trading overseas
- ❖ Access to an experienced local International Trade Advisor
- ❖ Specialist help with tackling cultural and language issues when communicating with overseas customers and partners
- ❖ Advice on how to go about market research and the possibility of a grant towards approved market-research projects
- ❖ Ongoing support to help your business continue to develop overseas trade and look at dealing with more sophisticated activities or markets
- ❖ Advice on a range of international trade help available from UK Trade & Investment and others

The key activities within the Export Escalator will deliver key elements of the BSSP Product offer :

1. Engagement of specific high growth, innovation and
2. Initial Information advice and guidance on new markets
3. Using International Trade Advisers to delivery diagnostic support using approved tools including CIRIUS
4. Access to dedicated ITAs in key locations
5. Development of Export Clubs to raise awareness and provide information and guidance on export strategies
6. Targeting of equality-led SMEs
7. Market entry strategies and ongoing support to overcome export barriers

5. Environmental Sustainability

What are the environmental impacts and opportunities associated with the project and the activities delivered to beneficiaries and how have these informed, or will inform the project design, development and delivery?

Environmental impacts:

The environmental impacts and opportunities associated with the programme, the activity it is delivering to its beneficiaries and how this informed project design, development and delivery: The Exporting Success programme will incorporate environmental sustainability into the initial stages of the diagnostic assessment and through the promotion of a range of environmental support and initiatives which SMEs can access.

Referring to the SME Journey, at stage 2 SMEs will be assessed on their environmental policies, and changes to the business planning procedure will happen accordingly dependant upon the assessment by The Carbon Trust or Envirowise. At the initial business diagnostic The Carbon Trust will identify what is lacking, needs work or improvement through their detailed business

auditing. This will include waste management, energy consumption, measuring CO2 emissions, supply chain and green procurement management, along with recycling, staff travel planning and CSR and HR reviews. This information will shape the journey that the SMEs will take, and particular environmental signposting that the Carbon Trust decides. This information will be collated at all interview stages and reported within the monitoring procedures of the project as per LO13 in the ERDF Performance Indicators.

The Carbon Trust or Envirowise will also work with SMEs in their journey to access finance through supplying signposting to funds and subsidies where applicable and relevant for environmental improvements to business. This, in response to LO16 supports businesses to improve environmental management; through the carbon trusts auditing, recommendations, monitoring and reassessment procedures; improving performance in the following areas as per LO16:

improving performance (R3) by raising investment finance (R3j) and achieving waste diversion (R3a), water savings (R3b), material savings (R3c), CO2 savings (R3d) and cost savings (R3e). It can also be expected to obtain a Bronze award in the Mayor of London's Green Procurement Code (R3f), adopt an active Environmental Policy and/or using the ENWORKS reporting tool (R3g) and gain independent accreditation for environmental management e.g. Green Mark, BS8555 or ISO14000 (R3h).

Embedding environmental performance into the design, and delivery of Exporting Success and the Export Escalator.

The Export Escalator will consider how environmental and sustainability can be built into action plans at Step 2 of our provision. Those SMEs' who require additional support will be referred to Envirowise or Carbon Trust, as part of their action plans. The programme has considered environmental performance through out delivery and deign in the following ways:

- Exporting Success Programme will deliver direct benefits for SME's by supporting them to become environmentally sustainable and address the current challenges for the London business community in addressing climate change.
- The project will directly add value and support the development of fledging SME's and established SME's which require exporting assistance within the environmental sector. It has been recognised that many businesses in London may have a strong focus on the environment, with innovative business models and ideas for new products and services in this sector. There are specific opportunities for new businesses to be developed in this sector by London's disadvantaged groups who are in a position to identify new niche markets especially emerging international markets for these environmental products and services. However, many of these will not be aware how to access these growing international markets.
- The Exporting Success programme will directly target businesses with specific identified environmental potential and will be in a position to give direct support and hands on mentoring advice to these businesses to enable them to improve their access to new international markets. In addition, through post mentoring and support these businesses will be supported to maximise their chances of successful growth and development, this will therefore assist them in ensuring their contribution to the Mayor's environmental targets, and adding value to the targets to expand business opportunities in this sector also established by the UK government and the Lisbon Agenda. Through support of the businesses in this sector this will add to the available products and services on offer to North London's wider business community, supporting a wider interest and take up of environmentally sustainable best practice
- Through the mentoring and the specialist coaching offered as part of the programme, we

will be able to offer all participating SME's access to direct support and advice on how to improve their environmental good practice and support their overall competitiveness through both the programme of specialist workshops and specialist mentoring. This will result in SME's not only accessing new global markets but being able to directly improve their overall environmental performance and awareness in particular concerning climate change, including reduction in waste and increased recycling, use of renewable energy and the use of green supply chains.

- We have ensured that environmental sustainability is directly integrated into the design and development of the programme delivery through effective use of resources and environmental good practice. For example we will work with the Mayor's Green Procurement Code to address the supplier

We will promote greater environmental stability through reflecting the Waste Minimisation and Cleaner Neighbourhoods Acts. We will ensure sourced goods and services through ethical and environmentally sustainable suppliers wherever possible. This will include eco-labelled goods, energy efficient equipment; chlorine free papers and non toxic cleaning materials. We will also reflect the Mayor's Food Strategy in terms of sourcing local foods and relevant products to support our activities and events. We will also be conscious of Fair trade in relation to the sourcing of key products. We will also source fair-trade goods for internal catering and events where possible.

All partners are committed to environmental sustainability this has been demonstrated through our achievement of the Green Mark and our work with environmental bodies such as ENVIBE. Each partner monitors and strives to improve environmental performance by educating and training staff within the workplace and setting targets for environmental performance. Implementation of environmental policies includes a quarterly scheduled audit on performance targets; Each department has a quality champion to implement environmental sustainability across their team and environmental sustainability is a feature at all team for North London Business and Prevista.

In the development of the Exporting Success programme a one-off Environmental Sustainability policy has been created. This policy will be examined and monitored by the Steering Group and the programme manager. The performance of the policy been adhered too will be monitored and actions will be delegated to the programme management team.

The Exporting Success programme is seen as a key process to enable SME's to effectively compete in the global economy as it will open up access to new and emerging potential global markets which will stimulate growth and innovation. In London 98% of the business community is represented by SME's (companies with less than 250 staff) Much of London's business growth and economic potential lies within SMEs, therefore the development of export clubs is critical to London being uniquely placed to become an economic world leader. In the current climate business environmental issues can be the key to the success of a business. One of the aims of our planned activities will be to build links between business growth and innovation and the environment and how this factors in operating in new markets. This will be achieved through promotion of eco-growth, eco-efficiency, and environmental technologies at work shops which show a business how to become environmentally cost effective, through referral to specialist support such as ENVIBE through individual 1-2-1 advice and support by International Trade advisors on environmental issues in international markets. This will be a key to improving business efficiency, increasing competitive advantage and exploiting new business opportunity whilst showcasing their economic potential to potential international buyers. We will ensure that our support helps businesses use improved environmental performance to position themselves better in the market place by selling their green credentials to customers and buyers.

How will the project minimise its environmental impacts and the opportunities it represents?

We will be working to the agreed framework of Environmental sustainability specifically developed for this programme and an agreed action plan. This will include a focus on overall environmental best practice within the Partner management systems, use of premises and delivery approaches. This will cover our approach to waste water, energy. Environmental impacts of the project will be minimized by ensuring that:

- All events (including training events and workshops) will be run in compliance with the sustainable events standard BS 8901 (the standard provides guidance on how to: help companies to improve sustainable performance within available budgets; reduce carbon emissions and waste, improving the resource efficiency of the entire event supply chain; present opportunities for more efficient planning and encourage the re-use of equipment and infrastructure; reduce environmental impacts such as carbon usage, waste management and effects on biodiversity; improve social impacts such as community involvement and fair employment; establish economic impacts such as local investment and long-term viability).
- Electronic means will be used in the promotion and marketing of the project and its activities to minimise the use of physical resources. Paper based marketing for the project will be minimised. Where paper based marketing is used, this will be on recycled/sustainable source paper. Please note that this practice has been used in preparation of the reference documents for this application – with hyperlinks for reference documents where available being included instead of large volumes of paper based reports.
- In line with the waste hierarchy model, the project team will also re-use existing materials wherever possible e.g. making use of Business Link website material rather than generating new material.
- Electronic communication will be used with delegates at events and with attendees at meetings to reduce waste.
- Venues for events/meetings will be selected using a sustainability checklist taking into account issues such as natural daylight and environmental management standards.

This programme will help contribute to the following ERDF environmental objectives:

1. Climate change and energy: Our support form Advisers will include the promotion of energy efficiency within business premises.
2. Natural resources and waste management: we will help identify waste management support as part of the overall business support, and support form government initiatives, through carbon Trust, Environwise and through local initiatives delivered by Middlesex University and Groundwork.
3. Environmental awareness: the diagnostic support and following actions plans, will include raising awareness of how environmental management and performance can provide financial benefits and competitive advantage for SMEs.
4. Market development and support for the environmental sector: We will be working with SMEs from the Environmental sector, which will help “to ensure that the full economic potential of the environmental sector is realised and that London starts to establish itself as a national, European and global leader in high value, environmental technology and innovation sectors”. Our advisers and their support for gaining investment finance to implement innovative technologies and environmental technologies will assist in meeting this objective.

In addition environmental impacts and assessment would be a key part of the initial business diagnostic assessment. We would encourage SMEs to review their environmental performance and policies and help support SMEs signing up to the Mayors Green Procurement Code. We will also support SMEs to adopt environmental policies and adopt the ENWorks reporting tool.

The numbers of SMEs maximising environmental outcomes are reported in Section 20.

Through our dissemination strategy and our work with other mainstream funders and stakeholders, we will seek to promote horizontal and vertical mainstreaming, which will result in the environmental work, contributing to the overall objective of improving economic development through: improving environmental performance and awareness in all business activities and sectors, and through developing the scope, capacity and performance of the environmental sector.

Does the lead delivery partner and, if appropriate, other delivery partners have the relevant environmental expertise and experience to deliver these aspects of the project?

The delivery partners have a wide variety of environmental experience particularly focused around ERDF programmes. Each partner has Greenmark status and are signed up to the Mayor's Green Procurement code. North London Business and our delivery partners are very innovative in delivering environmental diagnostics for SME's.

We will be especially supported in our ongoing implementation and promotion of best practice by North London Business who has strong experience in implementing environmental good practice.

This will be further achieved through further developing our existing links with the Carbon Trust and Envirowise. We currently have in place an existing mentor pool several of whom have strong experience in operating environmental sector businesses and developing environmental management good practice. All environmental best practice which emerges from the delivery of the programme will be highlighted across the delivery partnership through the Environmental steering group and more widely through the dissemination strategy.

Which of the environmental objectives of this cross-cutting theme (see section 3.6 of the Prospectus) will the project contribute towards? Please explain how.

The Exporting Success programme will focus on "Accessing international markets and developing your international trade potential" through helping SMEs develop their international potential and help them access international markets, which would not otherwise be considered by them. The programme will also seek to address improving the awareness and understanding of how good environmental management and performance can provide financial benefits and competitive advantage to SME's this will be delivered through specially focused environmental management workshops.

This programme will help contribute to the following ERDF environmental objectives:

1. Climate change and energy: Our support from Trade Advisers will include the promotion of energy efficiency within business premises, and links with Envirowise and carbon TTrust initiatives
2. Natural resources and waste management: we will help identify waste management support as part of the overall business support, and support from government initiatives, through carbon Trust, Environwise and through local initiatives delivered by Middlesex University and Groundwork.

3. Environmental awareness: the diagnostic support and following actions plans, will include raising awareness of how environmental management and performance can provide financial benefits and competitive advantage for SMEs.
4. Market development and support for the environmental sector: We will be working with SMEs from the Environmental sector, which will help “to ensure that the full economic potential of the environmental sector is realised and that London starts to establish itself as a national, European and global leader in high value, environmental technology and innovation sectors”. Our advisers and their support for gaining investment finance to implement innovative technologies and environmental technologies will assist in meeting this objective.

We will constantly review how our programme is contributing to the Environmental objectives, and Cross Cutting Themes. This will be reviewed quarterly by the Steering Group.

What relevant environmental indicators have you identified? How will you monitor and report progress against them?

Although Exporting Success does not have a major focus on achieving environmental indicators, we will ensure that:

- 10% of all Businesses Assisted under this project will be from the environmental sector
- 5% of all job created in this project will be within key areas of the environment sector
- 10% of international markets accessed under this project will also be from the environment sector

We will also work with other key agencies to maximise information and support promoted to our SMEs.

Variables and areas to measure, control and monitor will be against the specific plans which could include the following:

- Measuring the Carbon Footprint of the organisation;
- Energy-Efficiency Loans - Interest-free loans to invest in energy-saving projects such as improved lighting, boilers or insulation;
- Carbon Surveys - Expert consultants identify energy saving opportunities, helping you reduce your carbon footprint and save money;
- Action Plan Tool - A tool to help identify key actions you can take at your site to save energy and reduce carbon emissions;
- Starter Pack - Free Starter Pack to help you stop energy waste and lower your carbon emissions;
- Savings by Technology - Energy-related information, publications and useful links about a variety of technologies;
- Savings by Sector - Carbon Trust products and services for your organisation, and information on reducing your energy bills and carbon emissions; and
- Enhanced Capital Allowances (ECAs) - ECAs permit all of the capital cost of approved energy saving equipment to be offset against corporation tax

Measurement tools will include follow-up with SMEs to capture:

- ❖ Performance against set eco-performance targets with individual SMEs
- ❖ Evidence of confirming with legislation requirements and best practice.
- ❖ Commercial impact of implementing eco-efficiency and innovation initiatives; evidence of sales targets, turnover, and the like
- ❖ Samples of environmental policies and environmental risk assessments carried out
- ❖ Partnership reports making analysis of eco-performance findings to inform continuous

development of the project.

Specific indicators include:

- ❖ No. of businesses referred for environmental advice – 50 SMEs
- ❖ No. of businesses achieving quantifiable improvements in environmental performance – 100 making improvements

Additionally we will evaluate against our own chosen indicators of:

- ❖ Reduced consumption and waste as a result of advice provided
- ❖ Cost savings derived from improved environmental performance
- ❖ Increases in recycling by businesses
- ❖ Numbers of businesses achieving the BS855 other external recognition

This will result in contributing to indicators under the ERDF indicators (LO16): improving performance (R3) by raising investment finance (R3j) and achieving waste diversion (R3a), water savings (R3b), material savings (R3c), CO2 savings (R3d) and cost savings (R3e). It can also be expected to obtain a Bronze award in the Mayor of London's Green Procurement Code (R3f), adopt an active Environmental Policy and/or using the ENWORKS reporting tool (R3g) and gain independent accreditation for environmental management e.g. Green Mark, BS8555 or ISO14000 (R3h).

Will the project include any activity within or have any other impact on any of the following? Indicate 'yes' to all that apply.

| | |
|--|------------|
| NATURA 2000 designated site | |
| Area of Outstanding Natural Beauty | |
| National Nature Reserve | |
| Site of Special Scientific Interest | |
| Scheduled Ancient Monument or Listed Building | |
| Any other designated area (please specify below) | |
| None apply | None apply |

6. Equal Opportunities

Does your organisation have an equal opportunities policy? Please supply a copy. Is this document reviewed on a regular basis?

North London Business committed to promoting equality fo opportunity:

North London Business has in place a robust Equal Opportunities policy which demonstrates our commitment to ensure that we as an organisation are at the forefront of promoting equality in all aspects of our work, and that diversity is celebrated, understood and promoted positive as a

positive aspect to our organisation. We are committed to Equalities in all our approaches and we will ensure all our partners align with our commitments and our policy to deliver this programme. North London Business is committed to ensuring that no person receives less favourable treatment, on the grounds of sex, age, disability, marital status, creed, social class, colour, race, ethnic origins, and sexual orientation. Promotion of equality and diversity is one of our core principles and central to the EMPUs Duty to Promote Equality under the Equalities Act 2006 and our compliance with the Mayor's approach for London.

The Equal Opportunities policy is an integral part of our business decisions in all of our services, and is strongly implemented and forms a core part of the service, and it is reviewed and updated on an annual basis. Our rates of attracting and serving BME, women and entrepreneurs with a disability are always measured to ensure we achieve minimums of 60% BME; 50% women and a minimum of 5% disability.

REVIEW OF POLICY:

North London Business is an equal opportunities employer in principle and practice, and recognises that in our society groups and individuals have been, and continue to be, discriminated against on the basis of race, sex, marital status, sexual orientation, disability, sexuality, age, and political or religious beliefs. Our policies are designed for action, implementation to be integrated in our core services, our behaviour towards our staff including potential recruits, associates, customers and clients alike. Discrimination in any form will not be tolerated. They are reviewed annually by the NLB Board and programme indicators are reviewed quarterly against targets for equal opportunities.

Through its on-going programme of high quality enterprise services that includes, advice, guidance, ongoing coaching and mentoring, we help businesses grow commercially and open up new and existing international markets. North London Business places high importance on ensuring that we empower people; this means supporting them to have the skills, knowledge, self- confidence and ability to establish, sustain and grow their own businesses. The rationale of the service is to promote job growth and sustainability in North London, providing opportunities for local people. This forms an integral part of our commitment to equality – in principle and in practice.

What is the demographic breakdown of equality groups in your delivery area and their associated needs?

We have used an extensive range of statistical data at sub ward (Super Output Area - SOA) through ONS system which was used to identify the demographic breakdown of equality groups in our delivery area of North London. The highest group at 72% is white European which is considerably lower than the national average of 90% followed by Afro-Caribbean at 15% and this reflects in the population breakdown of the region of North London as a whole. Figures from the ONS system show 25 % of North London's residential population originate from black and minority ethnic communities, 15% are disabled and 20% over 60. For example, Tottenham ward has some SOAs in the bottom 20% most deprived in London (IMD 2007) 45% BAME population and 15.0% benefit claimants. Black, Asian and Minority Ethnic BAME), young and older people, female and disabled people are all under represented with north London's s business community. North London has the lowest share of BAME led businesses of all London's sub regions accounting for 14% compared to the London average of 22%, North London also has a lower than average number of businesses led by women (10% of all businesses in the sub region and this is reflected in the economy of North London). Haringey is home to a culturally

diverse community of approximately 216,000 residents. The borough's economy is dominated by small and medium size businesses (91% of businesses employ less than 24 people) which account for 40% of total employment.

North London has a vibrant and diverse business community. The key sectors are manufacturing (11%), wholesale and retail (Haringey 21%), health and social care (21% Enfield). These are run by and employ a range of groups from equality groups, and in particular from disadvantaged wards across north London. The main business sectors in the borough are general manufacturing, general wholesale/retail, food, clothing, creative/cultural, business services and ICT. It is estimated that some 66% of businesses in Haringey are led by people from black and ethnic minority groups.

We have also used a range of secondary data to identify needs of the equality groups. For example, the LDA Business Support Review (2006) identifies a number key barriers specific to disabled owned businesses. For example, businesses led by disabled individual have one of the lowest success rates in obtaining bank finance and the cost of premises is also a key barrier as it may have to be specifically adaptable to accommodate their disability.

The 2004 London Annual Business Survey states that disabled people are the most under-represented and excluded group in enterprise formation and growth. Research shows that the social model of disability presents institutional and social barriers to growing a business resulting from perceptions of disability rather than the actual impact of the disability itself. This results in difficulties obtaining capital, fear of losing welfare benefits and a lack of awareness of support available alongside a lack of access to training and support. It is through this programme will raise awareness of disabled entrepreneurship to capital givers change the preconceptions they appear to be of disabled people in business.

BAME communities: The needs

The LABS 2005 survey showed that BAME SME's have the lowest success rate in accessing relevant sources of finance and showed that access to effective support and advice can often be impaired by "negative perceptions about the relevance and appropriateness of advice offered to individuals and businesses from the BAME communities". The National Employment Panel working with the Ethnic Minority Business Forum 2005 indicated that BAME entrepreneurs were less likely than non BAME businesses to seek any form of help or advice. Findings from the LDA Research Redefining BAME business showed that in reaching and engaging with these communities, providers needed to take account of their specific needs with more effective and appropriate methods required for engagement and recruitment from priority groups and that a "one size fits all" approach would not respond to their specific needs. A key finding that we have identified has been the need for a "trusted messenger" from their own communities.

Women:

Between 2003-5 majority-owned businesses have risen from 9.7% of the business base to 16.7%, but have been shown to significantly have a low level of access to sources of finance, The DTI's Strategic Framework for Women's Enterprise and the "Business Priorities for Women's Enterprise in London" showed that many women were not engaging with local services, feeling that they were not appropriate, delivered at family unfriendly times and did not assist them to deal with core issues such as child care. They also had specific lack of understanding about how to access finance. Our survey carried out under the STRIVE project showed that women felt the need for more direct marketing and the use of trusted messengers from among other women, including role models and peer to peer networking

"Women's business needs can be extremely differentiated. As with SMEs compared to bigger companies, the idea that a 'one size fits all' approach can be applied to them is groundless. A

focus on 'mainstreaming' in women's business support particularly worries me, as failure is more likely because needs are so diverse, and this approach cannot encompass such diversity. Any economy that has specifically targeted women's support alongside mainstream support does better." Working for women in business – Independent Nov 2008.

Needs of Disabled people:

The 2005 LABS survey found that only 2% of businesses in London were majority-owned by people classified as disabled and 3-6% of businesses had one or more disabled owner.

Consultations done in setting up the Mayor's Disabled Entrepreneurship Network, and more recently in the operation of the LDA funded INSPIRE project (operated by GLE oneLondon 2005-7), aimed at supporting disabled entrepreneurs to innovate showed that there was a lack of support with technical barriers to setting up a business and failure to bring in specialist support and advice relevant to the issues of accessing finance and understanding the requirements of investors. GLE one London has been working closely with GLAD as part of the INSPIRE Innovation and Diversity and Innovation network and will build on the best practice with engaging disabled individuals and groups in events and activities related to entrepreneurship. Prevista has an extensive track record with SHAPE supporting disabled people with business skills.

It is also anticipated that we will identify associated needs through our existing links with representative groups and those running businesses from equality target groups that we already maintain relationships with. This will include securing primary data through surveys and a full scale consultation as a part of the evaluation points of the programme.

We have existing links to the BAME Forum through North London Business which will support us in identifying the needs of the equality groups within London North, whilst assisting us in breaking down the barriers they face.

How will the project address the needs of equality groups in your delivery area?

This programme will undertake and break down the barriers experienced by these 'hard to reach' and 'excluded' from business communities and have a greater difficulty in exporting to international markets, this will be based on our full understanding of the groups represented locally and their associated needs.

The Export Success programme will implement a strategy which focuses directly on outreach and engagement with key target groups to maximise their participation as part of this programme. The strategy has been developed from our previous experience of working with this target group and our continued research and development work engaging with and supporting London's SME's. This experience includes:

- ❖ Supporting Inclusion through Enterprise Development (SIED) targeting business support through Community Based Business Advisors (CBBAs). SIED excellent in supporting BAME groups and women and includes significant support from PROWESS
- ❖ Minority Business Diaspora Interchange (MBDI) – Prevista working closely with London's BAME led business representatives in this London Development Agency led programme
- ❖ VISAGE – led by Action for Blind People delivering support to people with disabilities using the social model as a basis for programme design

Set out below are the partnerships understanding of the needs of the key target groups across North London and our proposed approach to engagement.

Meeting the needs of BME groups:

We have existing strong links through our delivery of our current LDA Inward Investment and Business Growth programme with the main BAME Networks in London including ACBBA; Chinese Business Association; Bangladeshi Business Chamber; Latin American Association; Vietnamese Association; and African Caribbean Business Network. We will use these partnerships as strong channels to support awareness raising and marketing to reach target businesses who could take advantage of the Exporting Success programme offer. A key approach will be the involvement of inspirational role models and case studies of individual BAME businesses that have already accessed new global markets and understand the requirements for accessing new and existing markets.

- **Role Models:** We have found this to be a core approach to gaining the interest and engagement of BAME communities and in addressing their need for a “trusted Message” about the benefits of finance and investment readiness and successful access to finance. We have strong examples successful high growth business that has accessed equity under London Business Angels who have successfully accessed equity including Lord Karan Bilimoria of Cobra Beers. We will draw on our extensive connections to the main BAME communities and extensive contact data base to identify relevant role models to speak at awareness raising events and networking sessions in the different boroughs and sub-regional sessions, with a view to identifying examples of successful entrepreneurs from different communities working with our BAME Network partners.

BAME business Mentors: We have an existing strong pool of Mentors from among the BAME communities who have successfully accessed finance from key sources in London and existing Business Angels who will be directly deployed for the delivery of the Access to Finance and Investment programme. We will also build up a further more extensive pool of mentors from among the key communities.

Meeting the needs of women: Our Approach to outreach and engaging with Women:

We will build on experience from this research and delivery of support to women to develop a programme of marketing promotion, outreach and engagement with women. Notably we will be working with our existing links with key women’s groups to advise us and support our strategy for outreach and engagement including PROWESS; Black Women’s Business Network. .

Childcare Provision: We will be directly working with the local provision of affordable child care working with local community resources, linking with the current Affordable Childcare programme (GLE is operating this on behalf of the LDA in conjunction with the London Boroughs), in order to support the subsidy of provision for childcare and the organisation of crèches services for women with pre-school children attending initial awareness raising and ongoing start-up programmes.

- **Women business mentors:** We will specifically engage a pool of women business owners with experience of setting up and growing a business to act as mentors to support finance and investment readiness and acting as role models to encourage women including those from BAME communities to identify opportunities to access relevant finance and equity sources. We have an existing pool of women mentors and women business angels to support this approach. The focus will be on addressing both personal and domestic issues and overall support with developing self awareness and self-esteem as core prerequisites to successful finance and investment readiness and access to finance
- **Women Role Models:** One of our key strategies for women is the identification and use of role models as inspiration to provide case studies of successful finance and investment readiness and access to finance. We will be drawing on our extensive existing connections with key Women’s groups including higher level successful women entrepreneurs to gain relevant speakers at awareness raising events and ongoing networking events. We will also

identify with the Prowess Network and the Aurora Business Women's network as well as successful women entrepreneurs who have received loans under GLE oneLondon's Loan schemes and through the London Business Angels Network

Meeting the needs of disabled people. Our Approach to Outreach and engagement with Disabled people

We will also work with the new LDA Disability Consultation Equality Scheme which reviewed the need of disabled entrepreneurs. We will aim to implement the key requirements of this. We will work with the designated provider of that support service once this is in place from September 2006.

- **Role models:** We intend to build on the use of role models and will build up a database of disabled people as mentors who have had experience in growing and managing a high growth business. We will notably work with Stand to Reason which is a new organisation specifically working with high level executives and CEOs who have had mental health problems as key mentors and role models to entrepreneurs addressing similar issues.
- We will use whatever communication techniques are relevant depending on disabilities engaging specialists to support us in our outreach (Braille, sign language and interpreters). We will specifically engage with key Disability newspapers such as Disability Now which is main journal aimed at Disabled people and which will provide us with a conduit to promote opportunities offered by the project.
- Our approach will pay particular attention to access and timing to support individuals to attend events, paying attention to all elements of DDA requirements. We will ensure that all premises for delivery of awareness, mentoring support and workshop support events are accessible and meet requirements of disabled people.

The Access to Business and Finance Investment programme will address entrepreneurs seeking finance from the above groups and other equalities groups including faith groups, older workers and Lesbian Gay and trans-sexual groups. Overall the following approach will be used to reach and engage with the main equalities groups:

- **Use of Community representatives as key conduits** Our conduits will include the core BAME Networks. Our partner Prevista has successfully piloted under EQUAL programme a model based on an umbrella organisation Association of Community-Based Business Advice ACBBA.
- **Use of Informed Insiders:** We will specifically focus on a model which engages local "informed insiders" from the different communities across London central sub-region to act as a key conduit for outreach and engagement to the key target groups and communities. The power of personal referrals has been found to be particularly important. We will use proactive marketing strategies which offer incentives to "tell a friend"; and engage with network members
- **Cold Calling and Direct contacts with existing micro businesses in target communities:** We will be making direct contacts with businesses building on our existing database and networks to reach and engage with busy SMEs.
- **Use of role models and local champions** to support awareness-raising and to give trusted advice as mentors with target groups. We will draw upon our existing diverse pool of mentors from key equalities and look to build up a larger pool of mentors with relevant experience in setting up and growing a business and accessing finance.

This programme combines 1-2-1 business support through advice, coaching and mentoring to give every SME and equal opportunity to access an appropriate finance package. This will help

to overcome barriers to growing a business, refinancing a business in the current economic climate, starting a business especially for BAME groups, females and disabled individuals locally.

How will the project involve stakeholders from different equality groups?

We will use our current links through the Local Strategic Partnerships (including links into the Local Area partnerships) to involve equality group stakeholders including equality direct, the London Business Partnership. Equality group stakeholders will be involved from the beginning and though the initial consultation stage and then they will invited to become involved in the programme steering group to assist in the guidance of the design and evolution of the Finance for Change to ensure equal opportunities are adhered to through out the life of the programme. North London Business, Prevista and Enterprise Enfield have developed community economic development in Objective 2 wards in north London, and have significant experience of establishing steering groups which include representatives from equality groups and the community. We will build on our expertise of what work swell in engaging communities in decision making and will use existing structures in north London to involve communities.

Equality group stakeholders will be involved through initial consultation and then invitation to become involved in the project steering group to guide the design and evolution of the project to ensure equal opportunities. The project steering group will comprise of a broad representative group of individuals and organisations, including the BAME forum, WiB to ensure that all equalities targets are met and over achieved and robustly challenged.

To ensure that equality targets are met, corrective action agreed and that performance is robustly challenged. A steering group will be set up to meet an review the activities of the partnership making sure there is a representation from all marginalised groups from the outset; who make a core contribution to equal opportunities.

It is vital for the success of the programme to ensure a diverse set of stakeholders are engaged having a diverse set of stakeholders will build on the delivery partnerships knowledge of the needs of the different equality groups and it will assist in enhancing creativity and innovation in programme delivery. The how they **may** change from time to time to reflect the changing needs of the project and sensitivities employed to ensure full and effective participation for SME's.

How will issues of equality and diversity be challenged, monitored, reviewed and evaluated?

All our equality and diversity targets are monitored, challenged and reviewed on a regular basis for the life of the programme they will be monitored through the programme steering group. Equality and diversity will be a continual item on the Steering Group agenda. The Programme Manager will put together a report on the equalities management information. The information provided will inform the steering group on the equality targets we are currently meeting and how we can over achieve these targets. Equal opportunities will be embedded within all aspects of the delivery and evaluation process.

We have adopted a tried and tested method for evaluating equalities for the basis of this programme. The method involves reviewing a range of criteria relating to the number of equalities groups who will benefit from the Exporting Success programme informing performance against our equality targets within each indicator as set out in section 20 of this tender. The steering group will be asked to challenge the performance through the discussions and the shared opinions of the group's equality representatives.

Quantitative data on the numbers of BAME, Women and disabled-led businesses participating in project activities and events will be collected on a quarterly basis and, as well as being included

in monitoring returns to EPMU, will be reviewed by the Steering Group. Where targets are falling behind, dedicated meetings with equalities group stakeholders will be held to discuss additional targeting and support measures which could be introduced to increase numbers.

Each BME support event will include a 6 month review process which will monitor the results and outcomes of the event for the businesses that attended. This process will also collect direct feedback from participants so that subsequent events can be further improved.

The information collated through these reviews will include data on the numbers of equality group-led SMEs invited, registering and participating in the events. Where the number of participants is not proportionate to the number of registrations or participants, follow up work will be undertaken in order to establish the barriers to participation. The aim will be to then address any such barriers in future activities and events and the budget includes provision for this.

We will challenge negative stereotypes and promote positive images of equality groups in all our literature, using case studies to reflect the achievements and participation of SMEs led by equality groups.

The Steering group will have a standing agenda item on equality and diversity at all project meetings and Steering Group composition will include representation of equalities stakeholders

What equalities targets are you setting out for this project and how will the project achieve them?

North London Business will work closely with partners to assist local people accessing the Programme. Through this, women, Black, Asian and Minority Ethnic groups and disabled people will be encouraged to 1-2-1 support to finance their business, innovate and improve their environmental performance by adopting new business practices to give them the best possible opportunity to attract new buyers.

We will ensure that the collection of management information will result in the allocation of resources in the most effective way to ensure that targets are met and exceeded. Using a diverse advisor base will enable trust and confidence in the service and therefore successful participation on the project.

Compliance with the Responsible Procurement Policy will help support our proposals for supporting equality group led businesses through diversifying the supply chain and for improved collaboration.

- 40% Black, Asian, Minority Ethnic minority –led SMEs gaining advice on access to markets and on developing their sales in emerging markets
- 40% Women-led SMEs gaining advice on access to markets and on developing their sales in emerging markets
- 10% Disabled-led SMEs gaining advice on access to markets and on developing their sales in emerging markets

The target for disabled businesses is high, and is aspirational. It reflects our desire to ensure we engage disabled led disabled led businesses. We will develop a specific marketing strategy to engage disabled SMEs through disability forums, disabled business associations, and using links with disabled led SMEs who can act as business champions. We will work alongside the following disabled networks and associations: RADAR, Black Entrepreneurs with disabilities, Blind Business Association Charitable Trust, ready to Start scheme and the Disabled Entrepreneurs Network. We will attend business meetings, and promote the export activities through proactive marketing and through business advisers attending events.

Diversity and equality will be embedded into all activities and events through development of an equalities checklist for all providers during the kick off phase.

Promotional materials and marketing will explicitly target equalities groups and be distributed through existing channels targeting BAME, Women and Disability businesses. These include community based support groups, Resident Social Landlords, BME business support networks, Women business support groups and third sector groups working closely with community businesses and social enterprises. Materials will be simple and eye catching and avoid use of jargon.

Where businesses receive 1:1 support a detailed Needs Analysis process will take place which will identify potential barriers to participation and support needs. The project will then address these needs on an individual basis. For example if a business is led by a partially sighted person additional signage or large print documentation would be provided for every activity and event that business may participate in.

As outlined above provision has been made in the project budget to ensure accessibility for everyone in all project activities and events. All venues will be fully accessible and childcare will be available where appropriate.

North London Business has an excellent track record in working with equalities groups, consistently achieving equalities targets in delivery of enterprise and employment projects in the LDA London North programme.

The project will also draw on existing best practice in the field of supplier diversity and use existing documentation to engage equality group's e.g.

- The Commission for Racial Equality's Guide for Purchasing Organisations (<http://83.137.212.42/sitearchive/cre/downloads/supplierdiversityguide.pdf>) which outlines the benefits of diversity in supply chains (e.g. helping organisations to understand their ethnic minority customers better and opening up new markets; providing a better and more flexibly supply base and putting organisations in a better position to win public sector contracts).
- The findings of the London Centre of Excellence's SME, BAME & Regeneration Exemplar Project 'Buying a Better London' which sets out the gaps in provision and pinpoints joint working between Procurement, Regeneration, Social Inclusion, Economic Development and external stakeholders as key to success in engaging BAME businesses.

Our Equalities targets are specifically to generate business support and access to finance for the aforementioned groups and with the incorporation of the Equalities Steering Group, targets will be set up by experts, making sure they are realistic, achievable and relevant. These targets will be reviewed by the steering group and monitored by PREVISTA.

How will you sustain the benefits realised for equality groups beyond the lifetime of the project?

It is our aim to sustain the benefits realised from equality groups beyond the life of this project through mainstreaming the promotion of equality and diversity through an efficient and best practice sharing model. We will do this in 2 ways:

- ✓ Through the design of this programme which has been influenced by our equality target groups to promote access to business finance to these groups and ensure representative participation by BAME, women and people with disabilities.
- ✓ By linking the Exporting Success programme to wider developments within north London and beyond through alignment with the BSSP and with the range of third sector agencies dedicated to supporting equality groups (e.g. WiB, Prowess, BAME forum and RENET to name a few).

North London Business has a large and diverse group of strategic partners. This is likely to grow

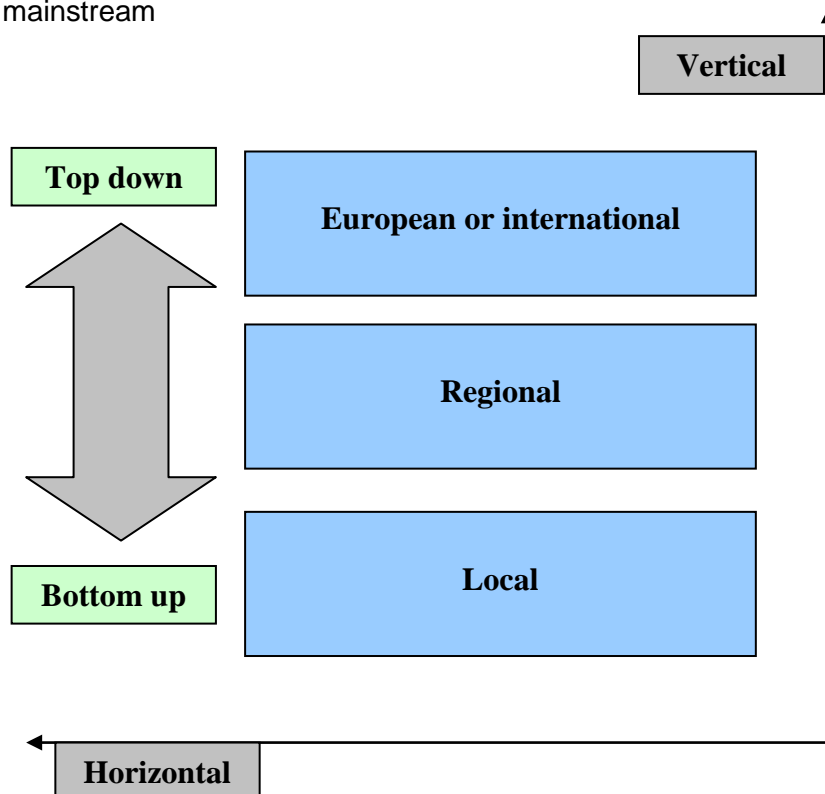
through the delivery phase and indeed the workplan set out below includes networking events specifically designed to engage relevant stakeholders. Representatives of minority groups will be invited to these events and collaboration will be encouraged to ensure that the results of the project have a lasting impact. NLB have set in place a robust monitoring system which will enable the delivery partnership to track all SME's who have participated in the programme over a period of six months after they have received support. The system will track progress and impact, and that all partners will continue to market services and activities to, to ensure that the SME's receive professional support.

Part of our support will be to work with those who we feel are not 'export ready' or who need additional support. One of our major strengths is that partners are delivering a range of other business support services in north London and can therefore offer other services or refer to partners where appropriate.

We will develop a directory of resources and contacts for countries in Europe emerging markets (eg BRIC countries, Eastern Europe, India, China etc). The Directory will be a key resource for our Advisers and for SMEs. This will be provided on a Memory Stick, for all SMEs. This will be a formal meeting with an Adviser who will agree a course of action and will keep in touch with the SME to ensure the agreed progression support has been engaged in. Support needs will be sensitively identified and local provision identified. The Adviser will maintain a hands-on approach until the SME has engaged with the proposed support.

Mainstreaming the promotion of equality requires a systematic process of identifying equality and diversity issues and integrating these into all aspects of planning, implementation, monitoring and evaluation. It involves identifying lessons learned, promoting and disseminating good practice in equal opportunities and creating a culture of continuous improvement.

The diagram below outline our approach to reviewing and promoting the long terms benefits through mainstream



NLB are committed to mainstreaming equal opportunities into local plans and strategies. Having

the 3 Local Authorities and match funders and partners, will be crucial in this. We will review successful approaches to mainstreaming equalities which will include :

Careful preparation is required to introduce equality mainstreaming as well as to enhance “traditional” equality policies such as positive actions for women, bme and disabled communities. Our experience of mainstreaming approaches included the need :

- to emphasise the possible advantages an organisation, public or private, can gain from introducing gender policies and to create win-win situations strengthening both the organisation and gender equality;
- to link their strategies to current policy priorities and make use of “the right moment in time” to introduce gender mainstreaming;
- to bring top-level decision-makers on board and to secure their lasting support to concepts and implementation;
- to enable all partners of the DP to make a maximum contribution to launching, implementing, monitoring the intended activities and to evaluating both process and results.

This will be through our dissemination of equalities outcomes and approaches to the three local Authorities, business support networks and through our newsletters and web information. This will include promotion of activities against the following :

- ✓ **Good practice** – When something is working well and can be duplicated elsewhere.
- ✓ **Promising practice** – When practice is in the early stages of development and has yet to be evaluated.
- ✓ **Effective practice** – When something is working well but can only be achieved under similar conditions
- ✓ **Best practice** – When something is working at the highest standard and is working ‘better’ than good practice

The project evaluations and associated forward strategy processes will include recommendations on the project’s future and potential for continuation. The specifications for the evaluations will include required work on the potential for forward funding, and a continuation strategy for those participant organisations that require continued support, including minority-led businesses.

7. Synergy with Other Strategies

Please demonstrate how your project will directly contribute to meeting the aims and objectives of relevant regional, sub-regional, local or neighbourhood-based strategies. **This question applies for Priorities 1 and 2 only.**

The Exporting Success programme will support a range of national and local strategies through offering a range of business support activities outlined in our Export Escalator:

“International Trade and Investment is vital to the United Kingdom in stimulating the competitiveness of British Business, and in contributing to prosperity through overseas earnings from the sale of goods and services and return of services abroad.”

Excerpt from the Strategy of UK Trade & Investment 2007

1. **The Mayor’s Economic Development Strategy** (Promoting London to increase value of its SME businesses (EDS p19) by supporting investment in businesses able to grow and add value to London’s economy LSP targets for business growth, skills and job creation and all

sub-regional strategies by engaging the beneficiaries from the most deprived areas (EDS p26- 28)

2. Mayor for London's Economic Recovery Plan 2008 :

The Mayors Economic Recovery Plan identifies the risk to London SMEs of declining UK economy and the need to support SMEs in accessing new markets. As such the plan outlines that the LDA will establish an export promotion programme through trade fairs, trade missions and additional trade advisers, helping small businesses to capitalise on the trade and export opportunities arising from the favourable exchange rate.

We will help support north London businesses exports, helping them capitalise on the currency advantage. Specifically we will contribute to "Action 16 - the LDA will establish an export promotion programme through trade fairs, trade missions and additional trade advisers initially supported by a new £0.3 million fund".

3. UK Export Strategy for Creative and Media sector : The UK has a specific export strategy in relation to the creative and media sector, and we will help meet the key aims of the strategy, which are to:

- provide support services to exporting businesses
- give businesses information about market trends and opportunities
- help businesses gain exposure to new markets
- assist businesses in exploiting opportunities in related sectors, eg tourism and construction

4. Improving healthcare around the world: an export Strategy Department of Health Strategy (2006). This strategy identifies the range of export opportunities available to SMEs operating in the Health sector. In particular it identifies EU, emerging markets and we will support SMEs in north London in entering these markets.

5. The London Women's Enterprise Action Plan 2007–2010. (p34) through work with UKTI TO increase the awareness of profiling women in international business and producing fact sheets aimed at women on International Trade.

6. The London Equality Action Plan through working in partnership with BAME business organisations and delivering investment and finance support for International Trading opportunities to ensure that London's BAME businesses are able to build their potential and achieve successful sustainable businesses including businesses from African, Caribbean Latin American, Bangladeshi, Vietnamese, Chinese and others.

7. Climate Change Plan and Sustainable Development Framework through advice to SMEs on minimising waste and improving consumption efficiency. Activities delivered through the project will help targeted businesses prosper in a 'greener' economy. We will be encouraging all the businesses supported by the programme to work towards the Green Mark standard.

8. BERR Enterprise Strategy "Unlocking UK's talent"(March 2008)- This programme will directly support the new Government's new strategy for enterprise supporting the strategy for Business Innovation by ensuring that North London SME's are in a position to capitalise on global trends, by helping them develop and successfully commercialise innovative products,

process and services and access new markets.

9. **London ERDF Operational Programme, 2007-2013**, There are a number of barriers faced by SME's because of lack global market knowledge which prevent many London SME's , particularly those owned by women, black, Asian and minority ethnic and disabled people .

We will also contribute to the Local Area Agreement targets for Waltham Forest, Haringey and Enfield.

10. **Waltham forest** : www.walthamforest.gov.uk/laa-290108.doc. Through this project we will support the delivery of 2 of the core aims of the WF LAA, which is to support the creation of wealth for local people and businesses, and also ensure the retention of wealth in the borough.
11. **Haringey LAA A Sustainable Way Forward**. : www.haringey.gov.uk/locla_area_agreement. We will meet one of the core objectives to promote Economic Vitality and prosperity for all. In particular we will support the targets to develop more enterprise, through supporting the development of local SMEs.
12. **Enfield Local Area Agreement**: Building Futures Changing Lives LAA 200-2011. Enfield's economy is relatively weak and has not benefited from the trends that underpin the buoyant economic position enjoyed by London as a whole in the last decade. Although the declining manufacturing base has begun to change, they have a very low concentration of high technology and knowledge intensive industries. This Exporting Success programme will help develop strategies, which will increase the access to new markets for SMEs in Enfield.

Throughout the delivery the Steering Group will identify if there are other strategies and plans which we will contribute to. We will also use this as a lobbying tool to encourage international buyers to invest in London's SME'S, as we believe the project will be of significant importance in north London.

8. Delivery Structure & Partnership Arrangements

Please provide details on the management and delivery structure for the project, including the number of staff involved and their respective roles and responsibilities. Please supply an organisational chart for the project.

The Exporting Success programme benefits from an established and experienced delivery partnership, which will offer the LDA a wealth of experience with that will provide a, demand-led, joined up approach to delivering the The Exporting Success programme in north London. The partners have developed a cohesive track record of working together and have an in depth understanding of the local business community. This extends to maintaining contacts, networks and links to SME's that will benefit from this programme accross the North London area.

North London Business as the lead partner will oversee the overall management of the programme. They have developed extensive experience as a successful accountable body through the delivery of a wide range of public funded programmes which have included the LDA Inward Investment and Business Growth programme. North London Business operates a robust management information (MI) system which will enable accurate reporting to the LDA. The processes currently in place for using MI will also support the reporting to the steering group to

ensure successful decision making, this will therefore ensure continued alignment of the programme with ERDF objectives, achieving targets and budget management. NLB will also run events and networking seminars for exporters, and co-ordinate the Export Clubs.

Roles of partners : Each partner has a specific role and have been selected for their expertise and local knowledge.

North London Business : Lead partner and accountable body. Responsibilities will include development of business networks, co-ordination of the Export Clubs and resourcing the Export desks, Co-ordination of research into overseas markets, and provision of Export Guides and resources to SMEs, Monitoring and review of delivery. Establishment of SLAs and contract compliance.

UK Trade and Invest (and British Chamber of Commerce): Strategic partners who will advise steering group on Export activities and ensure linkages to clusters and consortia, to develop export opportunities. Export linkages and provision of added value support.

Prevista (Haringey delivery), Enterprise Enfield (Enfield delivery), Delta Club (Waltham Forest) : Engagement with Delivery of business support to SMEs and diagnostic assessment, through International Trade Advisers and Business Advisers. Ongoing support and mentoring. Delivering of Export Training programme and seminars. Staffing of Export Desks.

Deliverables and targets : OC3 : 500 SME diagnostic assessments and support; LO17: 125 SMEs accessing new markets. Value of new sales in new markets £5million.

Business Associations – North London Chamber, Brimsdown BA, E11 BID and Argall BID - The Steering Group will be established by North London Business to oversee the running of the programme and it will ensure that the programme meets its targets and objectives, receives financial and administrative reports from Project Manager and operational reports from partner based project co-ordinators.

Deliverables : Quarterly Network Events in each borough, development and maintenance of the 4 Export Clubs. Promotion of Exporting Success to members and SMEs.

Strategic Partners . The London boroughs of Haringey, Enfield and Waltham Forest will offer strategic support, help with linkages to borough economic development strategies, and ensure mainstreaming strategies are considered. They will be Steering Group members, and will promote the programme through its business Newsletters, and through networks in the borough.

We will also meet with Business Link to ensure we agree a protocol for referrals and for ensuring synergy with BSSP services.

Steering Group: This will include the following proposed representatives, although more may be agreed:

- North London Business– Project Director and Project Manager
- Prevista– Project Manager and Business Adviser
- UK Trade and Invest – International Trade Adviser and Director for London
- British Chamber of Commerce
- North London Business – International Trade Adviser
- Delta Club – Business Adviser
- Enterprise Enfield - Business Adviser
- Local Authorities : Economic Development Officers
- Business association partners (Argall and E11 BID, Brimsdown and Tottenham Partnership).
- Business Link – we will invite Business Link onto the Steering group and establish a referral protocol, marketing and branding requirements.

- Stakeholder representatives including will consist of members of the local business communities and community specialist partners. Steering group meeting will be held on a quarterly basis

North London Business, Prevista and partners will work together to build on and develop on our existing joint working. This will provide the LDA with the quality assurance that we have the right expertise and ability to integrate systems all partner systems and provide a project team with current experience of working together across North London.

Prevista brings with them extensive working experience of delivering ERDF funded interventions. This specific past experience of ERDF enables us to assure the EPMU of the capability of our project team and our ability to deliver and manage the Exporting Success programme. Our approach is externally recognized through our joint quality marks such as ISO9001:2000 (Customer Service) and ISO27001:2005 (Information Security in our management information systems), Investors in People, Green mark and Customer First. Consequently we are confident of fully achieving those outputs and results we have described within this tender specification.

Management and delivery structure: North London Business will provide the management function with full support from all partners to ensure that the EPMU receive all ERDF required reporting. A project manager will be appointed to oversee its effective operation and coordination of resources. A PRINCE2 or an APM accredited project management approach will be taken to manage resources, engage stakeholders and to identify, manage and reduce the risks involved. The Project Manager will manage the Exporting Success Programme and will ensure all aspects of the project run effectively and that the partnership works to ensure a smooth customer service journey for each SME. Any additional resources required will be procured using the North London Business Procurement Policy.

Project Management: We will adopt a controlled, methodical and consistent approach to project management by: All partners will have a detailed Service Level Agreement outlining the roles, responsibilities, delivery and monitoring requirements. These will form part of the regular contract review meetings.

Agreeing vision and objectives that is clearly ERDF result and output based by applying PRINCE2 methodology.

Using PRINCE2 project management methodology to manage and control key project documents (risk register, project initiation document, and communications plan). Our internally appointed project manager will be PRINCE 2 Accredited

Secure stakeholder engagement and involvement through the steering group. The steering group will form a key part of the Exporting Success governance arrangements.

Project Initiation Document: A project initiation document (PID) will be developed which sets out the agreed Business Mandate, the Terms of Reference and states the different roles, responsibilities, risks, milestones and products to be delivered. In addition, the PID clarifies the process for change control and escalation procedures in the event that the plan is not adhered to. Staff, working on the project, will know what is in the PID and what is required of them to meet it.

Using the PID, a project plan will be developed and refined on the basis of monitoring and formative evaluation information. The plans will be updated regularly and form part of the reporting and monitoring process to the steering group and EPMU. A Risk Analysis has also been produced in section 14. At the end of each month a Highlight Report will be produced which identifies all tasks which have been completed during the reporting month and all those still

outstanding for the following month. This will be submitted to the project Director by each partner to support monitoring and to inform progress meetings throughout to ensure compliance with our policies and procedures and with agreed timescales and budgets. As well as the Highlight Report monitoring, the Project Manager will collate monthly reports for the quarterly steering groups meeting. The resulting report will provide a clear statement of spend, activity and outstanding items remaining in order to manage the project work plan.

Achieving Outcomes and Benefits. The Project manager will work closely with the Steering Group and other key stakeholders during definition of the programme, to develop a benefits profile and a realisation plan. This intends to capture a description of the benefits expected from the programme relating directly to those results required by the ERDF we have described in this business plan. We will implement a 'Benefits Management' process during project delivery, to identify, optimize and track the expected benefits through to their realisation including those identified in the Responsible Procurement Policy of the GLA, equality target groups and environmental interests. We will regularly review against outcomes and benefits as a part of our wider monitoring activity.

Mobilisation & Transition . The Project Director will be responsible for mobilization upon confirmation that our project is successful. The Project Director will ensure that the Project Manager is fully informed of all aspects of delivery of the contract and project implementation through agreed working arrangements between partners. Our aim is to ensure that full mobilization is achieved in the shortest possible timescale to meet EMPU and ERDF requirements and our extensive foundation work to date will prepare us if the funding be allocated to us.

We will hold an initiation meeting to address the items required for the 'Project Initiation Document', and agree the basis of a transition plan to mobilise the resources needed to deliver. Weekly transition meetings in the first month will ensure the project commences and progresses effectively. Good transition is the key to effective project delivery and we will ensure our transition covers:

- ❖ Develop the PID
- ❖ Agree stakeholder engagement plan and initiate contact through our publicity/marketing work
- ❖ Review existing project objectives, plans, budgets and status
- ❖ Review programme and project business case, and update where necessary
- ❖ Establish roles and responsibilities
- ❖ Agree reporting arrangements
- ❖ Facilitate knowledge sharing
- ❖ Takes us through each stage of the project plan smoothly

Reporting and liaison arrangements during the lifetime of the contract:

Accurate monitoring of time, cost, and quality is critical to the successful delivery of this project and for providing certainty of achieving target outputs and results. Our proposals for managing the Exporting Success programme ensure that processes are in place to analyse, monitor and report on the programme's critical paths including highlighting potential delays. We will establish key benchmarks, milestones, outputs and performance measures for the overall programme and for each individual project.

A key part of reporting will be monitoring the risk assessment especially those risks identified as medium or high and escalating or reducing other risks through the monitoring process.

Quality management and continuous improvement:

The Exporting Success programme will operate within a quality management structure within ISO9001:2000 standard procedures (Customer Requirement). Continuous improvement will be assured through our plans for reporting factual monitoring information. All staff are managed and supported in an Investors in People managed and audited environment and within high standards of Customer First operations to ensure the highest quality business support services.

Financial Management and Monitoring:

This will be carried out by the Project Management team at North London Business with support from each partner. All day to day record keeping and monitoring will be implemented by the North London Business team, Finance and Administration. Overall control will be through the Project Director and all financial monitoring reports and auditing reports will be signed off by 'North London Business' Finance Director before being presented to the ESPMU.

How many staff will be involved:**North London Business Project Management Team:**

- 1 Project Director (p/t)
- 1 Project Manager
- 1 Head of Export Services
- 1 Trade Adviser
- 1 Finance Director ([p/t)
- 1 Finance officer (p/t)
- 1 Marketing Officer
- 1 Administrator (pt)

Delivery:

Prevista : 2 International Business Advisers
Enterprise Enfield 2 x International Business Adviser
Delta Club 2 x International Business Adviser

Partners will also have administration and project management staff working on the local management.

Key Roles and Responsibilities : Project Management:

North London Business Project Management team -Responsible for contract management including:

- Liaison and Reporting to LDA
- CRM system- aligned to BL IDB
- Quality Framework within ISO9001:2000 framework
- Equalities Policy framework and monitoring
- Environmental Policy framework and monitoring
- Financial monitoring and reporting
- Operational management and reporting

Partners (including Delivery Partners North London Business (Lead) Prevista, Delta Club, Enterprise Enfield, Engagement and Recruitment Partners: North London Chamber, Tottenham Partnership, Argall BID, and E11 BID company :

Key tasks:

- Marketing and Outreach to key target groups
- Matching and Selection of relevant businesses to International trade Advisers

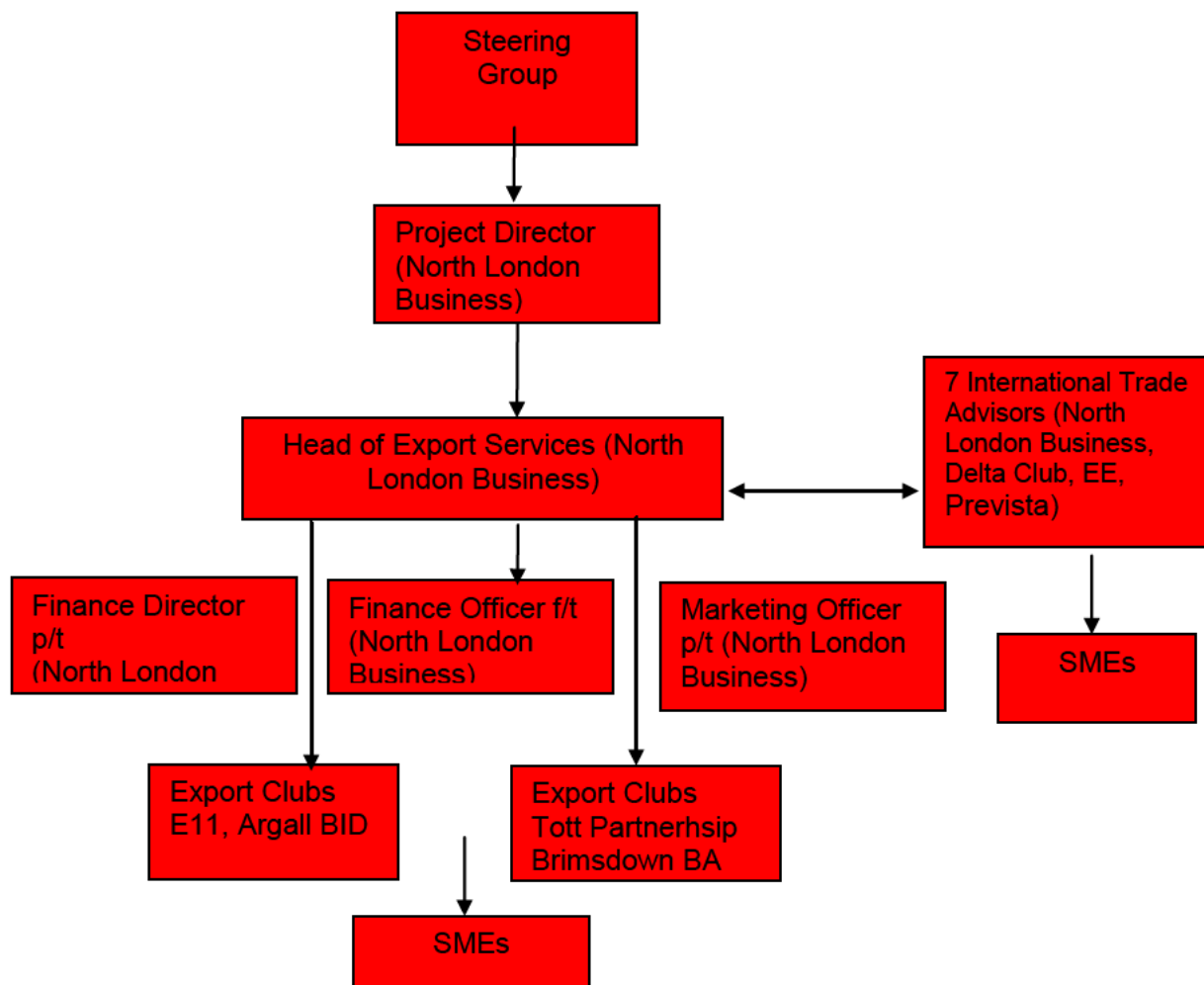
Export advice and business support providers: Prevista, Enterprise, Delta Club.

- Delivery of advice and diagnostic assessment
- Delivery of International Trade advice and support
- Export Marketing scheme,
- Export Communications strategy
- Organisation of support and allocation of mentors and advisors to businesses
- Follow up and support to determine needs and referral through IDB

Marketing Officer Coordinator:

- Organisation of workshop programme to support delivery: open to all relevant businesses participating on the programme
- Development of Marketing and Outreach Plan
- Implementation of Communication Strategy

Exporting Success Partnership Organisational Structure



All Partners:

- Marketing and engagement
- Joint Organisation of awareness raising – Exporting Success programmed linked to wider business support offer

The delivery structure has been created to ensure delivery is targeted at SMEs in key areas in North London, and delivery by partners who add value to the activities. North London Business already work closely and in partnership with these partners, and the consortium has established working practices.

Stakeholder Engagement

We aim to develop the balance of a tailored but flexible approach to stakeholder planning and consultation.

Exporting Success impacts on a wide range of stakeholders. We understand that stakeholder satisfaction is critical to the success of this project. We firmly believe in an environment where all stakeholders can influence, understand and communicate with each other to ensure the delivery of a successful project.

The Project Manager will:

1. Maintain a strategic overview of the stakeholder management activities by developing a steering group of stakeholders. The steering group will meet on a quarterly basis and input their ideas, concerns, expertise and feedback to the Project Manager.
2. Agree and keep under review the approach to communications and stakeholder engagement at the outset, and manage stakeholder consultation and communication activities through a variety of forums and media.

Partnership arrangements

Partners are uniquely placed to offer this project having:

- Region wide reach and reach into local communities
- Complementary in house specialist knowledge and expertise derived from running the LDA's Business London programme
- Extensive previous partnership working providing a sound basis for delivering this programme. Our staff already work effectively with the partners' teams
- We already have integrated systems and working protocols

North London Business will act as the lead partner and accountable body providing account management services to the LDA. Partners will share delivery activity and responsibility for achieving outputs and results. We will combine our services and offer to ensure complementary activity that is greater than the sum of the parts and within the BSPP.

As the lead partner, central management and monitoring of the project will be undertaken by key staff at North London Business. The Director will oversee/chair the Steering Group, provide strategic direction and support the project delivery team. The Director will ensure all value for money and quality standards are being met, review all reports and claims prior to submission to the LDA. There will be detailed Service Level Agreements between NLB and all delivery partners.

Prevista has several years experience of managing and delivering ERDF programmes and will work with North London Business to support them, ensuring that all the correct processes and

procedures are in place for the lifetime of the programme.

The Project Managers at each Delivery Partner Organisation will be responsible for the overall project delivery. To have responsibility for all reports, returns and claims to North London Business, responsibility for monitoring equal opportunities, quality standards, customer satisfaction, performance, marketing and communication. The Project Coordinators will oversee the management of key staff: project administrator, outreach workers, business advisors. Project Managers are responsible for checking claims, to ensure that they are timely, well documented, in accordance with the contract and consistent with output targets.

Finance staff at Partner Organisations as well as at North London Business will be responsible for maintaining financial control systems and working closely with Project Managers. Any variances will be analysed and discussed at monthly meetings Management Information Officer: responsible

for accurate data entry, updating client files, maintenance of clear and standardised forms, office procedures and actions. The MI Officer will also be responsible for the monitoring and implementation of quality standards (SFEDI etc) and will report any non-conformity directly to the Project Manager.

Monitoring will take place at the outset and throughout the lifetime of the project. There will be a Management Cycle produced, timetabling due dates of claims, key milestones, audits and monitoring visit dates. The Management Cycle will form part of the 'Operational Manual' adhered to by all partners and used to monitor progress.

We propose to implement a number of 'Partnership Protocols' for the Exporting Success programme. These will be increased and further enhanced as the project develops:

- Partnership Agreement – in addition to the formal SLA/Contract, partners will be issued an 'Operational Manual' containing the Management Cycle, beneficiary forms, clear breakdown of duties, target and funding allocations, Monitoring Framework, Equal Opportunities and Environmental Sustainability Policies, Marketing & Branding guide and the ERDF Output Definitions Handbook
- Establishment of a steering group Regular Partnership Meetings to take place quarterly, with presentations on project performance

Will any organisations other than you, the applicant, be involved in under-taking the project? (Yes)

If other organisations are involved, please complete the table below. You can add additional rows as necessary.

| Name of partner organisation | Main role: strategic or delivery? | Is the organisation minority-led? (i.e. women, BAME or disabled-people-led)? Specify which group. | Responsibilities of partner in the project. Please detail these clearly. | Date of letter from partner confirming involvement in project (letters must be attached) |
|------------------------------|-----------------------------------|---|---|--|
| UK Trade Investment (UKTI) | Delivery | No | Strategic partner and steering group member. Promoting of existing mainstream Export services, dissemination of good practice to delivery | Jan 13 th 2009 |

| | | | | |
|--------------------|----------|----|--|----------|
| | | | <p>partners, provision of contacts and access to Trade Missions and Visits from overseas partners of UK.</p> <p>Assistance with best practice, linkages and resources available to SMEs.</p> | |
| Prevista | Delivery | No | <p><u>Haringey Delivery:</u> Engagement of SMEs through our Business association partners. Matching and Selection of relevant businesses to Business Advisers/International Trade Advisers. Organisation of support and allocation of mentors and advisors to SMEs. Delivery of business planning and support in developing export strategies. Targets : 250SMEs engaged and 70 accessing new markets.</p> | Jan 2009 |
| Delta Club | Delivery | | <p><u>Waltham Forest Delivery:</u> Matching and Selection of relevant businesses to Business Advisers/International Trade Advisers. Organisation of support and allocation of mentors and advisors to SMEs. Delivery of business planning and support in developing export strategies. Targets : 125 SMEs engaged and 40 accessing new markets.</p> | Jan 2009 |
| Enterprise Enfield | Delivery | | <p><u>Enfield Delivery.</u> <u>Waltham Forest Delivery:</u> Matching and Selection of relevant businesses to Business Advisers/International Trade Advisers. Organisation of support</p> | Jan 2009 |

| | | | | |
|---|-------------------------------|--|---|---------------------------|
| | | | and allocation of mentors and advisors to SMEs. Delivery of business planning and support in developing export strategies. Targets : 125 SMEs engaged and 40 accessing new markets. | |
| North London Chamber of Commerce | Delivery and referral partner | | Engagement and Recruitment of SME's Hosting of Quarterly Export Events | Jan 2009 |
| Tottenham Partnership | Delivery and referral partner | | Engagement and Recruitment of SME's Hosting of Tottenham Partnership Export Club | Jan 2009 |
| Argall BID district | Delivery and referral partner | | Engagement and Recruitment of SME's Hosting of Argall Export Club | Jan 2009 |
| E11 Bid Company | Delivery and referral partner | | Engagement and Recruitment of SME's Hosting of E11 BID Export Club | Jan 2009 |
| London borough of Waltham Forest | Strategic partner | | Member of steering group Mainstreaming Linking to Economic development strategies in borough | Jan 14 th 2009 |
| London borough of Enfield | Strategic partner | | Member of steering group Mainstreaming Linking to Economic development strategies in borough | Jan 15 th 2009 |
| London borough of Haringey | Strategic partner | | Member of steering group Mainstreaming Linking to Economic development strategies in borough | Jan 14 th 2009 |
| Provide explain how the above partners will add value to the project: | | | | |
| <p>The partners will add significant value to Exporting Success Programme.</p> <p>One of the major strengths of this proposal is the different skills and additional value each of the partners can bring.</p> <p>North London Business have been working with local SMEs, to develop business advice and support for SMEs from disadvantaged backgrounds in the sub-region, and deliver a range of local strategic projects, to help with economic growth in north London. We have a wealth of experience and knowledge. This will provide invaluable tried and tested expertise in the years they have been working with SMEs, which spans through boom and bust and particularly relevant in the</p> | | | | |

current economic climate to have experience of surviving such climates and preparing for the future and focusing on sustainability. NLB and our business support partners, also have access to a range of further training and skills based courses, which may benefit SMEs, which can be prompted to participating SMEs, in addition to the Export activities.

Working with the Business Improvement districts also brings additional programme support, including environmental, physical infrastructure improvements, and improvements to safety and security for businesses.

NLB have established partnerships with the borough councils, and can influence strategic needs of SMEs in the sub-region, and we can promote the inclusion of export in economic development strategies.

NLB will also use our relationship with Think London to build on partnerships with overseas countries and use contacts to enter the new markets.

UKTI bring huge added value, through their mainstream export services, Trade Missions, and contacts with the Consulates, Embassies and overseas Chambers. We will also be able to use their diagnostic templates (CELCIUS), which will be used by all Advisers, and will increase their skills base, as well as bring consistency to export diagnostics. UKTI will also bring British Chamber of Commerce into this partnership to promote their Export Marketing Schemes and Communications reviews, and promote other BCC export services, which are added value.

PREVISTA also has a long history of managing and planning business based projects for disadvantaged groups in London. They are experts in their field and their experience in providing innovative projects will be invaluable. Prevista, enterprise Enfield and Delta Club provide other business services, which SMEs can benefit from, and we can also promote Train to Gain to participating SMEs, which will not only add value to the service offer, but also help promote and engage SMEs in mainstream business support and work force development programmes. We also work with Business Link and can promote their Export Workshops,

All partners (in particular North London Chamber), Business has immediate access to many local businesses; using their networks, the project will have a plethora of SMEs and businessmen to call on as business champions. They also understand the business language and base for business fighting through recession and identifying new markets. . They provide specialist knowledge and access to businesses and provide an excellent vehicle for dissemination. They possess experience delivering export advice projects and under the partnership that has been created will provide a very important resource for SMEs and each partner.

If no delivery or strategic partners are involved in undertaking the project, please describe and justify your capacity to deliver.

N/A

9. Track Record

What is your experience of delivering similar projects?

The Programme will be led by North London Business, and benefits from an established partnership, which offers a robust collaboration of highly experienced organisations who offer great expertise. North London Business are the inward investment, business retention and investor support company for the North London sub-region of Enfield, Barnet, Haringey and Waltham Forest.

Success in previous delivery. NLB have successfully engaged SMEs across the sub-region and delivered the following against recent LDA contract for business advice and business growth:

- Jobs created in year to March 07 – 164, this was 118% over the target of 75 jobs
- Jobs safeguarded in year to March 07 – 317, this was 15% over the target of 275 jobs
- Businesses advised to year end March 07 – 285, this represents 185% over our target of 100 (of 285, 47 were delivered in partnership with the Chamber, 238 were delivered by North London Business directly)
- Visited over 750 businesses
- Advised over 700 businesses
- Provided over 6000 information sessions
- Created 318 jobs adding £8m into the local economy each year.
- Safeguarded 700 jobs retaining £18m within the local economy each year.
- Helped relocate 32 Companies from the Olympic footprint creating 467 jobs adding £12m into the local economy each year.

“I think North London Business has been influential in giving a focus to the business community across the area as a whole”. Royal Bank of Scotland

Prevista: Prevista has extensive experience running many programmes under the LDA, ERDF and LSC, including export advice. Relevant examples to highlight that reached 100% or more targets include Access to Finance multiple ERDF and ERDF Objective 2, LDA Business Start up and Support Programme, and LSC Train to Gain. Within the organisation provided support and guidance covering many business services and supporting many regional and local government strategies on sustainability environmentally and economically, working with Women, Disabled and BAME groups. PREVISTA has a long successful track record in similar projects. Prevista continuously builds on their track record of benefit to the community by uplifting the share of our clients from equality and diversity groups. Prevista has specialist expertise in working with BAME communities, women, young people & disabled entrepreneurs and businesses. Information collected for its CIF assessment 2006 highlighted activity with 5,000+ clients of whom 38% were from BAME groups, 44% were women (rising to 64% within the employee learning subject category) and 12% declared themselves disabled.

Access to Finance. Access to Finance is partially funded by the LDA and ERDF. The programme is aimed at getting SMEs finance ready, through mentoring and coaching. Over the past four years we have delivered the programme through a broad partnership pan London. We have worked with Chambers and sub regional bodies, banks and other intermediaries in sourcing finance for SMEs. So far we have helped businesses across London to access over £4m in new funds to support their growth potential. As a result of our success we are currently delivering on a new Access to Finance contract.

Business London: Start Up and Micro Support Programme

Business London: Start Up and Micro Support Programme is funded by the London Development Agency and the European Social Fund. Prevista leads the consortium delivering the Business London Start Up and Micro Business support programme in south London and is a key partner within the Consortia delivering in north and central London. Targeted to those aspiring to be self-employed, the Start Up programme offers a range of tailored support including online and face to face support, progressing to seminars and intensive one-to-one business support sessions to help build business expertise, develop a robust business plan, through to support in putting together a suitable funding package.

Across the three sub-regions, we have an average of 48% of women-majority owned and 62% BAME owned businesses as clients; of our individual clients, 51% are women and 81% are from BAME groups, exceeding contractual targets and demonstrating our capabilities in attracting and

engaging 'hard to reach' groups.

Our other partners have significant experience of delivering within the programmes outlined above, and have been successful partners over many years.

Delta Club

Delta club Group is a BAME led and Customer First and Matrix accredited organisation that since its inception has either directly delivered or delivered through a service level agreement over twelve EU/Government funded programmes. We have successfully provided project management on four of these programmes and have delivered parts of the remaining programmes. All these projects have been delivered successfully or are in the process of being delivered. These programmes include providing training and advice to disadvantaged groups as well as those from the Black, Asian and Minority Ethnic Communities.

The track record shows a history of providing services to the target group and demonstrates the ability to deliver quality services and achieve results. They are a key partner in the Local Authority's delivery programmes to both businesses and the unemployed.

We have a seat on the Waltham Forest Business Board of the Local Strategic Partnership which oversees most of the training and support provided to the businesses in the Borough.

They have successfully project-managed and delivered a ULV BME Job Brokerage programme. Deltaclub has extensive experience of working with micro, small and medium sized businesses in community.

They have successfully delivered two LSC ESF Co-finance projects aimed at retail sector and lifelong learning for employed people – Retail Therapy and Learning4Life. Both projects are worth approximately £500,000 in total.

In the last year, they have also delivered five multi partner ERDF projects – Specialist Business Growth Gateway, Access 2 Contracts, East European Business Club, East London Social Enterprise Programme and Leyton CED project. Through Specialist Business Growth Gateway we have supported 82 new businesses from July '07 to December '07, while also achieving and surpassing targets on other ERDF projects.

We have detailed a selection of ours and partners successful programmes in the tables in section

What research, scoping and/or piloting have you undertaken to confirm that you can successfully deliver the project?

In the development of this programme we utilised our market knowledge of SME's needs in North London and the partnership was able to act quickly and efficiently to address gaps. It is the best practice formed from the delivery of the previous programme that will be used to successfully deliver this Exporting Success programme.

Our approach has been developed in response to these and other local business surveys which we as an organisation undertook, which shows that specific methods are most appropriate in targeting SMEs and supporting their access to finance. Our methodology includes the following best practice which are most likely to delivery successful impacts for SMEs:

- Information Seminar – to promote the range of services offered, and Export topics;
- Exporting review – include accessing finance to develop export strategies (eg. Export Market scheme), through our International Trade Advisers we will identify in country contacts, market research services, and an overseas market introduction service.
- Export ready development programme - one to one and workshops on supporting SMEs

in developing Export strategies.

- Provision of an E-Commerce site for new exporters to set up their payment and on-line trading.
- Export ready presentation review – one to one support taking the SME through the process, followed by mock panel presentation with potential buyers
- Export Clubs - establishment of relationship between SME.'s and buyers.

We have also work with UK Trade and Invest and north London Chamber of Commerce to review the export potential, and identify gaps in provision which have not been met by existing export advice. UKTI have successfully delivered the UK Export programme and their experience has shaped our proposal. NLCC have run Workshops and Seminars in a partnership with UKTI so we know what works and that the demand for export is high amongst north London SMEs.

The following key elements of our Export Escalator have been identified by UKTI, British Chamber of Commerce and providers of existing Export ERDF programmes (eg Global London, Gateway to Asia, and mainstream Passport to Success):

- ✓ 4 new Export Clubs based in business locations
- ✓ Cluster support work
- ✓ Export Desks with dedicated International Trade Advisers
- ✓ Translation support
- ✓ Training in form filling and certification
- ✓ On-line e-commerce platform
- ✓ Targeting small businesses and innovation based businesses

We have also identified opportunities for key sectors eg. through work and research undertaken by the Department of Health and UKTI into health care export potential:

Top priority markets for Health Exporting:

USA – Medical Equipment; **Germany** – Medical Equipment (Rehabilitation)

France – Equipment; **Japan** – Medical Equipment and services (high-tech/value added and IT related, EMS/Disaster Planning), Infection Control; **China** – Consultancy (Health Reforms, Planning, Quality and Accreditation) Education and Training, Medical Equipment, Project Management/PFI; **India** – Medical Equipment, Education and Training, Consultancy

Priority Markets: **Brazil** – Consultancy (Health Reforms, development of primary care)

Education and Training and, Medical Equipment; **Canada** – Equipment, E-health;

Hong Kong – E-Health, Consultancy (System reform/Planning), Medical Equipment, Care of the Elderly, Route to Mainland China; **Israel** – Medical Equipment (Technology Transfer and Joint Ventures); **Malaysia** - Consultancy (Health Reforms, Planning, Quality and Accreditation)

Education and Training, Medical Equipment, Project Management/PFI, E-Health; **Mexico** - Consultancy (Health Reforms, development of primary care) Education and Training and Medical Equipment, PFI/Project Management; **Saudi Arabia** – Education and Training, Medical

Equipment; **Singapore** – Care of the Elderly, Project Management, Education and Training;

South Africa – EMS/Disaster Planning, Education and Training, Mobile Clinics, E-Health; **Taiwan** – Medical Equipment, Care of the Elderly, Project Management; **UAE** – Dubai Healthcare City, Medical Equipment, Access to the Wider Gulf

Markets requiring further investigation. **Chile** – Consultancy (Health Reforms, Planning, Quality and Accreditation), Medical Equipment, Project Management/PPP, E-Health; **Colombia** – Education and Training (Medical Education)

These opportunities are not being maximized currently and north London has a potentially high number of Health sector SMEs.

We believe our local knowledge, identification of gap in existing provision in north London, and

our use of best practice, will ensure we deliver an effective and high impact programme in north London, which will significantly increase the access to international trading for local SMEs.

If your organisation has a track record relevant to the Priority and Theme under which you are applying, please complete the table below with details of relevant projects your organisation has delivered in the last 5 years.

Only include examples that are relevant to the Priority and Theme for which you wish to be considered. You can add additional rows as necessary.

| Name of funding body and project title | Start date | End date | Activity delivered | Performance Indicators – Targets | Performance Indicators – Delivered | Original value of funding awarded (£) | Total project cost (£) |
|--|-------------------|----------------|--|---|---|--|--|
| <i>North London Business TRACK RECORD</i> Investment and Business Growth | <i>19.12.2003</i> | <i>Ongoing</i> | The delivery of our current Inward Investment and Business Growth contract has overachieved and has established many key relationships which will prove crucial. | Per year 75 jobs 275 jobs safeguarded 100 Businesses advised | 2007/08 164 jobs 317 jobs safeguarded 285 businesses advised | <i>£260,000 per year LDA</i> <i>£140,000 per year local Authorities</i> | <i>£260,000 per year LDA</i> <i>£140,000 per year local Authorities</i> |

If your organisation has a track record relevant to the Priority and Theme under which you are applying, please complete the table below with details of relevant projects your organisation has delivered in the last 5 years.

Only include examples that are relevant to the Priority and Theme for which you wish to be considered. You can add additional rows as necessary.

| Name of funding body and project title ENTERPRISE ENFIELD TARCK RECORD | Start date | End date | Activity delivered | Performance Indicators – Targets | Performance Indicators – Delivered | Original value of funding awarded (£) | Total project cost (£) |
|--|------------|----------|--|---|--|---------------------------------------|------------------------|
| Business London Pathways | Apr 07 | Mar 09 | Businesses Assisted and Business Advised | 118 Learning Opps 465 business supported 69 started | 235 Learning Opps 586 business supported 51 started – still delivering | £194,160 | on target |
| Enterprise on Track | Nov 07 | Dec 09 | Businesses Assisted and Business Advised | 10 days TNA 70 Supported 5 Businesses Created | 10 days achieved 49 to date, still delivering | £47,120 | on target |
| RSA Inspiring Women | Jan 09 | Dec 09 | Women into Business | 20 recruited 10 starts | 24 recruited On target | £90,000 | On target |
| LAA | Apr 06 | Mar 10 | Businesses Assisted and Business Advised and monitored | 181 under 18 months 313 over 18 months | 181 under 18months 201 to date still delivering | £180,000 | on target |
| City Growth 2.2 ERDF/LDA | Apr 07 | Dec 08 | Businesses Assisted and Business Advised | 40 Assisted 160 Advised 10 Environmental audits | 41 Assisted 161 Advised 17 Environmental audits | £386,798 | £386,798 |

| | | | | | | | |
|---|-----------|-----------|--|---|---|----------|----------|
| | | | | | | | |
| RSA Inspiring Women | Jan 08 | Dec 08 | Women into Business | 20 recruited 10 starts | 22 recruited 12 starts | £70,860 | £70,860 |
| LDA Access to Finance | June 2007 | Sept 2008 | Diagnostics & Business Plans | 20 Objective 2 15 Non – Obj 2 | Profile increased 4 times 39 applications, 35 plans 32 applications, 31 plans | £113,750 | £234,000 |
| High Growth 2.2 ERDF/LDA | Apr 08 | Sept 08 | Businesses Assisted and Business Advised | 20 assisted 40 advised 20 high growth sessions | 22 assisted 41 advised 22 high growth sessions | £240,000 | £240,000 |
| LDA Access to Finance | July 06 | March 07 | Diagnostics & Business Plans | objective 2: 15 plans non – objective 2: 10 plans | 19 objective 2 plans 15 non – objective 2 plans | £78,500 | £113,250 |
| Advance ERDF/Midx Uni | Apr 06 | Dec 07 | Businesses Assisted and Business Advised | 21 assisted 58 advised 8 supported | 21 assisted 58 advised 8 supported | £121,317 | £121,317 |
| Small Business Gateway to Growth 2.1 ERDF | Apr 07 | Dec 07 | Businesses Assisted and Business Advised | 21 Assisted 23 Advised 5 jobs safeguarded 8 jobs created | 24 Assisted 31 Advised 10 safeguarded 8 jobs created | £71,422 | £71,422 |
| RSA Access to Finance | Aug | July | Diagnostics & Business | 14 diagnostics | 14 diagnostics | £23,500 | £23,500 |

| | | | | | | | |
|---------------------------------|---------|--------|--|----------------------------|----------------------------|----------|----------|
| | 05 | 06 | Plans | 10 plans | 10 plans | | |
| Business Link Access to Finance | Sept 03 | Oct 05 | Diagnostics & Business Plans | 86 diagnostics 67 plans | 86 diagnostics 67 plans | £215,000 | £215,000 |
| Global 2 Trade ERDF/GLE | May 04 | Mar 06 | Businesses Assisted and Business Advised | 15 Assisted 7 Advised | 15 Assisted 7 Advised | £11,700 | £11,700 |

Prevista Track Record

| Name of funder, and project title | Start date | End date | Type of services delivered <i>(please include target groups / type of business / location of industrial estate)</i> | Contracted outputs and outcomes <i>(insert total number of beneficiaries)</i> | Outputs and outcomes achieved <i>(insert total number of beneficiaries)</i> | Original value of contract (£) | Actual spend (£) |
|---|-------------------|-----------------|--|---|--|---------------------------------------|---------------------------------|
| Access to Finance, London Development Agency | 2005 | 2007 | RDA sponsored programme of regional support to help small firms overcome barriers to finance and support them by applying additional resources to the business for maximum impact. | 2005 day outputs Resulting in £5million of loans accessed | 100% Awarded additional contract based on previous performance July 2007 – September 2008 | £800,000 | £226,318 |
| ERDF – London Development Agency/Government Office for London – | 2004 | The present | Area based initiative supporting creative and cultural industries aligned with the Creative London | Business assisted 134 Business advised 46 | Business assisted 137 Business advised 138 | £1,429,000 | 85% to date (ongoing programme) |

| Name of funder, and project title | Start date | End date | Type of services delivered <i>(please include target groups / type of business / location of industrial estate)</i> | Contracted outputs and outcomes <i>(insert total number of beneficiaries)</i> | Outputs and outcomes achieved <i>(insert total number of beneficiaries)</i> | Original value of contract (£) | Actual spend (£) |
|---|-------------------|-----------------|--|---|---|---------------------------------------|-------------------------|
| Creative London North | | | programme including incubator support, 1-2-1 mentoring and coaching with underpinning networking. Delivered by a partnership of third, public and private sectors. | Jobs created 126 Jobs safeguarded 120 Environmental audits 120 | Jobs created 120 Jobs safeguarded 132 Environmental audits 136 | | |
| ERDF Government Office for London - GR02 | Oct 05 | Mar 07 | Targeted business support to VCSOs and social enterprises to enable them to grow through implementing enhanced business practices to access new markets. | VCSOs/social enterprise supported = 70 Diagnostic and 5 days of mentoring = 70 | VCSOs/social enterprise supported = 74 (105%) Diagnostic and 5 days of mentoring = 74 (105%) | £177,000 | 100% |
| Government Office for London, Business Link for London – Gateway to Growth (ERDF Objective 2 programme) | Oct 2004 | Mar 2007 | Major programme of support to SMEs in the Upper Lee Valley to assist in their sustainable growth and development including key targets for women, disabled and BAME owned businesses | Business Assisted 30 Business Advised 100 Jobs safeguarded 12 Jobs created 4 | Business Assisted 30 Business Advised 100 Jobs safeguarded 12 Jobs created 4 | 105, 690 | 105, 690 |
| London Borough of Waltham Forest, | Feb 2005 | Dec 2006 | Vitally important programme of business | Business Assisted 34 | Business Assisted 34 | 121, 579 | 121, 579 |

| Name of funder, and project title | Start date | End date | Type of services delivered <i>(please include target groups / type of business / location of industrial estate)</i> | Contracted outputs and outcomes <i>(insert total number of beneficiaries)</i> | Outputs and outcomes achieved <i>(insert total number of beneficiaries)</i> | Original value of contract (£) | Actual spend (£) |
|---|-------------------|-----------------|--|--|---|---------------------------------------|---|
| Government Office for London - Access to Contracts (ERDF Objective 2 programme) | | | support in this Olympic Host Borough targeting key priority group led businesses within the Mayor's Strategic procurement objectives including supply chain development and new market development. | Jobs safeguarded 100 Jobs created 4 | Jobs safeguarded 100 Jobs created 4 | | |
| ERDF Objective 2, Government Office for London, Single Business Gateway to Growth | 2004 | 2008 | Mentoring support for businesses as an intensive 30 hour support programme. Additional 6 hour support available one day interventions. Provision of external environmental audits integrated into the programme. | 320 30 hour support interventions 344 6 hour support interventions 976 days of support | 324 30 hour support interventions 334 6 hour support interventions 1316 days of support | £572,000 | £682,000 (offered additional contract based on performance) |
| Learning and Skills Council, London Region. Train to Gain brokerage | 2006 | The present | Cutting edge impartial brokerage of learning and workforce development for employers. 50% of all business receiving | Employers engaged 1000 Hard to reach employers 600 | Employers engaged 1000 Hard to reach employers 692 | £2,249,000 | 100% against profile to date |

| Name of funder, and project title | Start date | End date | Type of services delivered (please include target groups / type of business / location of industrial estate) | Contracted outputs and outcomes (insert total number of beneficiaries) | Outputs and outcomes achieved (insert total number of beneficiaries) | Original value of contract (£) | Actual spend (£) |
|--|------------|----------|--|--|--|--------------------------------|---------------------------------|
| | | | organisational needs diagnostics must from hard to reach or new businesses including BAME women and disabled. Prevista focus on the following sectors: ❖ Manufacturing ❖ Engineering ❖ VCS ❖ Clothing ❖ Textiles ❖ Transport ❖ Logistics and distribution | Organisational needs analysis completed 600 Leadership and management referrals 100 IAG referrals 25 Indicative level 2 learners – not contracted | Organisational needs analysis completed 602 Leadership and management referrals 123 IAG referrals 42 Indicative level 2 learners 5289 Fully achieved | | |
| London Development Agency – E Start for Business | Jan 03 | Jul 05 | Support focusing on BAME owned businesses providing 30 hours of development support per business across London region | 324 businesses supported | 374 businesses supported | 249,804 | 249, 804 |
| London Development Agency – Minority Business Diaspora Interchange | 2003 | Mar 2008 | Research and development programme identifying barriers to business growth for those led by ethnic minorities. | Business supported 1000 BAME 100% Women 25% Disabled 15% | To date 1004 businesses supported 100% BAME Women 16% Disabled 6% | £2.5million | 95% to date (ongoing programme) |

| Name of funder, and project title | Start date | End date | Type of services delivered <i>(please include target groups / type of business / location of industrial estate)</i> | Contracted outputs and outcomes <i>(insert total number of beneficiaries)</i> | Outputs and outcomes achieved <i>(insert total number of beneficiaries)</i> | Original value of contract (£) | Actual spend (£) |
|--|-------------------|-----------------|---|--|---|---------------------------------------|-------------------------|
| Learning and Skills Council - SME Project Management | 2005 | 2007 | Embed a culture of lifelong learning and skills development to foster the competitiveness of 200 micro/SMEs, targeting employees from disadvantaged groups with low level skills. It equipped them through the provision of training on key elements of project management and requisite skills, including customer care, through diagnostic Training Needs Analysis, Company Development Plans, Individual Training Plans and flexibly delivered workshops and seminars. | Number of firms supported – 200 Number of starts – 200 Number of BAME – 100 Number of women – 75 Number of disabled – 20 Completed learning plan and achieved qualifications – 200 Organisational learning plans completed - 207 | Number of firms supported – 207 Number of starts – 203 Number of BAME – 117 Number of women – 116 Number of disabled – 12 Completed learning plan and achieved qualifications – 203 Organisational learning plans completed - 200 | £ 378,750 | £319,600 |

Delta Club Track Record

| Name of funding body and project title | Start date | End date | Activity delivered | Performance Indicators – Targets | Performance Indicators – Delivered | Original value of funding awarded (£) | Total project cost (£) |
|--|-------------------|-------------------|---|--|--|---------------------------------------|------------------------|
| <i>London Development Agency ERDF project – Fit for Business (Lead Partner – Newham College of Further Education)</i> | <i>01/10/2008</i> | <i>31/12/2010</i> | <i>Business Support for SMEs – with emphasis on BME and Women owned businesses</i> | <i>130 SMEs assisted 28 Jobs created 54 Jobs safeguarded £ 940,000 New Sales Generated 78 businesses with improved performance 78 SMEs with sales in new markets</i> | | <i>£ 200,000</i> | <i>£ 1,020,000</i> |
| <i>Government Office for London ERDF project – East European Business Club (Lead Partner – London East Ethnic Business Association)</i> | <i>05/04/2006</i> | <i>31/03/2008</i> | <i>Business Support for SMEs – with emphasis on East European owned or managed businesses</i> | <i>330 SMEs assisted 31 Jobs created 60 Jobs safeguarded</i> | <i>485 SMEs assisted 31 Jobs created 60 Jobs safeguarded</i> | <i>£ 297,363</i> | <i>£ 465,000</i> |
| <i>Government Office for London ERDF project – East London Social Enterprise Programme (Lead Partner – London East Ethnic Business Association)</i> | <i>05/04/2006</i> | <i>31/12/2007</i> | <i>Business Support for SMEs – with emphasis on BAME led social enterprises or voluntary groups</i> | <i>100 SMEs assisted</i> | <i>100 SMEs assisted</i> | <i>£ 159,000</i> | <i>£ 300,000</i> |
| <i>Government Office for London ERDF project – Leyton CED (Lead Partner – Urban Futures & Prevista)</i> | | <i>31/03/2008</i> | <i>Multi partner project to provide Business Support for community groups and capacity building of local community in</i> | <i>Engage and capacity build 24 individuals supported</i> | <i>24 individuals supported through capacity building</i> | <i>£ 31,903</i> | <i>£ 192,000</i> |

October 2008 version

| | | | | | | | |
|---|-------------------|-------------------|---|--------------------------------|--|-----------------|------------------|
| | | | <i>Leyton</i> | | | | |
| <i>Government Office for London ERDF project – Specialist Business Growth Gateway (Lead Partner – Urban Futures & Prevista)</i> | <i>01/01/2006</i> | <i>31/12/2006</i> | <i>Business Support for SMEs – with emphasis on BME and Women owned businesses</i> | <i>84 SMEs assisted</i> | <i>84 SMEs assisted</i> | <i>£ 73,500</i> | |
| <i>Government Office for London ERDF project – Specialist Business Growth Gateway (Lead Partner – Urban Futures & Prevista)</i> | <i>01/07/2007</i> | <i>31/12/2008</i> | <i>Business Support for SMEs – with emphasis on BME and Women owned businesses</i> | <i>64SMEs assisted</i> | <i>64SMEs assisted</i> | <i>£45,050</i> | |
| <i>Government Office for London ERDF project – Access to Contracts (Lead Partner – London Borough of Waltham Forest)</i> | | <i>31/12/2006</i> | <i>Business Support for SMEs – with emphasis on BME and Women owned businesses winning Government tenders</i> | <i>160 SMEs supported</i> | <i>151 SMEs supp</i> | <i>£ 95,010</i> | |
| <i>Learning & Skills Council London North ESF Project – Learning 4Life</i> | <i>03/01/2005</i> | <i>31/03/2008</i> | <i>To support SMEs in developing IT, literacy and numeracy skills of their staff</i> | <i>180 Companies supported</i> | <i>168 Micro SMEs supported 12 Small SMEs supported 105 Skills for Life achieved 30 ECDLs achieved 60 Learners supported</i> | <i>£300,000</i> | <i>£ 289,600</i> |

| | | | | | | | |
|---|------------------------|------------------------|--|-----------------------------------|--|------------------|------------------|
| | | | | | <i>into further learning</i> | | |
| <i>Learning & Skills Council London North ESF Project – Retail Therapy</i> | <i>03/01/ 2005</i> | <i>31/03/ 2008</i> | <i>To support SMEs in developing customer services and retail skills for staff working in SMEs</i> | <i>40 Companies supported</i> | <i>40 Companies supported 33Nvq Levels 1 & 2 achieved 11ECDLs achieved</i> | <i>£ 200,000</i> | <i>£ 197,500</i> |

10. Procurement

Please describe the procurement processes you will be following. Applicants should seek their own legal advice to ensure they are undertaking the correct procurement process.

We will develop a comprehensive procurement strategy within our established procedures whilst also adopting those of the GLA Responsible Procurement Policy.

We already operate existing procurement procedures that will guide the business planning for SMEs.

Procurement decision making processes at North London Business- Our procurement of goods and services detailed in this business plan will also align with the GLA Family's Responsible Procurement Policy (RPP) and meet the key objectives and aims of the policy. We aim to ensure ethical procurement and that our suppliers meet the wider aims of our procurement practice in several ways.

- Any additional business advisor associates will be procured through advertisement with the Chamber of Commerce, interviewed, maintain the appropriate PII, and be subject to audit within our ISO9001:2000 suppliers list.
- Monitor and review our associate base to ensure that they continue to meet the RPP. We will do this by appointing through the project manager who will be responsible for working closely with business advisor associates and other suppliers to monitor compliance with the terms the supplier has given in the tender relating to responsible procurement.
- Providing trained and expert staff from our legal and procurement teams to ensure the effective implementation of our policy and the RPP by SMEs.

The introduction of this document sets out the Government's position and EU guidance on procurement and all College activities will comply with these policies, as well as the GLA's Responsible Procurement Programme (<http://www.london.gov.uk/gla/tenders/docs/responsibleprocurementpolicy.pdf>).

The table below summarises the advertising thresholds:

| | |
|------------------------------|---|
| £0-50,000 | Advertise on NLB and Supply to Government website if Approved List not used. |
| £50,001 to £150,000 – non EU | Advertise on NLB and Supply to Government websites and one industry related publication. |
| £150,001 and more – non EU | Advertise on NLB and Supply to Government websites and two industry related publication. |
| EU contract | Advertising requirements stated above in addition to: A Prior Indicative Notice may be published in advance alerting companies that contract will be let |

Contract Notice in OJEU

Contract Award Notice in OJEU – once
the contract has been awarded

The Exporting Success ERDF programme will not require any significant procurement, and any likely procurement will be below the £50,000 threshold. Those elements we will procure for are likely to be some ICT e-commerce services and business advisers.

Ensuring that we influence our direct suppliers and the way they operate their supply chains is key to our procurement practice in line with the RPP. We consider that all those activities below will help us to ensure that we deliver against **ethical sourcing**.

Encouraging a diverse base of suppliers and businesses:

Reflecting the Mayor's Green Procurement code and the overall EDS, We will ensure a diverse supplier base including the use of local firms and entrepreneurs that are disabled, BAME or women led /owned; and specifically firms operating in deprived areas and those new or growing businesses. We will ensure that opportunities to supply are well advertised across all of the boroughs and appropriately assessed through tenders or through the creation of supplier lists. This will directly reflect our work with enterprises in raising awareness on opportunities for procurement. We will also be specifically building awareness about opportunities under the Olympics 2012 to the entrepreneurs from the key target groups and keeping them regularly updated about emerging opportunities.

Promoting fair employment practices:

We will promote fair employment practices and will operate fair recruitment and selection procedures in line with the relevant codes on Fair Employment, Sex Discrimination, Equal Pay, Racial Equality, Disability Discrimination and Employment Equality, recruiting the most suitable person for the job in respect of experience and qualifications and seek to ensure a diverse workforce.

Promoting Workforce Welfare:

We will draw on our credentials as a recognised Investor in People to ensure that opportunities for flexible working are created where possible to support childcare or support of other dependents or wider needs of the staff. We will ensure that our premises are accessible to disabled people offering all relevant technical and social support. We will support special needs arising from distinct cultural and religious differences. We will address personal needs for absence for childcare / parental leave / family members along with absence for training/exams and other personal development opportunities. We will address any changes of the working environment due to increasing age of workforce members, including changes in timing and tasks. We will ensure individuals are supported in relation to stress to avoid breakdown of their workplace situation, offering preventive measures and ensuring access to specialist advice and support. In relation to the micro businesses we support we will give them relevant advice on how to integrate these approaches in their own working practices and human resources strategy.

Meeting strategic labour needs and enabling training opportunities. We will refer to programmes from the Learning and Skills Council such as Apprenticeships and Train to Gain and who actively recruit from the local labour market including people who are workless or actively seeking employment. We will request evidence of this in the form of training records and policies around fair and equal access to training and development opportunities.

Promoting greater environmental sustainability. In procuring suppliers for the refurbishment

works we will require the firm to demonstrate sustainable business practices including the operation of an externally recognised award (such as Green Mark). We will also look for our suppliers to encourage and operate similar policies towards sub contractors in their supply chain.

We will ensure that our suppliers operate within the requirements of the Mayor's Green Procurement Code. The Code has so far diverted nearly two million tonnes of waste from landfill through advances in sustainable procurement. The code makes provision for environmentally sustainable property development, supply chain management, contract specifications and policy analysis.

We will also aim to procure firms operating in line with the LDAs Green 500 initiative. Green 500 is an LDA initiative working with large London based public and private organisations to reduce their carbon footprint. Signatories have a carbon base-line done by qualified carbon assessors and an action plan is developed by carbon mentors who work with organisations within their specific requirements to deliver their target carbon reductions.

Our procurement strategy will align closely with our work plan and will be monitored through the inclusion of key performance indicators around compliance with our policies and procedures. A key part of our evaluation strategy will be to measure impact against those areas in the RPP outlined above. Our learning from the operation of this project will be shared with the LDA for monitoring the RPP and will be used to inform the continuous improvement of the Council's own procurement practices.

Once the sites have been refurbished we will use the RPP and our existing suite of indicators to ensure that we monitor the use of the facilities in continued impact and benefit within the vision outlined by the Mayor.

How you will ensure your project addresses the GLA group's Responsible Procurement Policy and its different elements?

We will work closely to ensure the projects addresses the Las Responsible Procurement Policy, through:

- Encourage a diverse base of suppliers through supporting SMEs with advice on tendering for contracts, and supporting them to sign up and adhere to the Green Procurement Code as a key project output
- Promote sustainable procurement, again through providing direct advice and guidance on sustainability, through a programme of environmental sustainability support as detailed throughout this application and through supporting SMEs to sign up and adhere to the Green Procurement Code
- Meet strategic labour needs through upskilling the employees of SMEs to better meet the challenges of the modern labour market, and through ensuring those who move jobs are provided with information on sustainability to take with them to their new employers
- Promoting fair employment practices through ensuring its own recruitment is conducted according to the best available practice, and through supporting the development of BAME-, women- and disability-led businesses
- Promote both ethical sourcing practices and greater environmental sustainability through holding specific workshops on these issues and embedding them throughout the support and information provided by the project. The project's activities all contribute towards the environmental performance of businesses, meeting the environmental sustainability criterion directly
- Using the Responsible Procurement Policy in its own procurement activities, including when procuring additional delivery partners, project evaluators, and any

other appropriate contracts

We will also work with other members of the GLA group: Transport for London will share good practice in sustainable business practices through the project and supply travel planning materials (discussions have taken place with Seltrans, the TfL-funded business travel planning advisory service, and they have signed up to the project as a delivery partner), and Supply London will link the programme to regional level supply chain opportunities (which the project's participants will be in a better position to take advantage of given the environmental and sustainability experience they will gain).

11. State Aid

Please explain how your project will comply with State Aid rules. Where applicable, please state whether this will involve de minimis, block exemption or an approved scheme.

Based on discussion with members of EPMU, this project will comply with State Aid rules. Where business support is considered to constitute state aid, de minimis declarations will be sought from private sector companies based on a template to be provided by the LDA.

The project will provide support to SMEs, with no company receiving a support package large enough to breach de minimis regulations. The majority of the SMEs we will be working with have received no public support at all in the last year so this method is the most appropriate.

We are also aware that this may change and all Advisers receive regular briefing on changes to any State Aid requirements. For example we are aware of the recent announcement that EU state aid regulations are being relaxed up until the end of 2010, allowing member states the power to offer businesses investment of up to €500,000 without having to refer the matter to regulators – more than double the current ceiling of €200,000. Part of the regular Business Advisers meetings shares information on relevant changes and updates to EU and UK matters affecting business support.

If your project will be delivered under an approved scheme, please complete the table below.

| Date of notification to the European Commission. | Approval date | Aid number assigned by the Commission. | Amount of Aid (£) |
|--|---------------|--|-------------------|
| | | | |

12. Publicity

Describe the arrangements that you will make to meet the ERDF publicity requirements. In particular, how will you make i) beneficiaries and ii) the general public aware of the ERDF contribution to your project?

The Exporting Success programme will benefit from a full marketing and publicity plan. The plan will be agreed by the Steering Group and stakeholders.

The marketing and communications plan will be:

- Define target audiences including equality target groups, SME's, local residents and stakeholders
- Agree key messages to be communicated to each audience and combination of audiences. For example, SME's and stakeholders will be updated on the different aspects of the Exporting and Investment programme including post export .
- Determine the media through which communications will take place. This will ensure fully accessible communications including Web Accessibility Initiative (WAI) standard internet facilities (DRC) and the use of Braille and audio along with provision for a range of community languages.
- Be used to support stakeholder engagement

Promotional materials and marketing will explicitly target equalities groups and be distributed through existing channels targeting BAME, Women and Disability businesses. These include community based support groups, Resident Social Landlords, BME business support networks, Women business support groups and third sector groups working closely with community businesses and social enterprises. Materials will be simple and eye catching and avoid use of jargon. Promotional materials will also promote positive images of a range of equality groups, and use case studies, representing SME beneficiaries from these groups.

NLB will lead on expert marketing support, and have significant experience of developing innovative campaigns to engage and support disadvantaged groups. All partners have significant experience of engaging equality-led SMEs - for example Prevista's recent Business London start up and micro business project had an average of 48% of women-majority owned and 62% BAME owned businesses as clients; of individual clients, 51% were women and 81% were from BAME groups, exceeding contractual targets and demonstrating their capabilities in attracting and engaging 'hard to reach' groups. IKTI will also share their expertise on marketing to engage SME's.

A key requirement of ERDF funding is the promotion of the benefit brought to the area by the ERDF and EU structural funds. This will be a key part of the branding for the Exporting Success programme during the lifetime of the project and beyond. Alongside the use of the EU logo as an integral part of the branding of the project.

We will meet all guidelines issued by ERDF including the following interim guidance:

- do not develop any new brand associated with the project;
- give the project a name that is similar to the national offer - e.g. Innovation Collaboration;
- identify the organisation that will be the access channel to the service (and who will therefore be the interface with Business Link); and
- any promotion and marketing of the project will be via this organization (working in conjunction with Business Link); use of the organisation's corporate brand within the new framework is likely to be acceptable but it is essential that the project is clearly seen as being aligned with and part of the new national portfolio.

BSSP is currently developing a joint marketing framework that will identify how suppliers delivering the portfolio will work together and with Business Link to ensure co-ordination and consistency in their approach to the market. We are committed to working with BERR and ERDF on these guidelines.

The project will be branded in line with BSSP guidance and EU requirements.

All of our information documents both hard copy and virtual aimed at our key target groups will directly state that the project is supported by the EU and ERDF to ensure that they are aware of this support. This will be on other forms applications, information they receive. All materials designed and produced including the web-site, reports and event material will acknowledge the ERDF funding. The general public will be made aware of the role played by the EU and ERDF through press releases which will be disseminated both during project inception phase and project closure. Local press outlets include the Voice and the local newspapers which goes to every home and business in the borough. All publicity materials will make reference to the London ERDF programme and will respect EU publicity regulations with regard to the use of logos etc. Evidence of adherence to publicity guidelines will be kept as part of the monitoring framework.

All participants in ERDF funded activities and events will be made aware of the ERDF support. The project will display an ERDF plaque at the lead partner premises and at any permanent delivery site (particularly the on-site business support centre).

All of the publicity and marketing will be passed around the equalities working groups when applicable and wording will be quality checked for appropriate groups. Specific campaigns will be checked by appropriate groups and passed by the working steering groups for sensitivity of content.

The Carbon Trust will also provide support in the wording and structure of marketing materials aimed around environmentally friendly marketing and business support as part of the package to businesses.

Promotional materials and marketing will explicitly target equalities groups and be distributed through existing channels targeting BAME, Women and Disability businesses. These include community based support groups, Resident Social Landlords, BME business support networks, Women business support groups and third sector groups working closely with community businesses and social enterprises. Materials will be simple and eye catching and avoid use of jargon. Promotional materials will also promote positive images of a range of equality groups, and use case studies, representing SME beneficiaries from these groups. We will work closely with Local Area Partnerships and the Local Economic Partnerships, to access equality groups.

We will also employ wording a prescribed to ensure that all stakeholders and the wider public are aware of EU support.

We will also incorporate the LDA logo into all our communication with Steering group, other stakeholders and bodies and all public communications.

- We will maintain records of all publicity achieved and PR material produced and published as part of our audit trail
- We will also collect case studies for dissemination and awareness raising and to support evaluation

We will use the Guidelines provided by the LDA :
[http://www.lda.gov.uk/upload/docERDF Communication guidelines 20080827122757.DOC](http://www.lda.gov.uk/upload/docERDF%20Communication%20guidelines%2020080827122757.DOC)

13. Project Work Plan & Milestones

Please provide a project work plan with full details of how the project will operate over its planned lifetime.

The Project will delivered using the PRINCE2 project management system which, a project plan is outlined below:

Feasibility:

- Appraisal of the project and possible constraints on development along with the preparation of studies to inform planning of the project as a steering groups of all partners and stakeholders, where a mission statement will be agreed; and
- Strategic brief confirming key requirements will be captured in the development of a Project Initiation Document (PID).

July 09 - Sept 09

- Delivery Plan – First Draft circulated for comment
- Steering Group established with representation from partners and stakeholders
- Service Level Agreements/Contracts agreed/signed between NLB and all delivery partners
- Referral protocols agreed/signed with partner network
- Design and development of web portal for E Academy
- Integrate ICT account and data management systems
- Delivery Plan – Second Draft agreed and approved
- Production of key documents: Operational Manual, Risk Register, Beneficiary and Partner Reporting Forms and Management Cycle
- All Trade Advisers in post
- Training Day for all Trade Advisers and project staff

Sept 09–Dec 09

- Production of ERDF compliant Marketing and Communications Plan
- Launch Event
- Evaluation Framework designed
- All personnel complete training/induction
- Web portal for Export brief agreed
- Implement Marketing Plan
- Export Programme diagnostics start
- Quarterly Networks/Collaborations commence
- Monthly and Quarterly output reports OC3 and LO17 outputs
- Quarterly Equality targets report
- Marketing for new export clubs starts
- First 2 Export desks established
- Interactive/ On-line marketing: E-zines, advertising, webinars, podcasts streamed
- Sector specific exhibitions jointly with partners where appropriate.
- Steering Group performance report meeting
- Claim Submission to LDA
- TOR & ITT for Interim Evaluation

Targets to be achieved by Dec2009:

OC3 80 SMEs; 2 export desks established

Jan-Dec 2010

- Year 1 Updated Delivery Plan submitted
- All project management and delivery staff appraised and CPD identified and commenced
- Monthly and Quarterly output reports OC3 and LO15 outputs
- Quarterly Equality targets report
- Quarterly output report to Steering group
- 3rd and 4th export Desks established and resourced
- Launch of 2 Export clubs
- Timetable of Network events and seminars agreed
- Continuing Engagement, Recruitment, Referral and Delivery
- Steering Group report meetings
- Claim submission to LDA

Targets to be achieved by Dec 2010:

OC3 170 SMEs; LO17: 63; 25 jobs created; 4 Export Clubs, 2 export desks established

Jan 2011 – Dec 2011

- TOR & ITT for Final Year Evaluation
- Monthly and Quarterly output reports OC3 and LO17 outputs
- Quarterly Equality targets report
- Launch of 2 additional Export clubs
- Timetable of Network events and seminars agreed
- Quarterly output report to Steering group
- Continuing Engagement, Recruitment, Referral and Delivery
- Steering Group report meetings
- Claim submission to LDA

Targets to be achieved by Dec 2011:

OC3 170 SMEs; LO17: 63; 25 jobs created;

Jan 2011 – July 2012

- Establish framework for future sustainability, based on agreed forward strategy by the Steering Group
- Auditing arrangements established and implemented
- Continuing Engagement, Recruitment, Referral and Delivery
- Monthly and Quarterly output reports OC3 and LO17 outputs
- Quarterly Equality targets report
- Quarterly output report to Steering group
- Steering Group report meetings
- Claim submission to LDA
- Submission and dissemination of final year Evaluation Report
- Exit strategy reviewed by all and approved
- Final Steering Group report meeting

TOTAL outputs by end of Programme : OC3 500; :LO17 125; Jobs created 80; Jobs safeguarded 135; 100 SMEs with improved economic performance.

Feasibility:

- Appraisal of the project and possible constraints on development along with the preparation of studies to inform planning of the project as a steering groups of all partners and stakeholders, where a mission statement will be agreed; and
- Strategic brief confirming key requirements will be captured in the development of a Project Initiation Document (PID).

In addition to implementing the project plan we will undertake annual evaluation of the project against achievement of indicator targets. Monitoring will take place monthly including Highlight Reporting and site visits by the North London Business Project Manager. Monitoring information will be used to ensure effective reporting to the steering group in order to manage the development of projects.

Please list below the planned milestones in the delivery of your project. For example, the date by which you expect to have recruited any additional staff; when you will be carrying out the project evaluation activity. You can add additional rows as necessary.

| Milestone Number | Programmed Start date | Programmed End date | Description of Delivery Activity | Intended Result |
|------------------|-----------------------|---------------------|----------------------------------|-----------------|
|------------------|-----------------------|---------------------|----------------------------------|-----------------|

| | | | | |
|-----|---------|--|--|---|
| 1. | June 09 | 1/9/09 | Negotiation of full contract with LDA | Signed Contract |
| 2. | 1/9/09 | 31/12/09 | Development of tender specifications and calls for external delivery contractors | External delivery contractors appointed and start development work |
| 3. | 1/9/08 | 31/12/08 | Development of Job Descriptions and recruitment process for new project staff | Staff appointed |
| 4. | 1/9/09 | 31/12/09 | Development and agreement of Partnership Agreement with all delivery and strategic partners, funder to approve | Partnership Agreement agreed and signed |
| 5. | 1/9/09 | 31/12/09 | Development of information tools for promotion and dissemination of project | Information tools – PowerPoint etc. |
| 6. | 1/9/09 | 31/12/09 | Recruitment of all necessary central project staff | All staff in place |
| 7. | 1/9/09 | 31/12/09 | Development of project Marketing Strategy and Recruitment Strategy | Strategies in place |
| 8. | 1/9/09 | 31/12/09 and quarterly throughout project duration | Initial meeting with BLL North London Export Advisor Team | Note of meeting, identification of joint working opportunities and referrals. |
| 9. | 1/9/09 | 31/12/09 | Drafting of specification for external evaluators. Contracting of external evaluators. | Specification drafted and tendering process launched. |
| 10. | 1/9/09 | 1/10/09 | Meeting of Steering Group – agree Partners delivery manual (Administration Handbook). | Minutes and final detailed workplan for Q1 and Q2 Manual produced. |

| | | | | |
|-----|---------|--|---|---|
| 11. | 1/10/09 | 1/11/09 | Meeting of Steering Group | Minutes and action plan |
| 12. | 1/11/09 | 1/12/09 | Meeting of Steering Group | Minutes and action plan |
| 13. | 1/9/09 | 1/10/09 and then quarterly throughout project duration | Submission of claim to LDA | Claim submitted on time and signed off |
| 14. | 1/11/09 | 01/12/09 | Promotion of export services, and development of Export Desk resources. Timetable agreed for Export Desk support. | 2 Export Desk established |
| 15. | 1/1/10 | 31/03/10 and then bi-monthly throughout project duration | Meeting of Steering Group | Minutes and action plan |
| 16. | 1/1/10 | 31/03/10 and updated quarterly throughout project duration | Development of web based information and placement of relevant websites (including BLL and UKTI) | Web based information posted and updated |
| 17. | 1/1/10 | 31/03/10 | Appointment of external evaluators and development of baseline information and evaluation framework | Baseline information and Evaluation framework produced |
| 18. | 1/1/10 | 31/03/10 and quarterly throughout project duration | Mapping of finance support available- to find synergies and opportunities. This will create a Reference Directory for all Advisers. | Database of Financial support providers produced and maintained |
| 19. | 1/1/10 | 31/03/10 and annually | Annual network meeting of all delivery and strategic partners to exchange experience and identify good | Case studies |

| | | | | |
|-----|---------|------------------------|---|---|
| | | | practice | |
| 20. | 1/1/10 | 31/03/10 and quarterly | International Trade Advisors market the project to, and engage, SMEs from their areas, and refer a proportion forward for more in-depth support where appropriate | SMEs engaged in the programme and benefiting from Exporting Advice (Quarterly targets set) |
| 21. | 1/2/10 | 14/2/10 | Development and promotion of Export Club to BID members and Business Association members | Two Export Clubs established |
| 22. | 1/7/10 | 31/12/10 | External evaluation (formative) | Formative evaluation report produced, recommendations taken forward |
| 23. | 31/1/11 | 1/2/11 | Development and promotion of Export Club to BID members and Business Association members | Two Export Clubs established |
| 24. | 1/2/12 | 30/5/12 | Final project dissemination event arranged and held | Event held |
| 25. | 1/2/12 | 10/6/12 | Final external evaluation undertaken and report/ recommendations provided | Evaluation Report produced, recommendations implemented |
| 26. | 1/5/12 | 30/6/12 | Final audit of project undertaken | Audit Certificate submitted to funder |

14. Risk Assessment

| Risk Category | Level of Risk (Low, Medium, High) | Steps taken to mitigate probability and impact, both prior to risk occurring and if risk has occurred | Risk Owner (Person responsible) |
|--|--------------------------------------|---|---|
| Financial – delivery partners do not provide | Low | Information on evidence and monitoring requirements has been provided to partners during project | North London Business and delivery partners |

| | | | |
|--|--------|---|----------------------|
| evidence and information on expenditure on time. | | development. A clear timetable for submission of information will be included in the Partnership Agreements between the lead partner and the delivery partners. Ongoing training and support will be given. Lead Partner will be proactive in monitoring and intervening if problems occur. | |
| Staffing – recruiting experienced staff with appropriate knowledge & expertise takes time. | Medium | North London Business has an excellent track record of recruiting for new programmes. An initial development team will be appointed internally and with delivery partners, to ensure all systems and delivery frameworks are in place. | NLB |
| Behavioural – the project model will require high level staff with exceptional communication skills who can work well as a team and with partners. | Low | The Project Manager is an experienced Operational manager, and has close links with all delivery partners. She will lead on recruitment and offer intensive support to new staff during induction. There will be weekly team meetings to review progress and bi monthly steering group meetings to oversee delivery. | NLB |
| Operational – Partners fail to meet equalities targets. | Medium | Partners are well networked with Equality Group stakeholders which will be able to help attain a representative proportion of equality groups involved in the project. Attainment of targets will be monitored closely so that additional measures can be taken early on if the project starts to fall behind in meeting its targets. We also have established links with a range of local community based groups. | Delivery partners |
| Operational – Partners fails to meet its engagement targets. | Low | We have a range of business advisers, local strategic partners (eg Prevista, Delta Club), who will be able to access SMEs and promote the project. | Delta Club, Prevista |
| Legal / Contractual – delays in setting up formal agreements with project partners. | Low | North London Business has a long history of working with all of the delivery partners on complex projects. Full and open communication at all times will minimise changes of any difficulties arising. | NLB |
| Export Clubs have low membership | Medium | All partners have extensive links with SMEs, and we have identified established need for export advice. | NLB UKTI |

| | | | |
|--|--|--|--|
| | | UKTI will promote their exciting range of seminars and training which is not available anywhere else and therefore will be very attracted to SMEs. | |
|--|--|--|--|

15. Project Funding Package

List the sources of funding for this project. Written confirmation of match funding must be provided by each individual match funding body and should be attached to this application (use the template in Annex 9 the ERDF Prospectus). You can add rows as necessary.

| Name of Match Funding Organisation | Sector | Amount (£) | Original Source* | Form of Contribution | Activities | Date of Letter Confirming Match Funding |
|---|---|--|---|---|--|--|
| Enter the name of organisation which signed the match funding letter. | Select from: Public Sector; Private Sector; or Voluntary Sector. | Enter the value in sterling of the eligible match funding as included in the match funding letter. | If the funding being used to match ERDF is not from the match funding organisations' own profit or reserves but is provided from another organisation (e.g. LDA, Local Authority, GOL, etc.), please enter the name of that organisation and, if known, the name of the funding stream (e.g. LDA's opportunities fund) – even in the case where these funds are 'unrestricted', i.e. not restricted to funding particular activities. | State whether the match funding is in the form of a grant contribution or staff time. In kind contribution should be recorded in the section below. | Briefly outline the nature of the activities for which the match was/will be granted and specify whether it is capital or revenue. | Enter date on which match funding letter was signed. |
| NLB | Private | £90,000 | Local Authority income to develop NLB business services. | Staff time | Revenue | |
| Borough Councils | Public | £110,000 | Enfield, London Borough of Haringey, Lonon Borough of Waltham Forest | Grant | Revenue | |
| NLCC | Private | £30,000 | Own reserves of NLCC | Staff time and costs of Events | Revenue | |
| Tottenham Partnership | Public | £30,000 | Grant from Haringey Council, via NLB | Grant | Revenue | |

(Version 2 - September 2008)

| | | | | | | |
|--------------------|---------|----------|-----------------------------|--------------------------------|---------|--|
| Argall BID company | Private | £30,000 | Own income from BID members | Staff time and costs of events | Revenue | |
| E11 Bid | Private | £30,000 | Own income from BID members | Staff time and costs of events | Revenue | |
| Enterprise Enfield | Private | £150,00 | Income from | Staff time | Revenue | |
| Delta Club | Private | £120,000 | Income from | Staff time | Revenue | |
| Prevista | Private | £250,000 | Income | Staff time | Revenue | |

| | |
|--------------------------------------|-----------|
| Total Public Sector Funds | 110,000 |
| Total Private Sector Funds | 730,000 |
| Total Voluntary Sector Funds | |
| Total In-kind Contributions | |
| Public Sector In-Kind Contributions | |
| Private Sector In-Kind Contributions | |
| Public Sector In-Kind Contributions | |
| Project Income | |
| ERDF Funds Requested | 840,000 |
| TOTAL ALL FUNDS | 1,680,000 |

16. Project Costs

Eligible Revenue Costs £000s

| Item | Year 1 (of project's life) | | | | Y2 | | | | Y3 | | | | Y4 | | | | Total All Years |
|---|----------------------------|---|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|---|---|-----------------|
| | Quarter 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | |
| Project-level evaluation* | | | | | | | 12 | | | | | | | 6 | 7 | | £25,000 |
| Salary costs of delivery staff | | | 111.6 | 111.6 | 111.6 | 111.6 | 111.6 | 111.6 | 111.6 | 111.6 | 111.6 | 111.6 | 111.6 | 111.6 | | | £1,339,260 |
| Recruitment and training of delivery | | | | | | | | | | | | | | | | | 0 |
| Travel and subsistence of delivery | | | | | | | | | | | | | | | | | 0 |
| External consultancy support | | | | | | | | | | | | | | | | | 0 |
| Marketing and publicity | | | 7 | | 3.5 | | 3.5 | | | | 3.5 | | 3.5 | | | | 21,000 |
| Equipment | | | | | | | | | | | | | | | | | 0 |
| Events | | | | 20 | 20 | 15 | 15 | 15 | 20 | 20 | 15 | 20 | 20 | 20 | | | 200,000 |
| Overheads | | | 4.9 | 4.9 | 4.9 | 4.9 | 4.9 | 4.9 | 4.9 | 4.9 | 4.9 | 4.9 | 4.9 | 4.9 | | | 58,840 |
| Audit | | | | | | 2 | | | | 2 | | | | 2 | | | 6,000 |
| Web sitesE-Commerce platform | | | | 10 | | | | 10 | | | | 10 | | | | | 30,000 |

(Version 2 - September 2008)

Please provide a rationale for each cost heading used. If you have included consultancy costs, please ensure you include details here.

The budgets have been developed through consultation with match funders and with delivery partners. The costs for project management, and administration have been kept to minimum and the principle behind the budgets is to ensure maximum expenditure on business facing costs and events which are key to running the Export Clubs and Information seminars.

We have set a budget of £25,000 for the external evaluation of the Programme, and have used current costs of staff and rounded up. There may be minor variations when we enter contract negotiations to staff costs, but within the overall budget outlined. We have not put in any inflation adjustments for salaries, as the current rates for increases have not been agreed by partners, and in current climate of possible depreciation and low increases in wages we are confident the budgets are sustainable.

17. ERDF Intervention Rate

Regulations governing the use of Structural Funds give a limit to the maximum amount of ERDF grant that a project can be awarded. This maximum is called the intervention rate.

ERDF support is provided at the minimum rate necessary to ensure that the project is delivered. Different intervention rates have been established for the Priorities. These are set out in Chapter 2 of the Prospectus.

Please show the amount of ERDF grant requested as a percentage of the total eligible costs of the project e.g. 50%.

We require £840,000 of ERDF funding which is a 50% intervention rate.

18. Expenditure Profile – Eligible Costs

£000,s

| Category | Year 1 (of project's life) | | | | Y2 | | | | Y3 | | | | Y4 | | | | Total All Years |
|----------------------------|----------------------------|---|-----------|-----------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|---|---|------------------|
| | Quarter 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | |
| Public Sector | | | <u>10</u> | <u>10</u> | | 45 | | | | 45 | | | | | | | 110,000 |
| Private Sector | | | <u>35</u> | <u>30</u> | 65 | 65 | 65 | 65 | 65 | 65 | 65 | 80 | <u>70</u> | 60 | | | 730,000 |
| Voluntary Sector | | | | | | | | | | | | | | | | | |
| Contributions In-Kind | | | | | | | | | | | | | | | | | |
| Project Income | | | | | | | | | | | | | | | | | |
| Total Match Funding | | | <u>45</u> | <u>40</u> | <u>65</u> | <u>110</u> | <u>65</u> | <u>65</u> | <u>65</u> | <u>110</u> | <u>65</u> | <u>80</u> | <u>70</u> | <u>60</u> | | | 840,000 |
| ERDF Funds Requested | | | <u>45</u> | <u>40</u> | <u>65</u> | <u>110</u> | <u>65</u> | <u>65</u> | <u>65</u> | <u>110</u> | <u>65</u> | <u>80</u> | <u>70</u> | <u>60</u> | | | 840,000 |
| GRANT TOTAL | | | <u>90</u> | <u>80</u> | <u>130</u> | <u>220</u> | <u>130</u> | <u>130</u> | <u>130</u> | <u>220</u> | <u>130</u> | <u>160</u> | <u>140</u> | <u>120</u> | | | 1,680,000 |

19. Overhead Apportionment Methodology

This section should be completed if you are including overheads as a cost in your budget. Refer to the Prospectus for information.

Please include the overhead apportionment methodology which you will be using **and** a breakdown of the individual overheads and costs.

The partnership has agreed an overhead apportionment methodology that provides value for money. Further, meets the specific contractual requirements of the ERDF programme.

Salaries will be charged on an hourly basis in accordance with the methodology recommended in the ERDF 2007-2013 Round 1 Prospectus.

The basis of calculating this will be to establish the hourly rate based on the annual salary of the staff member across the number of working days.

- i) Annual Salary £30,000 including National Insurance and Pension Contributions.
- ii) Annual hours worked -
Total working days 5 days per week for 52 weeks – 260 days
Less – Public holidays 9 days
Annual Leave 25 days
Total working days 226 days

Number of hours worked annually 226 X 7.5 hours per day – 1,695 hours

Rate per hour – £30,000 divided by 1,695 equals £17.70 per hour

Overheads

Overheads will be apportioned also in accordance with the methodology recommended above.

This apportionment method is based upon costing space used by the project as a percentage of the total amount of time said space is in use.

Example – If the total number of hours worked on the project is 1,000 hours and the total number of hours the space has been in use is 4,000 hours costing in total £15,000 monthly, the premises costs chargeable to the project will be 1,000 divided by 4,000 multiplied by £15,000 – £3,750 per month.

The ERDF is only funding some overheads, premises, telecommunication stationery, copying and postage. Premises costs will be charged on the basis of time worked on the project. All other overheads will be charged on the basis of the actual costs of the stationery, telecommunications etc used by the project.

The overheads budget has been based on estimated time staff will work on the programme, from each organisation, and will be monitored monthly by NLB during project delivery. The actual budget may alter slightly depending on hours spent on the project by staff.

20. Performance Indicators

Please complete the table below to show in which quarter your targets will be achieved. Remember that the entries in this table must relate specifically to the Priority under which you are applying.

Please copy/paste this table for each subsequent indicator and remove sub-target rows as necessary.

Blank table to complete and copy/paste

| | Year 1 (of project's lifetime) | | | | Y2 (of project's lifetime) | | | | Y3 (of project's lifetime) | | | | Y4 (of project's lifetime) | | | | Total all years |
|------------------------------|--------------------------------|----|----|----|----------------------------|----|----|----|----------------------------|----|----|----|----------------------------|----|----|----|-----------------|
| | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | |
| Indicator: O3c | | | 42 | 42 | 42 | 42 | 42 | 42 | 42 | 42 | 42 | 42 | 40 | 40 | | | 500 |
| <i>Women SME's</i> | | | 17 | 17 | 17 | 17 | 17 | 17 | 17 | 17 | 17 | 17 | 15 | 15 | | | 200 |
| <i>Disabled people SME's</i> | | | 4 | 4 | 5 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | | | 50 |
| <i>BAME SME's</i> | | | 17 | 17 | 17 | 17 | 17 | 17 | 17 | 17 | 17 | 17 | 15 | 15 | | | 165 |

| INDICATOR | Year 1 (of project's lifetime) | | | | Y2 (of project's lifetime) | | | | Y3 (of project's lifetime) | | | | Y4 (of project's lifetime) | | | | Total all years |
|------------------------------|--------------------------------|----|----|----|----------------------------|----|----|----|----------------------------|----|----|----|----------------------------|----|----|----|-----------------|
| | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | |
| Indicator: LO17 | | | | | 12 | 12 | 13 | 13 | 12 | 12 | 13 | 13 | 12 | 13 | | | 125 |
| <i>Women SME's</i> | | | | | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | | | 50 |
| <i>Disabled people SME's</i> | | | | | 1 | 1 | 1 | 1 | 1 | 2 | 1 | 1 | 2 | 1 | | | 12 |
| <i>BAME SME's</i> | | | | | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | | | 50 |

| INDICATOR | Year 1 (of project's lifetime) | | | | Y2 (of project's lifetime) | | | | Y3 (of project's lifetime) | | | | Y4 (of project's lifetime) | | | | Total all years |
|------------------------------|--------------------------------|----|----|----|----------------------------|----|----|----|----------------------------|----|----|----|----------------------------|----|----|----|-----------------|
| R12 jobs safeguarded | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | |
| Indicator: | | | | | 13 | 13 | 14 | 14 | 13 | 13 | 14 | 14 | 13 | 14 | | | 135 |
| <i>Women SME's</i> | | | | | 5 | 5 | 6 | 6 | 5 | 5 | 5 | 5 | 6 | 6 | | | 54 |
| <i>Disabled people SME's</i> | | | | | 1 | 1 | 1 | 2 | 1 | 1 | 1 | 2 | 2 | 2 | | | 14 |
| <i>BAME SME's</i> | | | | | 5 | 5 | 6 | 6 | 5 | 5 | 5 | 5 | 6 | 6 | | | 54 |

| INDICATOR | Year 1 (of project's lifetime) | | | | Y2 (of project's lifetime) | | | | Y3 (of project's lifetime) | | | | Y4 (of project's lifetime) | | | | Total all years |
|---|--------------------------------|----|----|----|----------------------------|----|----|----|----------------------------|----|----|----|----------------------------|----|----|----|-----------------|
| | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | |
| Indicator: R21-Jobs created safeguarded | | | | | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | | | 80 |
| <i>Women SME's</i> | | | | | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 4 | 3 | | | 32 |
| <i>Disabled people SME's</i> | | | | | 1 | | 1 | 1 | 1 | 1 | 1 | | 1 | 1 | | | 8 |
| <i>BAME SME's</i> | | | | | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 4 | 3 | | | 32 |

| <u>INDICATOR</u> | <u>Year 1 (of project's lifetime)</u> | | | | <u>Y2 (of project's lifetime)</u> | | | | <u>Y3 (of project's lifetime)</u> | | | | <u>Y4 (of project's lifetime)</u> | | | | <u>Total all years</u> |
|---|---------------------------------------|-----------|-----------|-----------|-----------------------------------|-----------|-----------|-----------|-----------------------------------|-----------|-----------|-----------|-----------------------------------|-----------|-----------|-----------|------------------------|
| | <u>Q1</u> | <u>Q2</u> | <u>Q3</u> | <u>Q4</u> | <u>Q1</u> | <u>Q2</u> | <u>Q3</u> | <u>Q4</u> | <u>Q1</u> | <u>Q2</u> | <u>Q3</u> | <u>Q4</u> | <u>Q1</u> | <u>Q2</u> | <u>Q3</u> | <u>Q4</u> | |
| <u>Indicator: R3 No of businesses with improved performance</u> | | | | | <u>20</u> | <u>20</u> | <u>20</u> | <u>20</u> | <u>20</u> | <u>20</u> | <u>20</u> | <u>20</u> | <u>20</u> | <u>20</u> | | | <u>200</u> |
| <u>Indicator: R3 No of BAME businesses</u> | | | | | <u>8</u> | <u>8</u> | <u>8</u> | <u>8</u> | <u>8</u> | <u>8</u> | <u>8</u> | <u>8</u> | <u>8</u> | <u>8</u> | | | <u>80</u> |

(Version 2 - September 2008)

| | | | | | | | | | | | | | | | | | |
|--|--|--|--|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|--|--|-----------|
| <u>with improved performance</u> | | | | | | | | | | | | | | | | | |
| <u>Indicator: R3 No of women owned businesses with improved performance</u> | | | | | <u>8</u> | <u>8</u> | <u>8</u> | <u>8</u> | <u>8</u> | <u>8</u> | <u>8</u> | <u>8</u> | <u>8</u> | <u>8</u> | | | <u>80</u> |
| <u>Indicator: R3 No of disabled-led businesses with improved performance</u> | | | | | <u>2</u> | <u>2</u> | <u>2</u> | <u>2</u> | <u>2</u> | <u>2</u> | <u>2</u> | <u>2</u> | <u>2</u> | <u>2</u> | | | <u>20</u> |

| INDICATOR | Year 1 (of project's lifetime) | | | | Y2 (of project's lifetime) | | | | Y3 (of project's lifetime) | | | | Y4 (of project's lifetime) | | | | Total all years |
|--|--------------------------------|-----------|-----------|-----------|----------------------------|-----------|----------------|----------------|----------------------------|-----------|-----------|----------------|----------------------------|-----------|-----------|----------------|-----------------|
| | <u>Q1</u> | <u>Q2</u> | <u>Q3</u> | <u>Q4</u> | <u>Q1</u> | <u>Q2</u> | <u>Q3</u> | <u>Q4</u> | <u>Q1</u> | <u>Q2</u> | <u>Q3</u> | <u>Q4</u> | <u>Q1</u> | <u>Q2</u> | <u>Q3</u> | <u>Q4</u> | |
| Indicator: R3i Improved economic performance | | | | | | | <u>100,000</u> | <u>100,000</u> | | | | <u>100,000</u> | <u>100,000</u> | | | <u>100,000</u> | <u>£500,000</u> |
| Indicator: R3f Number of SMEs signing up to the Mayor for London's Green Procurement Code | | | | | <u>5</u> | <u>5</u> | <u>5</u> | <u>5</u> | <u>5</u> | <u>5</u> | <u>5</u> | <u>5</u> | <u>5</u> | <u>5</u> | | | <u>50</u> |
| Indicator: <u>R3g</u> <u>Number of SMEs adopting an active environmental policy</u> | | | | | <u>5</u> | <u>5</u> | <u>5</u> | <u>5</u> | <u>5</u> | <u>5</u> | <u>5</u> | <u>5</u> | <u>5</u> | <u>5</u> | | | <u>50</u> |

(Version 2 - September 2008)

| | | | | | | | | | | | | | | | | | |
|-----------------------------------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| <u>and/or using ENWorks tool.</u> | | | | | | | | | | | | | | | | | |
|-----------------------------------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|

Explain the rationale for a) selecting the indicators listed above and b) determining the targets set.

The rationale for selecting the indicators above. The indicators have been selected from the range available in the Prospectus for Round 2. These have been identified to tackle the market failure in north London, and to meet the overall aims of Priority 2 Theme 2, in enabling SMEs access to new and emerging international markets. The indicators have been selected from O3c Number of businesses advised (500 SMEs), LO17 New Markets (125; and Sales in New Markets in value £2 million). We have also set realistic Outputs for jobs created and jobs safeguarded, from SMEs developing sales in new markets which will save jobs (135) and also create new jobs. (80).

The indicators reflect the activities we have proposed, which will lead directly to achieving these outputs. In particular the project objectives and project activities have been devised to deliver these specific indicators. The Export escalator approach ensures that the initial diagnostic needs assessment, will cover environmental issues, and ensure we achieve indicators under R3f and R3g. Through moving up the escalator SMEs will be supported to increase their economic performance (R3i), leading to jobs safeguarded (R2), and jobs created (R1).

The programme objectives reflect the achievement of these indicators:

The objectives are :

- to engage 500 SMEs across North London by July 2012;
- Develop a Initial diagnostic assessment for 500 SMEs by July 2012;
- Set up 4 Export Clubs in by January 2010
- To run quarterly Export Events attended by 200 SMEs per year
- Establish an export desk in Brimsdown, Tottenham, Argall BID and E11 BID areas, by Jan 2010.
- Identify the potential for SME's exporting to Europe and emerging markets;
- Provide a Web-portal for E-commerce trading for new Exporters;
- Identify and refer SMEs to other BSS programmes and local provision to encourage environmental sustainability;
- Increase exporting in 25% of participating SME's by July 2012; (125 LO17 outputs).

- a) The rationale for determining the targets set. The rationale combines the opportunities presented by the need to deliver value for money and added value both to partners' services to business and to the ERDF programme. Therefore the targets include a calculation of the overall

outputs the ERDF programme wants to purchase and allocating these to the proportionally to the level of funding requested. We have also based them on local knowledge of numbers of SMEs in the delivery area who have export potential, and set realistic equality targets.

Our delivery is high quality, innovative and has significant impacts. We have therefore set targets which show good value for money for the LDA, and which will meet the total outputs required, but maintained our ability to deliver extremely high quality support to SMEs.

Our equality targets are based on [the local demographics](#), but also on or ability to reach SMEs from equality-led groups.

Please state how you will ensure accurate performance data is captured and reported to EPMU, If particularly if your project is to be delivered in more than one London borough.

North London Business as lead organisation on the programme, will take full responsibility for accountabilities management across the project, and this will include the deployment of well-tested rigorous monitoring, audit-trail and reporting systems with respect to the totality of project delivery.

North London Business has significant experience of large publicly funded projects, as [SBGG, City Growth, and Investment and Business growth](#). All Strategic and Delivery Partners will be directly represented on the Project Steering Group, through which (amongst other agenda items) summary project data will be tabled, discussed and action plans drawn up e.g. to target equality groups that have not been adequately reached to date. To ensure that this process is meaningful, in addition to the need for regular reporting to the LDA, all Delivery Partners will be required to provide their output information and evidence in a timely and comprehensive manner to NLB whose remit will include checking the data and evidence presented to it, collating this and making single project returns to the funding agency (LDA).

All of our data management systems are delivered within an ISO27001:2005 (Information Security) quality assurance environment, providing additional assurance to EPMU of the capture and reporting of robust and accurate data.

We will capture information including SME company registration number, trading name, full address, chief executive officers details. For those accessing investment finance we will get a letter or funding agreement from the lender confirming the amount of finance provided.

21. Project Evaluation

Please describe in detail your approach to conducting the evaluation, including: whether the evaluation will be an internal self-evaluation or an externally commissioned independent evaluation; the method; the timing of the evaluation; and the budget provisions.

Please complete this section for Priorities 1 and 2 only.

We have a detailed evaluation framework and plan, which will be agreed and monitored by the Steering Group.

Focus will be on equalities and finance investment targets along with targets against supporting SMEs. For example through the following: -

- Risk Management;
- Stakeholder involvement;
- Quality management;
- Links to government strategies;
- Monitoring of key objectives; and
- Monitoring key project documents e.g. SLAs, mission statement of intent, Partnership agreement and initial bid.

This methodology will be altered through the ERDF Project Evaluation Toolkit from EMPU.

Evaluation will measure performance against the results prescribed by the ERDF programme to determine what has been achieved. E.g. the impact on SMEs and the partnership. Evaluation will also measure output performance indicators by assessing the level of inputs and flow of throughputs. We will include case studies to track a strong sample of the businesses engaged on the project and their journey through the mentoring and support process and the impact of the approach to their finance and investment readiness and access to finance as well as implications for sustainable business growth equal opportunities to the project. The evaluation will make use of both secondary and primary data. Secondary data will be drawn from monitoring activity including quantitative data held on Reports and qualitative data derived from monitoring reports by the Project Manager. Data gathering will be undertaken through a variety of tools including short questionnaires where appropriate gathered through survey activity of the partners and the SMEs. Data collation will make use of ICT (such as SNAP software) that will also be used to analyse data supported by the Project Management team for presentation to the Steering Group. Evaluation will take place at interim and final stages.

We will ensure evaluators use qualitative techniques, through focus groups, case studies and face to face cluster meetings.

The specification will require external evaluators to assess:

- How well the project has met its original aims and objectives as set out in this application form
- How well it has achieved outputs, outcomes and results outlined in the application form
- What potential impact we can have at a sub-regional and regional level
- How effective the partnership has been

- How effective the project's central team and systems have been
- The extent to which the project has added value compared to what would have happened without it
- The extent to which the project has succeeded in engaging equality groups and SMEs and achieved its equality targets – an equalities impact assessment
- Whether good practice can be identified which should be disseminated & taken forward in future projects / policies
- Whether the project has achieved its goals of minimising environmental impact and achieving sustainable growth
- Whether any lessons have been learnt which should be disseminated, and to whom they should be disseminated
- How well the project addressed the core objectives of the London ERDF programme
- An economic impact assessment looking at strategic added value and value for money including a cost benefit analysis
- An assessment of cross cutting themes and the project's contribution to them

Upon evaluating each activity of the project, the evaluation will form recommendations for immediate action so as to improve the final delivery phase of the project. The evaluation will also make some longer term recommendations that will help to plan and deliver a successful exit strategy (e.g. alternative means of financing) ensuring longer term positive impacts from the project.

The evaluators and the project Steering Group will make use of the Evaluation Toolkit to be provided by the LDA, with the specification for this piece of work set from the criteria within it. Partners have been involved in evaluations delivered against LDA and European specifications, and are experienced in the delivery of them. Where appropriate self evaluation exercises will be built into partnership delivery processes.

The evaluation reports will be disseminated to project partners and stakeholders and to EPMU. Aspects of the evaluation will also be used for publicity and communication purposes.

Using case studies and data collected in all reports at all levels from all stakeholders, reports will be presented at the Steering Group bi-monthly. An external evaluation will be made mid term and at a final stage in order to assess progress against objectives and changes to the project. All reports will also feed into the final report for the project and results disseminated horizontally and vertically in appropriate forms. We will subcontract external professional expertise to ensure objective input to this process. This will cover performance indicators, data gathering, collation and analysis of case studies, recommendations offering formative and summative approaches to support lessons learned and adjustments at midterm and to support dissemination and mainstreaming and sustainability at final stage.

The external evaluation contract will be managed by the project manager with the Evaluation Advisory Group made up of project partners and stakeholders.

We have an evaluation budget of £25,000 and the evaluation will be embedded throughout all delivery, with partners being trained on the Evaluation framework.

The Interim evaluation will be in autumn 2010, and the final evaluation will be in summer of 2012.

22. Exit Strategy

Please provide details on how you are planning for the project's exit strategy or forward strategy following the conclusion of the ERDF funding. If no strategy is required, explain how the project will have fulfilled its objectives by the end of the ERDF funding.

Please complete this section for Priorities 1 and 2 only.

The partners have worked together over many years, and are committed to developing services which support local SMEs. As such our collaboration will explore and establish a mainstreaming and forward strategy for the programme:

- Communications plan – ensuring that success is communicated and that the opportunities and benefits of finance and support are well communicated;
- Identifying how our project meets key local strategies and plans;
- Risk management – ensuring that our approach to risk management outlined is completed;
- Programme work plan and effective monitoring of all the tasks needed to be done and KPIs are reached according to the ERDF guidelines;
- Evaluation plan – ensuring that the evaluation and monitoring activity provides timely corrective actions to the work plan where appropriate;
- High Growth in new markets and continue to mentor and support new SMEs;
- Producing successful SMEs that become mentor for further rolling out of the project
- Seek to identify alternative countries to Export to
- Investigate potential linkages with other relevant regional and sub-regional business support initiatives and particularly Business Link for London and UKTI provision
- Assess the extent to which some of the results of the project can be built upon through other activities

The project also aims to establish lasting links with relevant stakeholders and buyers through delivery and the diverse list of strategic partners provides good foundations for this.

The evaluation of the project, both at mid-point and final periods, will be linked to the exit strategy to ensure that any need for the project is fully established, and recommendations from the evaluations can be enacted as part of forward strategy. Given the rapidly evolving circumstances relating to funding streams, legislative frameworks, business support and local organisation, it is appropriate for specific decisions on the forward strategy to wait for the evaluations to report.

We will also use the Readiness Assessment Toolkit (RAT), which will assess how the programme and its partners can prepare for the end of ERDF funding. We will explore the following key options:

mainstreaming – transferring particular aspects of a project and/or knowledge, lessons and best practice arising from the project's delivery in order to influence the way public sector services are provided;

the enterprise route - developing an alternative business and/or operational

model, through commercialising aspects of the project, or creating a realisable asset base in order to bring in sustainable income to the project;

Project closure – winding down a project's activities as efficiently and effectively as possible in order not to impact adversely on the project's staff and its clients, and to capture the benefits and any lessons learned.

Any assessment of our project's readiness for succession or closure is likely to be based on a variety of sources and types of information and input including:

- a) A range of stakeholder opinions – e.g. funders, the project manager/coordinator, partners and beneficiaries who can comment on the past experience and future potential of the project.
- b) Evidence of project success - this is essential if projects wish to continue beyond their current funding and will include its impact in terms of the delivery of contracted outputs, beneficiary progression (where applicable) and value for money. The process of collating evidence encourages projects to stand back, examine their impact and use this as part of their succession planning.
- b) Current thinking on exit or succession - the process of undertaking the readiness assessment will establish what the project anticipates will happen at the end of the grant funding period and help tease out ideas that staff, or partners may have in terms of positioning the project on a particular succession pathway.

As partners we work closely with sub-regional and local stakeholders we are well positioned to identify and understand the policy context in north London: Being able to place our project in the context of local, regional and national policy will add weight to our arguments for sustainability, and will ensure we maximize local and sub-regional support.

Partners have a good knowledge of the needs, demands and aspirations of the project's client group, which is critical for successful delivery. We will be able to show clearly that we understand beneficiary/client needs and ways to address them effectively, which increases the likelihood of continued funding from key decision makers and policy makers.

23. Added Value

| What will you do if ERDF grant is not awarded? | |
|--|--|
| Go ahead as planned | <i>Will go ahead on a reduced scale, as the partners will only have limited resources to work with SMEs in north London.</i> |
| Go ahead as planned, but over a longer timescale | |
| Go ahead, but on a reduced scale: | |
| Will not go ahead at all | |

| |
|--|
| Will ERDF grant replace expenditure that already has been or will be financed from other grant programmes? |
| NO. |
| If yes, attach a full explanation as to how this is consistent with the need for ERDF grant. |
| |

24. Value for Money

Please demonstrate how your project will provide value for money. Assessors will take into account:

- The innovative nature of your project;
- The extent to which the cross-cutting themes are addressed;
- How the project is addressing market failure; and
- The appropriateness of the level of ERDF requested against the range of indicators and level of targets set.

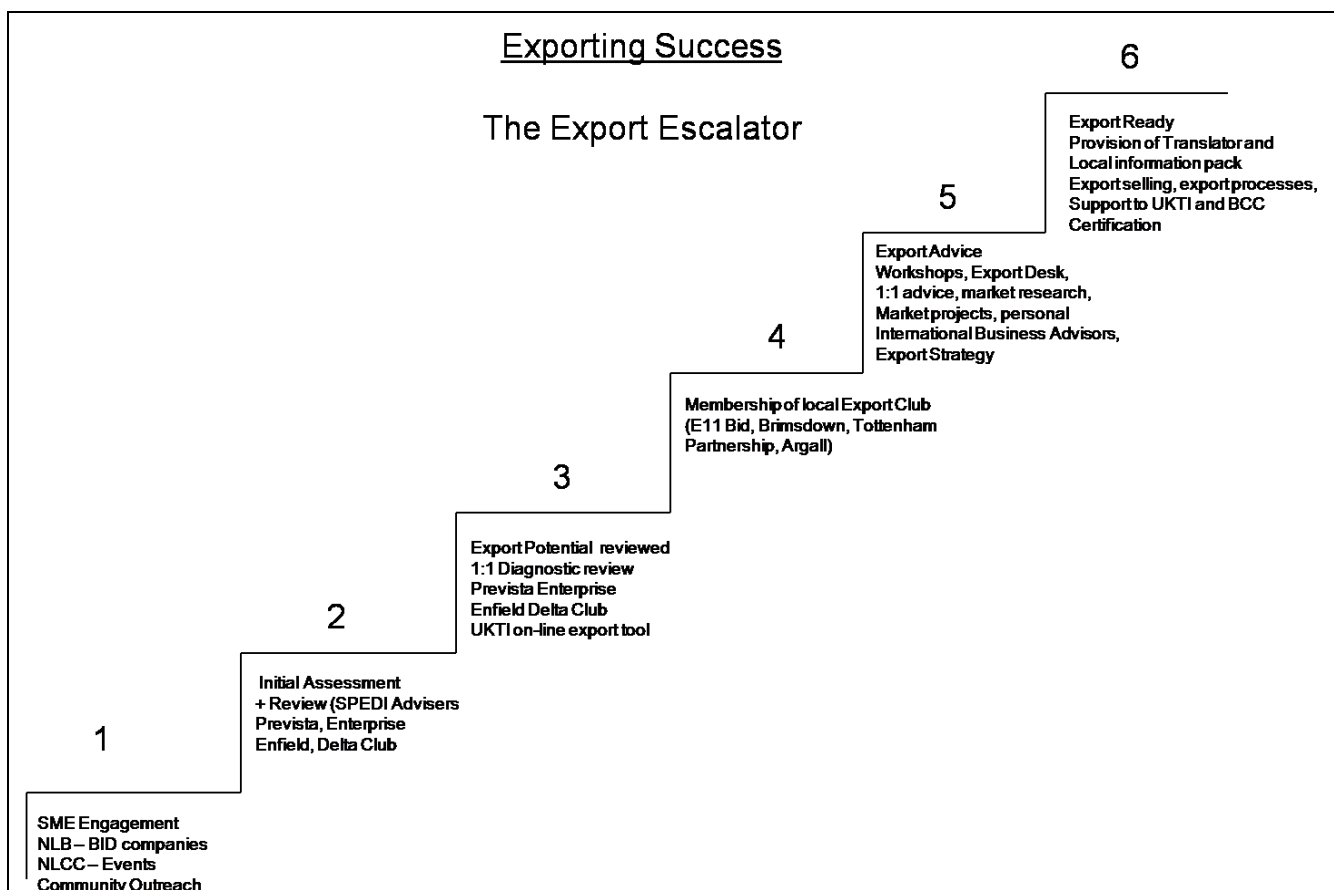
Innovative Nature of Exporting Success and The Export escalator programme

The Exporting Success programme is a new programme designed to address North London SMEs develop globalisation plans and identify the potential for exporting to Europe and emerging markets, particularly those led by BAME, women and disabled entrepreneurs. Working closely with Business Link and UKTI, The Exporting Success programme is vital for the innovation and sustainability of SME's across North London, the programme will also facilitate cross-sector collaboration opportunities and access to new markets across London aswell as Internationally whilst providing innovation/ service differentiation focused expert advice.

The partnership will offer value for money through the following avenues:

1. Established staff with expertise knowledge
2. Strong track record in delivery of Innovation programmes
3. Existing expertise in field of International Exporting

The new and innovative features, along with well established successful interventions for Export advice have been developed into our innovative Export Escalator:



We believe this model can be rolled out across London and the UK and will be widely disseminated to our networks and through the LDA.

How the cross-cutting themes will be addressed:

The programme will bring value for money by:

- Enabling the partnership to support financing and refinancing of SME's , giving SME's in North London the opportunity to improve their potential for access to markets and increased innovation and growth enabling these businesses to survive, grow and thrive.
- Through the use of experienced Trade advisors and a dedicated programme of expert workshops and the use of an Export Club will be able to increase their innovation levels and environmental management and overall efficiency in environmental good practice leading to increased competitiveness and overall growth and contribution to GVA in London.
- Targets have been set for participation by BAME, women and disabled entrepreneurs. Monitoring of equality and diversity targets will be a standing item on the agenda of the Steering Group. Targets for BAME groups' participation will be further broken down for a finer detailed picture of performance.
- The project communications plan will be integral to communicating equality and diversity, ERDF funding and ensuring awareness of the opportunities available to businesses from all sections of the community.
- All project and programme planning will be informed by equality and diversity considerations in mainstreaming activity. This will include promoting responsible procurement of services and suppliers.
- Mainstreaming equality and diversity will feature in quality management and continuous improvement within an ISO9001:2000 registered supplier, through monitoring activity and corrective actions agreed by the Steering Group.

- Communications will underpin the duty to promote equality of opportunity placed on public authorities by the Equality Act 2006.
- Close support will enable people with disabilities to have the confidence to declare their disability and partners and business advisors will be encouraged to make provision for effective performance management and supervision of their staff that identifies and supports those with a disability.
- Businesses applying to the scheme will be encouraged to support their staff in declaring disabilities. Referral to wider support will be available through Trade Advisors.
- Both formative and summative evaluation points will gather information relating to equality targets and seek the views of a representative range of people.
- The Steering group will be representative in terms of gender, race and ability.

How the Exporting Success Programme is addressing market failure

The partnership is aware of the following market failures to support SME businesses in North London in a proactive, innovative manner :

***“Trade deficit record as exports collapse”
(Office for National Statistics, Nov 2008)***

We outline below some of the main market failures and how our project and its activities will tackle these failures:

- ❖ **1. Market Failure in London: (LDA Business Survey).** Strong global competitive pressures have increased the need for businesses to maximise the trade opportunities that are available not only in the domestic market but also in the international market. However, SMEs do not necessarily benefit from the opportunities provided by domestic and international markets due to poor market information.
- ✓ **How Exporting Success will tackle market failure.** The activities proposed under the Export Escalator will help to build the capacity needed by new and established businesses to exploit these new market opportunities, both at a domestic and international level, which will lead to enhanced growth and productivity. This will be through tailored export strategies, locally based Trade Advisers and better market information.
- ❖ **. Market failure: OECD Member Enquiry Policy Survey 2007: Barriers to SMEs exporting;**

The recent OECD Survey identified that market failure has led to significant barriers preventing SMEs from developing export strategies and from accessing new international markets. We have outlined below the major failures and how our approach will tackle them:

- ✓ Obtaining reliable foreign representation (Step 5 and Step 6)
- ✓ Identifying business opportunities (Step 1 and 2)
- ✓ Limited information on foreign markets ((Step 1 and 2)
- ✓ Maintaining control over foreign contacts and middle-men (Step 5 and Step 6)
- ✓ Inability to contact potential overseas customers (Step 5 and Step 6)
- ✓ Lack of UK government incentives to trade overseas – UKTI and linkages to other schemes
- ✓ Pricing in overseas markets (Step 6)
- ✓ Export distribution channels (Step 5 and Step 6)
- ✓ Contract and legal issues, including resolving disputes (Step 5 and Step 6)

- ✓ Unreliable data on overseas markets (Step 3)
- ✓ Obtaining credit facilities (Step 5 and referral to Access to Finance)
- ✓ Shortage of working capital (Step 5 and referral to Access to Finance)
- ✓ Lack of trained staff to develop exporting (Step 4, Step 5 and Step 6)
- ✓ Complexity of foreign distribution channels (Step 5 and Step 6)
- ✓ Slow collection of payments (Step 5 and Step 6)
- ✓ Adjusting promotional and marketing materials for overseas markets (Step 5 and Step 6)

The appropriateness of the level of ERDF requested against the range of indicators and level of targets set.

The Access to Finance and Investment programme has requested £840,000 in ERDF funding, and will work with 500 SMEs, with 125v accessing new markets, generating over £5 million in sales. The programme will attract investment of £5.million for the ERDF allocated.

We have a sub-regional approach which maximises the economies of scale from working across north London boroughs. We will be delivering 7% of the required outputs under Priority 2, but only requesting 6% of the budget under Priority 2.

25. Additional Information

Please present any other relevant information that has not been included elsewhere.

This section is not scored but assessors will consider if information provided here relates to other scored sections of this form.

North London Business have worked to identify potential for exporting from key sectors and below is an outline of the opportunities for Health Care exports:

The UK's healthcare market is enormous; the NHS in England alone administers a budget of £60bn. The demand is met by a plethora of firms providing a vast range of goods and services. Many UK suppliers have developed export markets, which generate earnings in excess of £4bn per year. There are a number of specialist areas where UK suppliers have much to offer. These include:

In Vitro Diagnostics: annual exports sales currently stand at £300m. In-vitro diagnostic products cover a huge spectrum ranging from simple over-the-counter pregnancy kits to sophisticated products needed for the diagnosis of cancer.

Laboratory Technology: has healthcare export sales of around £375m. Products are used in such areas as laboratory medicine, pathology, drug discovery, disease management and genomic research.

Healthcare Information Technology: covers a broad range of activity and includes telemedicine, telecare, personal electronic records and seamless integrated care through GPs, hospitals and community services. The NHS will drive the agenda during the first half of the decade via its £5bn IT programme – the world's largest civil IT programme.

Medical Devices and Systems: this sub-sector encompasses such diverse products as aids for the disabled, non clinical hospital equipment, surgical devices, implants and items for use in imaging and radio therapy. In 2001 the UK sold nearly £1.8bn worth of medical devices

overseas.

Consultancy: Britain's healthcare consultants earn around £25m abroad annually. Their expertise is extensive and includes activities as diverse as the design, commissioning and operation of hospitals, strategic planning, healthcare master plans and the provision of advice on the reform of health insurance systems.

Project Management: Britain's 40 contractors earn about £25m a year from overseas healthcare projects. Increasingly they are focusing on project management. Risk sharing and other financial engineering skills can be built into packages, reflecting their experience of the UK's lead in Public Finance Initiative schemes. At present there are 126 healthcare PFI projects in the UK, which have been completed, or under consideration.

Patient and clinical services: National Health Service Private Patient Units (PPU), and private hospitals generate around £150m in fees annually from overseas patients, many of whom come from the Middle East.

26. Declaration

The declaration should be completed by the individual within the applicant organisation who, ultimately, would sign the ERDF contract with EPMU.

I certify that the entries in this form and any other attachments enclosed are, to the best of my knowledge and belief, correct and the ERDF grant applied for is the minimum required for the project to proceed as described.

I can also confirm that I am not aware of any reason why the project may not proceed or be delayed other than those reasons declared and the commitment can be made within the timescales indicated in the Operational Programme document to which this project relates.

I understand that if the application is not complete in all relevant detail and every aspect, including this section, it may be rejected.

I consent to details about this application being published on the LDA website. This may include organisation name, project name, ERDF requested/awarded, contact name and details, Priority & Theme, project description.

Please use BLOCK CAPITALS :

Signature:

Name: GARY INCE

Position in Organisation: CHIEF EXECUTIVE

Date: 13.7.09

The closing date is **1200 noon on Friday 16 January 2008**. One signed copy of this form, plus one electronic Word (not PDF) version on CD (we can accept CD-Rs, but not CD-RWs) must be submitted to the European Programmes Management Unit at the following address:

ERDF Round 1
Alex Conway

(Version 2 - September 2008)

European Programmes Management Unit
LDA
Palestra
197 Blackfriars Road
London SE1 8AA

Applications received after this deadline will not be considered. There is no exception to this rule.

It is recommended that applicants gain proof of the time of delivery. Posted applications should be sent by recorded delivery. Emailed and faxed applications will NOT be accepted.

It is recommended that applicants do not deliver the application form by courier on the day of the deadline. Applicants should allow sufficient time between leaving their destination and arriving at the LDA in case of travel delays.

27. Contents Checklist

Use this checklist to ensure you have addressed all of the essential application criteria. Enter 'Yes', 'No' or 'Not Applicable' against each criterion. For any against which you enter 'No' please provide an explanation of why you have been unable to fulfill the criterion or provide the required information.

| | Yes/No/ NA | Comments |
|---|---------------|---|
| Have you prepared two signed copies of the application form (each with original signature)? | YES | |
| Are you requesting over the minimum ERDF threshold?* | YES | |
| Have you used the correct font size (11pt) and type (Arial) | YES | |
| Have you prepared an electronic version of this application form on CD? We can accept CD-Rs, but not CD-RWs. Submit in Word format; not PDF. | YES | |
| Do you have insurance policies in respect of Employer's Liability, Public Liability &/or Buildings & Contents? (copies will be requested at the contract negotiations stage). | YES | Employers Liability up to £5million Unlimited Public Liability |

28. Attachments Checklist

The following list of supporting documents should be submitted with this application form. Enter 'Yes', 'No' or 'Not Applicable'. For any against which you enter 'No' or

'N/A' please provide an explanation. If an unsatisfactory reason for non-inclusion is provided your application may not proceed any further.

| | Yes/No/NA | Comments |
|--|--------------------------------|--|
| Match funding confirmation from all funding bodies. (Note that EPMU will not issue an offer letter until all match funding is confirmed.) | YES | |
| Details of any in-kind match funding including evidence of its independent verification. | YES | |
| Original signed letters from partners confirming involvement in project. | YES | |
| For non-public sector organisations, copies of audited accounts for the last 2 financial years | YES | 2007 and 2008 Attached |
| Organisational chart of lead organisation (relevant to the delivery of the project) | YES | Yes – Governance and Board structure provided, along with project Organisation Chart and NLB Organisation chart. |
| Articles of Association or Memorandum of Agreement of lead organisation. | YES | |
| Lead organisation's Equality and Diversity policy | YES | |
| Lead organisation's environmental accreditation or environmental policy. | YES | |
| Other supporting documents – please specify. | Governance Structure attached. | |

London ERDF Programme 2007-13

PROJECT NEGOTIATION CHECKLIST Review

| | |
|---------------------------|---------------------------------------|
| Applicant Organisation | North London Business |
| Project Name | Export Success - The Export Escalator |
| Project ERDF Reference no | 09/225 |
| Reviewed by | [REDACTED] |
| Signature | [REDACTED] |
| Date | 11/09/09 |

Comments

- * Semi-annual review - should this be a project specific condition? - See comment under due diligence on project neg. check.
- * Match Funding - need letter from Tottenham Partnership. No - Annex K is satisfactory.
 - LB Enfield letter doesn't appear to be the original, and not on letter headed paper. Now made condition of contract
 - LB Waltham Forest letter doesn't appear to be the original. No - the copy has been initialed (see E)
- Start date - should this be 1st Sept.? No. Project requires 1 June.
- Offer letter - ~~the~~ The table currently listed as Schedule 2 should be swapped around with that in schedule 4. ✓ Achieved
 - all figures should be rounded to whole numbers. ✓ Achieved (Schedule 2)
 - expenditure categories in ~~the~~ schedule 4 should be set out in full. ✓ Achieved
- Indicator - Was indicator guidance issued? - Will send with offer letter.
 - R3 sub-indicator - I don't think there need to be broken down. ✓ Discussed with SS, to question group - check with SS.

Responses to questions raised on the ERDF financial risk analysis report.

North London Business - again, what's semi-annual detailed financial monitoring?

Semi- annual financial monitoring requires them to provide the agency with their financial statement every 6 months during the time the contract is in place for the agency to undertake a financial review of their performance. Their annual financial accounts are presently audited, however you may also wish to include annual grant audit as part of your mitigating stance.

-----Original Message-----

From: Olu Omosini

Sent: 28 August 2013 18:57

To: [REDACTED]

Cc: [REDACTED] David Hampson

Subject: RE: Exporting Success - A13 Report and Actions Annex

[REDACTED]

Following our conversation last week, you confirmed over the Phone that North London Business will be going into Liquidation/Administration. You also confirmed that urban Lynx will cease working on Exporting Success until advised otherwise by Administrators. I am yet to received official email/Letter from [REDACTED] confirming the status of North London Business and North London Limited. Please confirm when email/Letter will be sent to EPMU/GLA.

Thank you.

Olu Omosini

-----Original Message-----

From: [REDACTED]

Sent: 28 August 2013 18:47

To: [REDACTED]

Cc: [REDACTED]; Olu Omosini; [REDACTED]

Subject: RE: Exporting Success - A13 Report and Actions Annex

Dear [REDACTED]

Thanks for your email. I will not be going back to Enterprise Enfield. Please deduct them as irregularities from the final settlement. I also suggest you have words with Olu, as North London Business has gone into Administration for winding up.

Thanks

[REDACTED]

----- Original Message -----

From: [REDACTED]

To: [REDACTED] [uk](#)

Cc: [REDACTED] Olu Omosini [REDACTED]

Sent: Wed, 28 Aug 2013 11:54:59 +0100 (BST)

Subject: RE: Exporting Success - A13 Report and Actions Annex

Dear [REDACTED]

Thank you for your email. Regarding the issues below: the mobile phone bill (line 56) is fine, and items 1, 4 and 6 provided by Enterprise Enfield are acceptable. There are issues with items 2, 3 and 5. Item 2 ([REDACTED]) had no evidence accompanying it, 3 (Excel publishing) needs a full page scan of the bank statement and item 5 (Saul New Media) needs the full page invoice scanned, we have just been provided with one corner.

Would you please kindly advise me on how you would now like to proceed. Will you be going back to Enterprise Enfield on these issues or would you like us to process them like the other issues and deduct them as part of the irregularity in the final settlement?

Kind regards,

[REDACTED]

[REDACTED] | European Programmes Management Unit City
Hall | The Queen's Walk | London | SE1 2AA | [REDACTED] |
[REDACTED] | www.london.gov.uk/eu | GREATER LONDON AUTHORITY

-----Original Message-----

From: [REDACTED]
Sent: 17 August 2013 20:08
To: Olu Omosini
Cc: [REDACTED]
Subject: Exporting Success - A13 Report and Actions Annex

Dear Olu,

Under line 56, the Mobile phone bill was a 100% for [REDACTED], NLB Business Adviser.

Apart from the attached 6 issues answered by Enterprise Enfield, I am unable to answer any of the other actions. Please therefore deduct these items from the final settlement.


Many thanks

[REDACTED]

[REDACTED]

[REDACTED]

Screen-prints from the expenditure and outputs/ results pages (claims for payment are submitted on a web-based system called MCIS)




Department for
Communities and
Local Government

The UK government's

ERDF site for England

Production - Version: 4.0.37.7178

Logged in as: for: Intermediate Body - Greater London Authority

Home | Reporting | Page Help | Logout

Exporting Success - The Export Escalator, London - Regional Competitiveness and Employment Programme

Reference: ERDF 09/225

Status: Live

Claims

Profile

Offer Details

History

Priority Axis: P2

Period: 01/07/2012 - 30/09/2012

Status: Approved

Claim: 14 v1

Type: Interim

Steps

History

Financial Performance

Targets Performance

Capital Expenditure

Revenue Expenditure

Income

Targets

Progress

Grant Payable

Comments

Key

Page:

☐ Is empty

☐ Is complete

☐ Contains errors or warnings

Revenue Expenditure (£)

Expenditure This Claim Period

| Revenue | Expenditure To Date (Excluding This Claim) | Expenditure in Q3 2012 | Target (From Funding Profile) |
|---------------------------|---|------------------------|----------------------------------|
| Audit | 0.00 | 0.00 | |
| Consultancy | 213,881.82 | 0.00 | |
| Evaluation and Monitoring | 0.00 | 0.00 | |
| Events | 25,759.84 | 0.00 | |
| Marketing & Publicity | 9,970.64 | 0.00 | |
| Overheads | 255,840.89 | 0.00 | |
| Salaries | 691,611.92 | 0.00 | |
| Websites | 0.00 | 0.00 | |
| Total | 1,197,065.11 | 0.00 | 73,092.00 |



Exporting Success - The Export Escalator, London - Regional Competitiveness and Employment Programme

Reference: ERDF 09/225

Status: Live

Claims

[Profile](#)

[Offer Details](#)

[History](#)

Priority Axis: P2

Period: 01/07/2012 - 30/09/2012

Status: Approved

Claim: 14 v1

Type: Interim

Steps

- ☒ History
- ☐ Financial Performance
- ☒ **Targets Performance**
- ☐ Capital Expenditure
- ☐ Revenue Expenditure
- ☐ Income
- ☐ Targets
- ☐ Progress
- ☐ Grant Payable
- ☐ Comments

Key

Page:

☐ Is empty

☐ Is complete

☐ Contains errors or warnings

Targets Performance

| | Target To Date | Achieved To Date | % Achieved |
|---|----------------|------------------|------------|
| No. of businesses adopting an active Environmental Policy and/or using the ENWORKS reporting tool (R3g) (Number) (Results) | 35.00 | 29.00 | 83% |
| No. of businesses assisted of which a minimum of 5% will be in the environment sector (O3c) (Number) (Output) | 361.75 | 321.00 | 89% |
| No. of businesses with improved performance (R3) (Number) (Results) | 68.25 | 15.00 | 22% |
| No. of jobs created Of which a minimum of 5% will be in the environment sector (R1) (Number) (Results) | 53.50 | 4.00 | 7% |
| No. of jobs safeguarded (R2) (Number) (Results) | 96.25 | 56.00 | 58% |
| No. of SMEs with sales in new markets (LO17) (Number) (Output) | 85.50 | 47.00 | 55% |
| No. of SMEs achieving a Bronze award in the Mayor's Green Procurement Code (R3f) (Number) (Results) | 33.25 | 0.00 | 0% |
| Value (in £) of increase in economic performance (R3i) (£) (Results) | 340,000.00 | 283,659.00 | 83% |

EXPENDITURE BREAKDOWN SHEET

| | | | | | | | | | | | | | |
|--------------------------|-----------------------|-------------------------|-----------------------|-----------------|------------|------------------------------|--|-----------|--|---|--|-------------------------------|--|
| Organisation | North London Business | | | | | | | | | | | | |
| Project name | Exporting Success | | | | | | | | | | | | |
| Project reference number | ERDF 09/225 | | | | | | | | | | | | |
| Claim Period | Jul to Sep 2012 | | | | | | | | | | | | |
| | | | | | | | | | | For PDT use only | | | |
| | Creditor Name | Payslip/ Invoice number | Payslip/ Invoice Date | Cheque No/ BACS | Pay Date | Expenditure Item description | Document Details/ calculations & apportionment | Amount | | Selected for detailed claims check - EPMU Check 21/05/13 | Detailed claims check results: Final claim received by email. Project closure visit carried out on 25th June 2013 | Value tested back to defrayal | Confirmed date of defrayal from checks |
| J Pooran | | 2 | 21/07/2012 | BP | 21/07/2012 | July Salary | 21.5 hrs @ £24.58 p.h. | £528.47 | | Provide copy of Timesheet for further viewing | Signatories on timesheet not dated. Timesheet is not acceptable. Remove from claim. | | |
| J Pooran | | 2 | 21/08/2012 | BP | 16/08/2012 | August Salary | 27 hrs @ £24.58 p.h. | £1,889.80 | | Provide copy of Timesheet for further viewing | Signatories on timesheet not dated. Claimed hours on Transaction list does not Match Timesheet hours. Timesheet is not acceptable. Remove from claim. | | |
| G Ince | | 10 | 21/08/2012 | BP | 16/08/2012 | August Salary | 27.5 hrs @ £68.72 | £3,161.12 | | Provide copy of Timesheet for further viewing | Claimed hours on Transaction list does not Match Timesheet hours. Timesheet was not countersigned. Timesheet is not acceptable. Remove from claim. | | |
| J Pooran | | 2 | 21/09/2012 | BP | 15/09/2012 | September Salary | 11 hrs @ £24.58 p.h. | £270.38 | | Provide payslip / payroll and defrayment evidence for Further checks | Defrayment checks on uploaded NatWest bank statement ok. However, claimed hours on Transaction list does not Match Timesheet hours. Timesheet was not countersigned. Timesheet is not acceptable. Remove from claim. | £270.38 | 15-Sep-12 |
| G Ince | | 10 | 21/09/2012 | BP | 15/09/2012 | September Salary | 20 hrs @ £15.39 | £307.80 | | Provide copy of Timesheet for further viewing | Claimed hours on Transaction list does not Match Timesheet hours. Timesheet was not countersigned. Timesheet is not acceptable. Remove from claim. | | |
| S King | | 12 | 31/07/2012 | BBM40504176 | 19/07/2012 | July Salary | 2.5 hrs @ £25.52 | £63.80 | | Provide copy of Timesheet for further viewing | Completed. Uploaded to MCIS | | |
| M Fernando | | 36 | 31/07/2013 | BBM40504169 | 19/07/2012 | July Salary | 20 hrs @ £34.54 | £690.80 | | Provide copy of Timesheet for further viewing | Completed. Uploaded to MCIS | | |
| D Johnson | | 29 | 31/07/2012 | BBM40504174 | 19/07/2012 | July Salary | 43 hrs @ £36.56 | £1,572.08 | | Provide timesheet, payslip / payroll and defrayment evidence for Further checks | Completed. Uploaded to MCIS | £1,572.08 | 19-Jul-12 |
| S King | | 12 | 31/08/2012 | BBM 40595599 | 17/08/2012 | August Salary | 2.5 hrs @ £25.52 | £63.80 | | Provide copy of Timesheet for further viewing | Completed. Uploaded to MCIS | | |
| D Johnson | | 29 | 31/08/2012 | BBM40595602 | 17/08/2012 | August Salary | 10 hrs @ £36.56 | £385.60 | | Provide copy of Timesheet for further viewing | Completed. Uploaded to MCIS | | |
| D Johnson | | 29 | 28/09/2012 | BBM40726959 | 19/09/2012 | September Salary | 40 hrs @ £36.56 | £1,462.40 | | Provide copy of Timesheet for further viewing | Completed. Uploaded to MCIS | | |
| Salim Sharif | 195 | Ref 1 | 31/07/2012 | Batch 846 | 31/07/2012 | July Salary | 18 hrs @ £25.69 | £462.42 | | Provide copy of Timesheet for further viewing | Action closed. Requested Timesheet /payslip/Defrayment provided however, pending DCLG adjustments supersedes action. | | |
| John Jodah | 218 | Ref 1 | 31/07/2012 | Batch 846 | 31/07/2012 | July Salary | 16 hrs @ £26.65 | £426.40 | | Provide copy of Timesheet for further viewing | Action closed. Requested Timesheet /payslip/Defrayment provided however, pending DCLG adjustments supersedes action. | | |
| Andi Dollia | 255 | Ref 1 | 31/07/2012 | Batch846 | 31/07/2012 | July Salary | 14 hrs @ £45.37 ph | £635.18 | | Provide copy of Timesheet for further viewing | Action closed. Requested Timesheet /payslip/Defrayment provided however, pending DCLG adjustments supersedes action. | | |
| Margarita Ivanova | 288 | Ref 1 | 31/07/2012 | Batch 846 | 31/07/2012 | July Salary | 16 hrs @ £13.65 ph | £218.40 | | Provide copy of Timesheet for further viewing | Action closed. Requested Timesheet /payslip/Defrayment provided however, pending DCLG adjustments supersedes action. | | |
| Salim Sharif | 195 | Ref 2 | 31/08/2012 | Batch 857 | 31/08/2012 | August Salary | 12 hrs @ £25.69 ph | £308.28 | | Provide copy of Timesheet for further viewing | Action closed. Requested Timesheet /payslip/Defrayment provided however, pending DCLG adjustments supersedes action. | | |

EXPENDITURE BREAKDOWN SHEET

| | | | | | | | | | | | | | |
|-------------------|--|--------------|------------|--------------|------------|-----------------------------------|-----------------------|------------|--|---|---|------------|-----------|
| John Jodah | 218 | Ref 2 | 31/08/2012 | Batch857 | 31/08/2012 | August Salary | 12 hrs @ £26.65 ph | £319.80 | | Provide copy of Timesheet for further viewing | Action closed. Requested Timesheet /payslip/Defrayment provided however, pending DCLG adjustments supersedes action. | | |
| Andi Dollia | 255 | Ref 2 | 31/08/2012 | Batch 857 | 31/08/2012 | August Salary | 12 hrs @ £45.37 ph | £544.44 | | Provide copy of Timesheet for further viewing | Action closed. Requested Timesheet /payslip/Defrayment provided however, pending DCLG adjustments supersedes action. | | |
| Margarita Ivanova | 288 | Ref 2 | 31/08/2012 | Batch 857 | 31/08/2012 | August Salary | 14 hrs @ £13.65 ph | £191.10 | | Provide copy of Timesheet for further viewing | Action closed. Requested Timesheet /payslip/Defrayment provided however, pending DCLG adjustments supersedes action. | | |
| Salim Sharif | 195 | Ref 3 | 28/09/2012 | Batch 870 | 28/09/2012 | September Salary | 10 hrs @ £25.69 ph | £256.90 | | Provide copy of Timesheet for further viewing | Action closed. Requested Timesheet /payslip/Defrayment provided however, pending DCLG adjustments supersedes action. | | |
| John Jodah | 218 | Ref 3 | 28/09/2012 | Batch 870 | 28/09/2012 | September Salary | 12 hrs @ £26.65 ph | £319.80 | | Provide copy of Timesheet for further viewing | Action closed. Requested Timesheet /payslip/Defrayment provided however, pending DCLG adjustments supersedes action. | | |
| Andi Dollia | 255 | Ref 3 | 28/09/2012 | Batch 870 | 28/09/2012 | September Salary | 16 hrs @ £45.37 ph | £725.92 | | Provide timesheet, payslip / payroll and defrayment evidence for Further checks | Action closed. Requested Timesheet /payslip/Defrayment provided however, pending DCLG adjustments supersedes action. | £725.92 | 28-Sep-12 |
| 3502 | Companies House | 01/06/2012 | 01/06/2012 | DD | 02/07/2012 | Companies House | £4 @ 10% Apport | £0.40 | | Ineligible - Remove from claim | Completed - Removed from claim | | |
| 3516 | Companies House | 01/07/2012 | 01/07/2012 | DD | 31/07/2012 | Companies House July 12 | £4 @ 10% Apport | £0.40 | | Ineligible - Remove from claim | Completed - Removed from claim | | |
| 3525 | Companies House | 01/08/2012 | 01/08/2012 | DD | 31/08/2012 | Companies House Aug 12 | £4 @ 3.57% Apport | £0.14 | | Ineligible - Remove from claim | Completed - Removed from claim | | |
| 3001 | L Moult | 31/07/2012 | 31/07/2012 | BBM40504179 | 19/07/2012 | Salary for month of July | £2000.22 @ 10% Apport | £200.02 | | Provide copy of invoice and Defrayment evidence | Completed - Invoice and Barclays Bank confirms defrayment of Cost. | £200.02 | 19-Jul-12 |
| 3024 | Philippa Brent | 12/114.3 | 14/08/2012 | BBM 40624499 | 21/08/2012 | Claims Manager 03/08/12-10/08/12 | 100.00% | £400.00 | | Provide copy of invoice and Defrayment evidence | Completed - Invoice and Barclays Bank confirms defrayment of Cost. | £400.00 | 21-Aug-12 |
| 3028 | Sustainable Solutions for Business Ltd | EE091/120911 | 11/09/2012 | BBM 40726509 | 19/09/2012 | Project Manager 01/08/12-31/08/12 | 100.00% | £500.00 | | Provide copy of invoice and Defrayment evidence | Completed - Invoice and Barclays Bank confirms defrayment of Cost. | £500.00 | 19-Sep-12 |
| 3032 | SD Mathews Ltd | EE_069 | 26/09/2012 | BBM 40766762 | 28/09/2012 | Business Adviser - Sept 12 | 100.00% | £480.00 | | Provide copy of Invoice and Evidence that Business Adviser was procured in compliance with ERDF rules | Invoice uploaded to MCIS ok. Procurement evidence was not available during A13 audit/project closure visit on 25/06/13. Upload procurement Evidence to MCIS or remove from claim. | | |
| | Urban Lynx Regeneration Ltd | ulrnb19 | 28/08/2012 | BP | 25/09/2012 | Programme Management | 100.00% | £12,700.00 | | Provide copy of Invoice and Urban Lynx contract . | Invoice and Defrayment evidence uploaded to MCI S ok. Invoice is for Project management consultancy work between Jan - Jun 2012. Defrayment confirmed on NatWest Bank Account. | £12,700.00 | 25-Sep-12 |
| | | | | | | | | £34,551.13 | | | Checked to Defrayment | 16368.4 | |
| | | | | | | | | | | | % Checked to Defrayment | 47% | |