Instructions:
− Applications for the first round of LEGI are invited from eligible local authorities, and are to be received by the Government Office by 9 December 2005.
− Please ensure you have read through and understood the following documents:
  • Enterprise and economic opportunity in deprived areas: A consultation on proposals for a Local Enterprise Growth Initiative (March 2005) – particularly chapter 4
  • Next Steps document (July 2005)
  • National Assessment Criteria (October 2005)
− Make sure you answer all the sections of the form and that your responses are clear
− We expect you will have more detailed information and plans underlying this application form - you are able to attach further information to the application form, which may be taken into consideration in exceptional circumstances, but do consider the volume of any such information
− You should keep a copy of your completed application form for your records

Notes:
As outlined in the LEGI consultation document published in March 2005 – and reiterated in the Next Steps document published in July 2005 – LEGI will be focused on good ideas with robust implementation strategies that are designed to have a real and tangible impact on outcomes. Good ideas do not happen in isolation, but are the product of extensive research of the evidence base and debate with local and regional partners (including the Regional Development Agencies).

In particular, it will be expected that all proposals submitted to LEGI will be consistent with the original six key principles setout in chapter 4 of the March 2005 consultation document:

1. Effective targeting
2. Effective solutions
3. Significant commitment
4. Strong partnerships
5. An integrated approach
6. Evaluate and build evidence

Where a local authority has a Local Area Agreement, the outcomes and indicators for the LEGI proposals will of course have to be consistent with the fourth block of the LAA.
1. GENERAL INFORMATION

| Please state which local authority or local authorities to which this application relates: | Halton Borough Council |
| Which local authority will be the accountable authority? | Halton Borough Council |
| Main contact for this application: | Wesley Rourke |
| Position held: | Head of External Funding |
| Address: | Halton Borough Council Municipal Buildings Kingsway Widnes Cheshire WA8 7QF |
| Telephone: | 0151 907 8373 |
| E-mail: | wesley.rourke@halton.gov.uk |

2. PROPOSAL SUMMARY

| Title of project or proposal: | Halton LEGI |
| How does your proposal support the three core LEGI outcomes? | • Increases total entrepreneurial activity  
• Supports sustainable growth and reduces failure rate of businesses  
• Attracts inward investment |

In no more than 400 words, please provide a summary of your proposals, covering:
- What the primary barriers to enterprise exist in your local area?
- What proposals you are suggesting to tackle this and why will they work?
- How will you measure success and by when?
- What is different to what you are already doing or have done in the past?
- With which partners have you developed these proposals?

The primary barriers to enterprise are:
- Access to finance
- Access to suitable premises
- Anomalies within the Benefits System
- Low entrepreneurial spirit/lack of enterprise culture
- Access to advice and support
- Low levels of experience and skills

Our proposals focus on the correlation between Citizenship, Employability and Entrepreneurship, and focus on education, developing entrepreneurship and promoting enterprise.

Success measures will include:
- An increase in self employment rates
- An increase in VAT registrations
- A decrease in VAT deregistration
- An increase in the density of firms in Halton Borough Council
• A reduction in the level of worklessness in the borough
• An increase in the skills and experience levels in the borough
• An increase in the numbers of under-represented groups entering self-employment.
• More local people will be willing to consider and choose self-employment as a career

The proposals we are presenting to tackle these barriers are set out in section four of this document.

Partners who have contributed to this submission include:
• Halton chamber of commerce
• Greater Merseyside LSC
• Greater Merseyside Connexions
• Job Centre Plus
• Greater Merseyside Enterprises
• Business Link for Greater Merseyside
• Prince’s Trust
• Hope Inclusion Time Success (HITS)
• Halton Community Transport
• Young Enterprise
• Community Loan Fund
• Food Co-ops
• YMCA
• Halton College

Halton has habitually allowed the funding available to dictate the activities and services that are provided, as opposed to following a strategic approach to accessing funding. Typically this has meant that there is no co-ordination between the funding streams and related activities, particularly there is a need to reduce the number of separate approaches to worklessness. This lack of co-ordination has also led to a situation where lessons are learnt but best practice is not fed back into mainstream activity.

Halton now has an enterprise strategy, which has been developed and endorsed by all key stakeholders, and this will ensure that funded activities are co-ordinated

3. EVIDENCE BASE

Please provide a short summary of the evidence base on which your proposals are based, outlining:

− What does the quantitative evidence base suggest has been the trend in enterprise in your local area over the past few years and beyond?
− What are the barriers (or market failures) underlying these trends that are holding back enterprise in your local area?
− What previous policy efforts have been tried and tested? Which did and did not work and why?
− What is the nature of the deprivation in your local area and how does enterprise represent an opportunity for tackling this disadvantage?

Supporting documents used in the compilation of this submission


‘Self employed people in the informal economy – Cheats or Contributors’ Sept 2004, Rosalind Copisarow and Aaron Barour

‘Small Business in the informal Economy’ August 2005 Small Business Council

‘Enterprise and economic opportunity in deprived areas- A consultation on proposals for a Local Enterprise Growth Initiative’ March 2005, HM Treasury, Small Business Service and ODPM
Halton has traditionally seen much of its employment through larger companies. As with many areas in the north of England with similar histories, it has suffered low rates of business starts ups and low business densities.

<table>
<thead>
<tr>
<th>Area</th>
<th>VAT start up 2003</th>
<th>Density 2003</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Per 10,000 adult population</td>
<td>Firms per 1000 population</td>
</tr>
<tr>
<td>Halton</td>
<td>31.5</td>
<td>23.1</td>
</tr>
<tr>
<td>Greater Merseyside</td>
<td>25.7</td>
<td>21.9</td>
</tr>
<tr>
<td>North West</td>
<td>34.6</td>
<td>31.6</td>
</tr>
<tr>
<td>England &amp; Wales</td>
<td>41.0</td>
<td>38.3</td>
</tr>
</tbody>
</table>

With the exception of 2003 the start up rate for Halton, as measured by the rate of new VAT registered businesses, has fluctuated between 20 and 23 per 10,000 of adult population over the five years to 2003. This is among the lowest in the region and compares with an average of 33 in the Northwest and 38 in England over the same period. There was an unexpected jump to 31.5 in 2003 but this is very much against the trend. The self-employment rate of 4% in 2002-03 lags behind regional (7.5%) and national (8.4%) averages.

Halton does have a good survival rate of new businesses, with the number of VAT de-registrations at 18 per 10,000 adult population being well below the regional average of 30 over the previous two years, which suggests that once local people have been encouraged to take up business opportunities, the support and after care is available to ensure their survival.

The density of firms is clearly unacceptably low, depriving local people of job opportunities and making the economy more vulnerable to economic cycles. However, there has been a gradual growth in the density of VAT businesses over the last three years but Halton still lags behind the regional and national figures (see above). This again suggests that emphasis needs to be placed on encouraging local residents to take up self-employment and enterprise opportunities.

Barriers & Market Failures

There are a number of gaps in provision and services that have created a barrier to a culture of enterprise and tackling worklessness in Halton. These are expanded upon in section four. Particularly evident is a provision gap in services and activity that promote the culture of enterprise in the borough, with only two organisations delivering services to young people in enterprise education. This has meant that is more difficult to educate people about enterprise as a viable employment option. It is also important to make available outreach support for self-employment as this can develop an enterprise culture in deprived communities where many residents are economically inactive and disconnected from enterprising environments.

There has been little support for high-growth start-up and this is not well represented in services available.

Self-employment is not seen as a viable option for unemployed people. There is a need to raise aspirations.

A significant issue in Halton is the need for better clarity for customers caused by a lack of a convenient, accessible and integrated support offer where residents can access a range of co-ordinated support.

Barriers to Enterprise Development in Halton

Research undertaken has revealed that there are a number of primary barriers to enterprise
development. These barriers are identified as:

1. Access to finance

Access to finance is a key issue for new and emerging businesses in the Borough and securing initial investment can be extremely difficult for local entrepreneurs. This difficulty is exacerbated particularly in the deprived parts of Halton where low house prices, lack of financial and non-financial assets often make it impossible for local residents to secure loans from finance institutions. Equally, many of our residents in deprived areas have low incomes and savings and therefore lack the resources to invest in a new business.

This barrier will be addressed through implementation of projects contained in section four of this submission

2. Access to suitable premises

Halton's industrial heritage presents difficulties when promoting enterprise and business start-ups. The perception of local stakeholders is that significant proportions of premises in the more deprived parts of the Borough are unsuitable or not relevant to the needs of 21st Century Business.

This barrier will be addressed through implementation of projects contained in section four of this submission

Halton Borough Council has commissioned a comprehensive review of the commercial property (industrial, office and retail) in Halton and to establish baseline data, collate the views and knowledge on the issues presently surrounding the property offer (internal and external) and understand the physical requirements of the changing local economy.

This will lead to identification of strengths and weaknesses within the present offering, the steps required to address these issues, and any public sector intervention required to assist. The report would look to cover the period 2006–2016. The study will be used as a basis for determining the appropriateness, relevance and supply of commercial property in relation to enterprise development in the Borough

3. Anomalies within the Benefits System

There is a perception that the benefits system disadvantages residents in deprived areas. Many will be reluctant to take the risk of setting up a business if this leads to the reduction or removal of financial support. In fact, if a person starts up a business which then subsequently fails, the individual concerned cannot claim Job Seekers’ Allowance as closing down the business is viewed as taking voluntary redundancy.

This barrier will be addressed through implementation of projects contained in section four of this submission

4. Low Entrepreneurial Spirit/Lack of Enterprise Culture

This barrier to the development of enterprise is linked through the problems of worklessness in the Borough. “Generational Worklessness is prevalent in the more deprived parts of the borough and in certain instances. Where there is a lack of role models it is difficult to encourage individuals to take up work opportunities but it is also more difficult to motivate and give residents the confidence to become self-employed.”

This barrier will be addressed through implementation of projects contained in section four of this submission

5. Access to Advice and Support

One of the key findings arising from the Consultation on the Halton Enterprise Strategy reveals
that whilst there is a good level of enterprise related service provision in the borough, this can often be disjointed and fragmented and, on occasion, it is difficult to determine which organisation or agency is responsible for delivering a particular service to potential entrepreneurs seeking to set up a business.

This barrier will be addressed through implementation of projects contained in section four of this submission.

6. Experience and Skills

Research has identified a number of reasons why an individual will or will not consider setting up a business. The experience and skills that an individual can draw on will ultimately play an important role in determining whether a person will successfully start and maintain a business. Government research, for example reveals that the vast majority of entrepreneurs not only create businesses based on previous work experience but also set up a business within the sector in which they have worked.

Section 3 of this submission refers to the fact that Halton has high levels of worklessness amongst its residents, as well as low skills. Unfortunately, these factors have an impact on the proportion of local residents who would consider establishing a business particularly as running a business requires an appropriate mix of skills.

This barrier will be addressed through implementation of projects contained in section four of this submission.

Previous Efforts

Halton has habitually allowed the funding available to dictate the activities and services that are provided, as opposed to following a strategic approach to accessing funding. Typically this has meant that there is no co-ordination between the funding streams and related activities, particularly there is a need to reduce the number of separate approaches to worklessness. This lack of co-ordination has also led to a situation where lessons are learnt but best practice is not fed back into mainstream activity.

Halton now has an enterprise strategy, which has been developed and endorsed by all key stakeholders, and this will ensure that funded activities are co-ordinated. Halton needs to ensure that there is continued consultation between all key stakeholders to ensure complementarities with other programmes and activities.

One service of particular note is Halton’s Education Business Partnership (EBP), which has been successful and very proactive in combating the education side of enterprise. The EBP has recently been a DfES ‘Enterprise Pathfinder’ authority where secondary schools promote enterprise and have developed enterprise within the curriculum in a number of ways.

Halton has a good spread of service providers delivering services targeting enterprise development and SME business growth. The success of this is demonstrated by the high levels of business survival once they have been started up in Halton. This is also supported by the extensive business infrastructure in Halton, however we need to look at how well the existing stock can serve the needs of future entrepreneurs.

There are a number of successful initiatives aimed at tackling worklessness, particularly the Halton People into Jobs initiative and its ‘Employment Charter’ has been a huge success in providing 400 people a year with access to employment. The successful charter could also form the basis of an enterprise charter following the same principles of supporting and training unemployed people.

Recently there has been an increase in the levels of social enterprise activity, the best example being Halton Community Transport, which has grown dramatically in recent years. Recently emerged is the new social enterprise ‘Happen 4U’, established as the trading arm of four leading
There are a number of areas where efforts have not worked; due to the fact that services are not joined up there is no real strategic direction, which has resulted in a lack of clarity for customers.

Where there are services on offer, such as business development support, many stakeholders felt that they are not equally accessible across the borough. This situation presents providers with obvious delivery and service access problems and new solutions need to be sought to combat this.

Need to identify and develop new social enterprise activity alongside social enterprises that may evolve from existing community and voluntary based initiatives.

Need for greater enterprise awareness rising in schools if there is to be a realistic chance of creating a culture of enterprise in Halton. Need to develop integrated learning and project-based activity.

Nature of Deprivation

Whilst Halton has seen significant improvements in terms of quality of life over recent years, the 2004 Indices of Multiple Deprivation (IMD) indicates that Halton is the 21st most deprived Borough in the country. At a more detailed level, 48% of Halton’s Super Output Areas (SOA) are amongst the 20% most deprived SOA’s in the country.

In terms of the skills of the local workforce, Halton ranks 342 out of 408 local authorities. The Labour Market indicators rank Halton even lower, at 346 out of 408, which is well inside the bottom quintile. Self-employment rates for 2002-03 were 4%, which is lower than both the Merseyside (5.4%) and North West (7.5%). The employment rate for Halton is just 66.7, again lower than the regional (71.4%) and national (74.2%) figures. 30% of Halton residents receive some form of inactivity benefit.

Only 72% of the working age population are economically active, higher than the proportion for Merseyside but significantly lower than the regional (72.6%) and national (78.3%) figures. 28% of the working age population are economically inactive and national research suggests that about a third of these will wish to work but have barriers that seemingly prevent it. If that could be achieved in Halton, a further 6,983 people could be brought into employment.

The nature of deprivation in Halton means that the baseline is low and provides ample opportunity for improvement and development through enterprise. Halton has proved that there are successful areas of employment and enterprise development, for instance survival rates for new business start-ups are high and there is a breadth of support available for new businesses in the borough. The issue facing Halton is encouraging the entrepreneurial spirit and giving local people the realistic opportunity to start their own business. If we can achieve support in that area then new businesses are more likely to survive in Halton, enterprise can have a significant impact on the levels of deprivation locally.

Developing a real enterprise culture can also promote enterprise as an alternative to people in employment and not just the unemployed. This in turn has a positive effect on the labour market where vacancies may arise as the result of employees moving into self-employment. Combined with workforce development initiatives this promotes the flow of residents into employment.

More specifically, there is a strong potential for retail based enterprise start up in Halton and this would have a positive impact on and support initiatives in town centre and neighbourhood regeneration.
Index of Multiple Deprivation 2004

Employment Domain

Income Domain
Halton’s Community Strategy sets out a vision for the Borough as a whole.

“Halton will be a thriving and vibrant Borough, where people enjoy a good quality of life…”

The economic vision for Halton is:

“The development of a thriving and sustainable economy”.

This vision is driven by Halton’s Economic and Tourism Development Strategy “Halton Gateway to Prosperity”. The strategy has four key aims: -

**Enterprise and Performance**
Fostering the development of enterprise culture and improving the performance of business.

**Employment and Skills**
Increasing levels of employment and improving workforce skills to meet business need.

**Property and Infrastructure**
Consistently improving infrastructure and enabling investment in land and property to create a supply of good quality business premises.

**Environment and Image**
Improving the quality of the environment and improving the image of Halton.

In summary, Halton’s Economic and Tourism Development Strategy seeks to:

- Diversify the local economic business base;
- Improve the skills of the local workforce;
- Increase the capacity to secure jobs for those seeking work;
- Focus property and site developments to meet identifiable industrial and commercial property shortages; and
- Target inward investment activities at business sectors/clusters that offer strong growth potential.

Halton’s Economic and Tourism Development Strategy is underpinned by three further sub-strategies.

1. Workforce Development
2. Employment; and
3. Enterprise

Halton’s Enterprise Strategy is, therefore used as the contextual framework for the development of a Local Enterprise Growth Initiative for the Borough.

Please provide greater detail – up to 1,500 words – on your proposals, explaining:

- how they break-down into workstreams (if appropriate)
- how they tackle the underlying barriers (or market failures) set-out in section 3 above
- how they contribute to the local authority’s broader vision for the local economy

**Local Strategic Context** - An diagram setting out the Local Strategic Context for this submission is set out in the below diagram:
Halton’s Enterprise Strategy

The Life Chances and Employment Specialist Strategic Partnership, a thematic sub-group of the Halton Strategic Partnership, commissioned Halton’s Enterprise Strategy.

In 2004, the consultancy ‘Strategem’ was appointed to develop an integrated enterprise strategy and business start-up strategy for the Borough.

The strategy serves as a blueprint for fostering the development of an enterprise culture in the Borough where local people will be encouraged and supported in starting a business.

The strategy not only provides a baseline position in regard to enterprise and the development of an enterprise culture in the Borough, it also sets out an action plan which identifies key proposals and initiatives aimed at improving the economic baseline position of Halton and ultimately presents proposals for how Halton will contribute to the achievement of the Government floor target for enterprise (DTI PSA6); i.e.

- Increasing the number of people considering going into business;
- Improving the overall productivity of small firms; and
- Promoting increased entrepreneurial activity in our more deprived areas and communities.

Vision

Our vision is that by 2016 we will have developed a thriving enterprise culture, which encourages residents to develop entrepreneurial skills in an environment, which actively supports and sustains new business and social enterprise.

Aims of Halton’s Local Enterprise Growth Initiative

To achieve this vision our proposal has four aims:
1. To ensure that service delivery in regard to enterprise development in the Borough is coordinated and coherent.

2. To engender a culture of enterprise growth.

3. To ensure that there is a supply of premises accessible and relevant to customer needs.

4. To generate increased levels of new business starts and self-employment, (particularly in our more deprived areas and for the benefit of our more difficult to reach residents).

Halton’s LEGI application is broken down into 3 workstreams:

1. Enterprise in Education
2. Entrepreneurship
3. Worklessness

1. Enterprise in Education

The most complete attempt to evaluate the nature and extent of deprivation at local level is that provided by the DTLR index of multiple deprivation (IMD). According to this measure Halton is ranked as the 16th most deprived local authority in England. The Local Labour Force Survey (LLFS) suggests that the Halton workforce is significantly underskilled at level 4 and has a higher proportion of the low/no skilled. It is estimated that there will be a net expansion demand of some 4,000 additional jobs in Halton between 2002 and 2012, yet only 13% of the expected new jobs in the area will require low/no skills. Overall, the analysis confirms the need for improved skills within the local workforce.

A recent survey of our young people highlighted that young people do not have sufficient self-belief that they deserve jobs in developing sectors of the economy. Education and learning provides the bridge through which the future human capital and enterprise base of the local economy is moulded as well as the foundation from which to develop life skills. If a sustainable entrepreneurial culture is to be developed in Halton then it is vital that the groundwork begins as soon as children start school and that the enterprise education process continues throughout their school life, through into HE and FE and into employment. Enterprise Education is therefore of critical importance to the future development prospects of Halton.

The schools in Halton have a proven track record of developing and sharing teaching and learning strategies in general through our successful “Excellence in Halton” Partnership and more recently, through our Enterprise Pathfinder, a vibrant local network bringing key partners together and facilitated by our local Halton Education Business Partnership.

Our schools find it relatively easy to organise and run “enterprise events”. What fundamentally also needs to happen if the culture is to be changed, however, is to mainstream enterprise teaching and learning. This is more about developing enterprising ways of teaching and learning by bringing real business contexts into in the day-to-day classroom. It is about enabling young people to see the relevance of classroom learning by actively utilising applications of Science, Technology, Maths, English and ICT, for instance, to a local business context. It is about exciting children about their learning. A current example is that of a case study of a local freight company that will support pupils in discussing and reviewing the impact of ICT applications in the wider world. At one and the same time they will be learning how ICT is changing the way a local inland port operates (a key curriculum requirement) also what that business does, why it is located in their town and what makes the business so successful (powerful enterprise learning). Learning about enterprise through active links with live enterprises is a fundamental way for pupils to become enthused and excited about being enterprising themselves.

There is a need to bring greater coherence to a range of seemingly ad-hoc work-related and enterprise activities where the connections are not always obvious to teachers, let alone their pupils. Schools want a means by which they can pull together the often fragmented activities going on under an overarching enterprise framework. LEGI offers the opportunity to action research we have talked about at length, but never had the capacity to deliver. Preliminary discussions with up to 30 local employers have convinced us that we can utilise enterprise and employability capability to define and develop an underpinning framework shared across
the borough based on purposeful collaboration with our employers. It is envisaged this framework would:

- Describe the entrepreneurial skills and personal attributes Halton employer wish to see developed in our young people
- Define those skills and qualities in “pupil-speak”
- Be accessed on-line and updated by the pupils themselves
- Be endorsed by local business people

What does Halton want to do?

The Enterprise Game

The Education Business Partnership will deliver this project. Learning about enterprise became a statutory requirement for all 14-16 year old school students as of September 2005. Halton Education Business Partnership and local schools have developed a new and exciting learning resource for 14 – 16 year olds, a board game called “The Enterprise Game”. The Game requires students to run their own enterprise making, selling and delivering a product with the winning business being that with the highest asset value at the end of the Game. Businesses on the board are real Halton businesses to make playing the Enterprise Game even more real. Moreover, actual company names on the board would help the students also learn what (kinds of) businesses exist in their local economy.

Utilising this board game will enable us “to practise what we preach” and go into business with the Game. The notion would be for different schools to take responsibility for developing different aspects of the Game ~ designing and testing a primary version, for instance, or a digital version, or spearheading the promotion of the game or looking after the orders and distribution arrangements. In short, the pupils would really learn by doing this for real with the expertise of an Enterprise Development Officer.

Project Cost: £320,000 over 3 years
LEGI Requirement: £160,000
Other Funding: £160,000

Creating The Next Generation of Entrepreneurs

Halton Education Business Partnership and Young Enterprise will work in partnership to deliver a range of programmes available for each school year group starting at year 1 through to year 12/13. The intention would be to introduce the 6 modules of their Primary Programme into the LEGI strategy as the means of constructing the foundations for enterprise within the Halton community.

First module starts with 4 and 5 year olds who examine basic concepts such as working together, earning and saving, progressing through to family values.

In the second and third module an overview of business in their local community and an insight into decision making.

In the fourth module the programme takes a step change from looking at the local community to examining job roles and businesses operating in a typical city and the skills required by individuals in fulfilling occupations in city businesses. Our nation, which is the fifth module, introduces the basics of starting a business and pupils discuss careers, production, marketing and sales in relation to their business idea.

The Sixth module aimed at 10/11 year olds look at the trading relationships that exists between the countries of the world and the need for understanding to overcome the global challenges facing nations.

Secondary School

Further range of short programmes - Project Business, Learn to Earn and Personal Economics.

Project Cost: £ 156,000 over 3 years
Legi Requirement: £156,000
Other Funding: £0

Education and Enterprise Coordinator

Critical to this process will be the links with local employers, carefully nurtured by schools with support from our local EBP. A current intensive telephone campaign has resulted in 22 companies accepting an offer from Halton Education Business Partnership to visit them to discuss getting involved with schools. What we need is an Enterprise Coordinator on the ground to convert interest such as this into active partnership with schools. So critical is the active support of business if we are to realise an entrepreneurial culture in Halton, that a failure to invest in developing the capacity for real and sustainable partnerships will undermine other related proposals.

Project Cost: £150,000 over 3 years
Legi Requirement: £150,000
Other Funding: £0

Enterprise Academies

This project focuses on establishing Enterprise Centres/Academies either side of the river where 14-19 year olds can learn, not only basic DIY competencies as a means of developing marketable practical skills, but also the rudiments of how to set up their own business and access the support networks they will need.

Project Cost: £500,000
Legi Requirement: £500,000
Other Funding: £0

2. Entrepreneurship (Further text to be added – referring to the Enterprise strategy, summary of consultation)

Halton Enterprise Charter

To be managed by Halton Borough Council’s Employment and Enterprise division, the Halton Enterprise Charter aims to inspire an entrepreneurial culture in a client group “turned off” by the usual routes to enterprise support.

The Key objectives of the project will be:

- To engage directly with Halton residents particularly those regarded as economically inactive from the most deprived wards across Halton to promote and raise awareness of entrepreneurship and self-employment.
- To build the capacity of the target beneficiaries through a proven and innovative Enterprise Awareness programme and progress them to mainstream enterprise training provision and support with partners with a view to encouraging business start-ups.

The Halton Enterprise Charter will engage and motivate unemployed residents about entrepreneurship through the use of an innovative Enterprise Charter programme consisting of two weeks Neuro Linguistic Programming (NLP) and a programme of business support led by Halton Employment Charter Employers acting as business mentors.

The Halton Enterprise Charter:

HPIJ have successfully been operating the NLP method in Halton since 2002 through the Halton Employment Charter. A similar model will be created based on the same two week programme of NLP practises, but will include a curricula of enterprise awareness, support training and development.
**Business Mentoring/Enterprise Start up:**
As part of the existing Employment Charter Project, HPIJ have built up an extensive network of business contacts that have signed up to the Halton Employment Charter and already work closely with the HPIJ project. These businesses are now willing to engage in the Enterprise Charter project and will provide a dedicated “business mentoring and enterprise shadowing” programme to residents who have graduated from the Enterprise Charter and expressed an interest in entrepreneurship.

The Halton Enterprise Charter will complement existing mainstream enterprise promotional provision in the Halton Borough area. Business Link for Greater Merseyside, through it’s subcontractors (Halton Chamber of Commerce & Enterprise, In2Bus, Mitchell Charlesworth) and TNG Business Support Service, who have been commissioned by Jobcentre Plus, currently provide enterprise training programmes to individuals who wish to move in to business start-up. However, there is consensus of opinion that intensive support to “high maintenance” clients is labour intensive and more likely to result in the establishment of sole ‘life-style’ businesses and unlikely to yield medium/medium growth enterprises.

**Project Cost:** £220,000 for first three years  
**LEGI Requirement:** £220,000  
**Other Funding:** £0

**Prince’s Trust Business Programme**
This project focuses on the Prince’s Trust's Business Programme which will relate to Enterprise and worklessness in Halton. The programme will be for 18-30 year olds and comprises
- A low interest loan of up to £4,000 for a sole trader, or up to £5,000 for a partnership (the average loan is between £2,000 and £3,000 but varies regionally)
- A grant of up to £1,500 in special circumstances  
- A test marketing grant of up to £250  
- Ongoing advice from a volunteer business mentor  
- Discounted software and membership  
- Young women aged between 18-30 starting up in business could receive an extra grant of £500.
- Unemployed women accessing Train 2000 Ltd services, who have a sound business idea, may be eligible to apply for both the POWER Loan Fund and The Prince’s Trust Loan funding totalling up to £7,500.

**Project Cost:** £ further details awaited from Prince’s Trust  
**LEGI Requirement:** £  
**Other Funding:** £

**Greening Employment Areas**
Many business areas experience decline through factors such as crime, lack of routine maintenance, and lack of investment, absentee landlords, congestion, poor housekeeping, out of date buildings. Initially this can be perceived as areas looking ‘tired’, but can lead to a downward spiral in image, increased vacancy rates and job losses. The existing Greening Employment Areas project is seeking to reinvigorate some of the older industrial areas in the Borough through a holistic programme that not only improves the environment, but also addresses many of the underlying issues within the businesses themselves that contributed to the decline in the first instance.

**Project Cost:** £ 100,000  
**LEGI Requirement:** £0  
**Other Funding:** £100,000

**Enterprise Fund**
Small grant fund for start up enterprises (Further text to be added)
3. Worklessness (Further text to be added – referring to the Enterprise strategy, summary of consultation)

In 2 Enterprise

In 2 Enterprise is a dedicated programme to promote entrepreneurship/ self-employment as a realistic employment option for local unemployed/economically inactive residents who are in receipt of ‘Working Age’ Benefits for a continuous period or 12 months or more. This project aims to develop a stronger support mechanism for those residents claiming benefit for more than 12 months by establishing an enterprise awareness and support programme which encourages them to consider and ‘taste’ entrepreneurship as a realistic alternative means of entering employment or self-employment. The programme will include the following key activities:

A Tapered Benefit Support Programme

Working with Jobcentre Plus to establish a programme which supports the long term unemployed as they establish an enterprise by tapering the reduction of benefits over a period of 12-24 months, with reduction either tapered quarterly or monthly. This initiative is an innovative approach to reducing unemployment, which is set within the 2004 Review of the New Deal Programme which highlights the need to use the Job Centre Plus District Managers Discretionary Fund (introduced in April 2004) to develop local programmes to meet specific local needs.
Care Leavers Employment Initiative

This initiative will provide a dedicated employment support programme to better prepare care leavers aged 16-21 years for employment with the Council and other local employing organisations in Halton. The Council has recently adopted a Corporate Parenting Policy, which aims to provide employment opportunities for Looked After Children and Care Leavers between the ages of 16 – 21 years of age. This project aims to provide a dedicated employment support programme for 20 such young people, in 2004/5 and for 12 young people in 2005/6 and 2006/7 – a total of 44 young people over a period of 3 years, who reside in the Borough and for whom the Council’s Social Care, Housing & Health Directorate have a continued commitment to provide on-going support. There are currently 93 young people between 16-21 years of age who are looked after or are care leavers. Colleagues within SCHH have identified 20 young people (9 female/11 male) who would benefit from an employment support programme in 2005/6.

Employment in Work Support Programme

This initiative focuses on partnership work with the Connexions Service and Greater Merseyside Learning & Skills Council to provide a dedicated employment In-Work Support Programme for 16-24 year old young people in Halton who are involved in Learning & Skills Council work based learning provision and outside of the scope of existing New Deal/PSA Job Retention and Jobcentre Plus funded provision.

One Step job, Enterprise and Learning Shops

This unique initiative will provide 2 “One Stop” Jobs Enterprise & Learning Shops, in Widnes and Runcorn, acting as a major enterprise, employment and learning brokering service between local residents and Halton Employers. HPIJ already works directly with in excess of 900 Halton Employers, one of the largest employer engagement initiatives in Halton. This unique initiative will seek to maximise the success of the HPIJ project and increase the opportunities for tackling economic inactivity, raising the employment rate, improving business start-up rates and increasing participation in learning across the Borough of Halton.

Halton ILM Project

This project will complement the Jobcentre Plus/ESF Co-financed New Deal waged-option ILM by providing 26 weeks paid (minimum wage) practical work experience and job focussed training for Halton residents aged 16 – 64 years who are unemployed. The project will provide up to 20 placement opportunities, including 6 young people aged 16/17 years, within the Council (Regeneration & Neighbourhood Services), Charitable, and Voluntary & Community organisations.
**Truancy Support ILM**
The ‘Truancy Support Officers’ could be located at Town Centres in Runcorn, Widnes and at Halton Lea & Trident Retail Park

**Recruitment to the Security ILM**
- Unemployed residents aged 16-64 years
- Positive Action to recruit women and people aged 50 years+ to the ILM
- New Deal – it may be possible, subject to approval by Jobcentre Plus, to supplement the ILM with New Deal beneficiaries
- Halton Youth Academy – it may be possible to work in partnership with the Youth Academy to identify potential suitable ILM workers i.e. someone closer in age to the truants may be helpful.

Linked to the above, a Halton Security ILM will provide a security patrol team consisting of unemployed residents who have been trained to security industry standards who will gain work experience and on-the-job training under the supervision of an experienced and trained team leader provided by Durant’s. The intention would be for ILM operatives to shadow the team leader during an initial period of on-the-job training.

Project Cost: £740,000
LEGI Requirement: £500,000
Other Funding: £240,000

**Halton People into Jobs**
Halton People in to Jobs have been very successful in assisting residents who are work willing to progress in to employment. NRF funding will allow HPiJ to focus attention on providing employment support to 50 residents who are in receipt of working age benefits from the four identified wards, with the aim of helping 20 of those residents to progress in to employment with local employing organisations and to further provide In-Work support service to help those residents to retain their new job. The focussed support will be with residents who are in receipt of Incapacity Benefit, those who are 50+; lone parents and young people aged 16-19 years.

Project Cost: £1.2 million
LEGI Requirement: £400,000 over 3 years
Other Funding: £800,000

**Community Research Project**
The project is being managed by the Happen 4U Business Development Manager and will run from 1st November 2005 until 31st October 2006
- The project employs 2 members of staff on a full time basis
- It will train the 2 employees and up to an additional 10 local volunteers to MOCN level 3 in social research
- It will conduct a pilot research project on behalf of one of the LSP partners
- It will liaise closely with the LSP and HBC research department and will play a lead role in the ‘networking’ group to co-ordinate future research activity
- Funding will support the costs of staff and volunteers and will cover the training and project management costs for the group

The project will support the implementation of the new community engagement strategy to support engagement of local people. Benefits will include
- Employment and training opportunities
- Better communication across Halton
- Improved knowledge of partner activity
- Better co-ordination of partner activity

Project Cost: £180,000
LEGI Requirement: £120,000
Other Funding: £60,000
Consultation and Research

The aims of this submission have been developed in partnership and in consultation with a wide range of stakeholders in the Borough. In preparing Halton’s Enterprise Strategy, a number of research methods were used including face-to-face consultations, focus groups, workshops and telephone interviews to obtain people’s views and perceptions on Enterprise and Employment in the Borough.

An “Ideas Factory” was also introduced to capture views and from this initial event, a further four themed workshops were introduced to cover:

- Support for Micro Businesses and New Enterprises;
- Developing the Potential of the Social Economy;
- Pre start-up support; and
- Youth Enterprise Development.

This Consultation programme provided an opportunity to further test the research gathered by Stratagem and offered an operational as well as strategic perspective on what we want to achieve and how we want to achieve it in respect of developing Enterprise in Halton.

Halton’s Enterprise Strategy was presented to partners in October 2005 for further consultation. Partners were divided into thee groups relating to the strategic objective of the strategy and were asked to comment on the action plan appended to the strategy. A workshop session was held with the following partners:

- Halton Chamber of Commerce
- Business Link (Greater Merseyside Enterprises)
- Job Centre Plus
- Halton Community Transport
- Princes Trust
- Halton College
- HITS (Hope Inclusion Time Success)
- Halton Happen 4 U
- Greater Merseyside LSC

The workshop also provided an opportunity to test whether the action plan reflected the views and aspirations of partners in regard to developing enterprise in Halton. In addition, partners were asked to prioritise the initiatives in the action plan, identifying potential gaps as appropriate.

Without doubt, the Consultation process has informed the selection of the proposed initiatives identified above.
Please outline the suggested key, locally-developed and outcome-based targets (together with appropriate indicators) that encapsulate:

- What would qualify as success for your local proposals
- How success would be measured
- How often success would be measured

In 2002 the Centre for Enterprise and Economic Development Research (CEEDR) set out a report to the Small Business Service entitled “Measuring Impacts in Deprived Areas”.

The report concludes that it is possible to collect a wide range of social and economic indicators and presents the means of measurement and types of impact, which can be used to demonstrate success.

This report has been used as a reference document for the development of Halton’s locally developed and outcome based targets. This work is complemented by reference to Government Floor targets, and also reflects the evidence base and findings outlined in Section 3 of this document. For further information please see Appendix Three.

<table>
<thead>
<tr>
<th>Baseline</th>
<th>Outcomes</th>
<th>Types of indicators</th>
<th>Means of Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self-employment rates for 2002 – 2003 in Halton were 4% (Merseyside 5.4%, Northwest 7.5%)</td>
<td>Self-employment rates in Halton increased by X%</td>
<td>Number of people in self-employment</td>
<td>Figures published in Census 2001. Updates available from the Annual population survey. Due Dec 2005.</td>
</tr>
<tr>
<td>VAT registrations in Halton are among the lowest in the region 23 per 10,000. (Northwest 33, England 38)</td>
<td>VAT Registrations increased to X in 10,000</td>
<td>Number of VAT registrations for new start up businesses</td>
<td>NOMIS figures published once a year. Due Late Sept 2006</td>
</tr>
<tr>
<td>Halton’s new business survival rate is good – VAT de-registrations 18 per 10,000 adult population (Northwest 30)</td>
<td>Improve the survival rate for new businesses in Halton by decreasing VAT de-registration to X in 10,000</td>
<td>Number of VAT de-registrations per 10,000</td>
<td>NOMIS figures published once a year. Due Late Sept 2006</td>
</tr>
<tr>
<td>Density of firms is low in Halton with only 23.1 VAT firms per 1000 population (Northwest 31.6, Eng &amp; Wales 38.3)</td>
<td>Density of firms in Halton increased to X VAT firms per 1000 population</td>
<td>Number of VAT firms in Halton per 1000 population</td>
<td>NOMIS figures published once a year. Due Late Sept 2006</td>
</tr>
</tbody>
</table>
| Worklessness in Halton is high, employment rate is 66.7, economically active is 72% | Reduce worklessness in Halton – employment rate is increased by X% | • Employment Rate
• % of working age population who are economically active
• Long-term unemployed as a | Benefits data available from DWP. Due Jan 06. Updates available from the Annual population survey. |
<table>
<thead>
<tr>
<th>Skills of the local workforce - ranks Halton 342 worst of 408 Authorities</th>
<th>Improve ranking</th>
<th>proportion of unemployment</th>
<th>Due Dec 2005.</th>
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</thead>
<tbody>
<tr>
<td><strong>% of working age adults with no or low qualifications</strong></td>
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<td>Local Knowledge (Local Futures) Updates available from ONS for all statistics.</td>
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<tr>
<td><strong>Proportion of working population qualified below NVQ 2</strong></td>
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<tr>
<td><strong>Proportion of working population with NVQ 2</strong></td>
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<td><strong>Proportion of working population with NVQ 3</strong></td>
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<td><strong>Proportion of working population with NVQ 4+</strong></td>
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<tr>
<td><strong>Change in working age population with no qualifications</strong></td>
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<tr>
<td><strong>Proportion of employees who have received job training in last 13 weeks</strong></td>
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<td><strong>IMD Education, Skills and Training Deprivation Domain Average SOA</strong></td>
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</table>

<table>
<thead>
<tr>
<th>Labour Market indicators rank Halton 346 out of 408 Authorities</th>
<th>Improve ranking</th>
<th>proportion of unemployment</th>
<th>Due Dec 2005.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Proportion of employees working full time (male/female)</strong></td>
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<td></td>
<td>Local Knowledge (Local Futures) Updates available from ONS for all statistics.</td>
</tr>
<tr>
<td><strong>Proportion of employees working part time (male/female)</strong></td>
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<tr>
<td><strong>Employment Rate</strong></td>
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<tr>
<td><strong>Proportion of resident working age population unemployed</strong></td>
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<tr>
<td><strong>Long term unemployment as a proportion of all unemployment</strong></td>
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</tr>
<tr>
<td><strong>Self employment Rate</strong></td>
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<td></td>
</tr>
<tr>
<td><strong>Proportion of population who</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>30% of Halton residents receive some form of inactivity benefit</td>
<td>Reduce % of Halton residents receiving inactivity benefit</td>
<td>Proportion of Halton residents receiving inactivity benefit</td>
<td>Benefits data available from DWP. Due Jan 06.</td>
</tr>
</tbody>
</table>

Success will therefore be linked to the following:

- More local people are willing to consider and choose to start up a business/ go into self employment, particularly from under represented groups and in the most deprived areas.
- Building an enterprise society in which small firms of all kinds thrive and achieve their potential, with
  - An increase in the number of people considering going into business
  - An improvement in the overall productivity of small firms
  - More enterprise in disadvantaged communities. (PSA Floor Target)
- As part of the wider objective of full employment in every region, over the three years to Spring 2008, and taking account of the economic cycle:
  - Demonstrate progress on increasing the employment rate;
  - Increase the employment rates of disadvantaged groups (lone parents, ethnic minorities, people aged 50 and over, those with the lowest qualifications, and those living in the local authority wards with the poorest initial labour market position); and
  - Significantly reduce the difference between the employment rates of the disadvantaged groups and the overall rate. (PSA Floor Target)
- To increase total entrepreneurial activity among the population in deprived local areas
- To support sustainable growth and improve the success rate of locally owned businesses in deprived areas.
- To attract appropriate investment and franchising into deprived areas, making use of local labour resources
- To ensure service delivery is coherent and integrated
- To engender a culture of enterprise and growth
- To ensure there is a supply of suitable, accessible premises
- Generate increased levels and rates of new starts and self employment, particularly in target groupings
- To halve the gap between Halton and the North West start up rate within 5 years and close it within 8
- To halve the gap between Halton and the North West self-employment rate within 5 years and to close it within 8.
- To sustain parity with the North West rates over the subsequent 5 years
- To double the amount of social enterprise in the Borough within 4 years
- To double the proportion of people in the Borough that would consider a start-up or self-employment within 3 years
- To reduce the fear of failure
- To increase the numbers of under-represented groups such as women or young people entering self-employment
- More local young people are willing to consider and choose self-employment as a career.

(Further text to be added)

<table>
<thead>
<tr>
<th>Please outline (in an appropriate amount of detail) the expected timetable for the first year, and the broad timetable beyond that first year, including key milestones with estimated dates</th>
<th>To be added at a later date</th>
</tr>
</thead>
</table>

| Please explain how your proposal ensures that people living in the deprived areas would benefit from the local proposals – including how you intend to measure this improvement | Halton’s performance management arrangements are facilitated through a Corporate Planning Framework that consists of a hierarchy of plans that are directly aligned to ensure that the priorities and objectives of the Council are cascaded down through the organisation through ‘SMART’ outcome focussed targets. Progress is monitored through core quarterly reporting to Senior Management Team, Policy and Performance Boards and Executive Board Portfolio holders. Reports are of a standard format and provide performance information relating to service developments, progress against objectives and key milestones and statutory and local performance indicators and financial information which provides decision makers with an holistic view of performance. Quarterly reporting is a core minimum requirement of all services but allows for additional and ‘exception’ reporting as and when required. Add Reference to Halton’s Community Engagement/Consultation StrategyHalton Borough Council is working with The Scarman Trust which is an established UK charity working to help citizens bring about change in their community by empowering local people to harness their assets, capacities and relationships in ways that support people’s ongoing processes of development and empowerment. |
The crucial insight for Scarman is that people, families and wider community-based organisations have quite extraordinary capacities that could be mobilised so as to help meet key public services objectives and stimulate economic enterprise in some of the region’s most disadvantaged communities.

What is different about the Scarman approach is one of vision: seeing people and communities for what they are: not as ‘patients’ or having deficiencies or needs that are to be made good, but as actors and agents in their own development with relationships, skills, knowledge, assets, resources, networks and associations of their own to draw upon; all of which is below the government’s ‘radar screen’ and that of the capacity of all but the most innovative local agencies. Government almost never gives serious thought to how these millions of different organisations and people might use their collective muscle to deliver on the priorities that everyone shares, despite the fact that the resources and expertise on offer might easily rival those within public agencies.

Using the slogan – and the practice - ‘experts on tap not on top’, Scarman have adopted an Asset Based Community Development approach (ABCD) to address the powerlessness that is central to individual’s experiences of poverty and disadvantage. ABCD is about power – building the power of communities; building collaborations without creating formal institutional structures; recognising strengths and linking people to public service and enterprise growth interventions that are meaningful, relevant and sustainable.

ABCD describes an alternative approach to civic engagement by building communities from the inside out: one that recognises that it is the capacities of local people and their associations that build powerful communities. Through Scarman’s range of ‘can do’ empowerment programmes in business start-up, health promotion, community learning, financial literacy, residents’ consultancy and Community Service Agreements (CSAs) the building blocks of participatory approaches to a strengthened civil society are being fostered in quite unique ways, turning on its head the process of defining communities by their problems.

ABCD reaches the parts and establishes relationships that public health and other state agencies cannot by providing links to networks of people and local assets, tackling issues, which are identified and addressed by communities themselves in their communities and on the doorstep. With small levels of funding communities can deliver large outcomes. They work by magnifying the impact because it is resourced, sustainable and owned by the community, and does not leave when the experts
pull out as in usual models of intervention.

Across Merseyside and Greater Manchester the Scarman Trust are investing in people as assets; pioneering new ways for citizens to speak, act, collaborate and access opportunity. From innovative business start-up programmes in 4 metropolitan boroughs across Merseyside to our Community Health Ambassador Teams (CHATs) in Liverpool; ways and means are constantly being planned and adapted to local needs and capacities, helping people to help themselves.

Please outline how your local proposals are fully integrated with and complement other relevant local and regional strategies – including the Regional Economic Strategy (to achieve economies of scale)

Work has been ongoing for more than two years looking at how the services provided by Halton Borough Council both complement and are integrated with relevant regional and local strategies. Owing to the systems in place in the Council, any work funded through the LEGI initiative will need to prove how it fits in with local, sub-regional and regional strategies, through the working of the LSPs.

- Corporate Plan takes into account the RES, the RSS, Trading Standards North West Strategy, Action for Sustainability.

- Work done under the Urban Renewal theme takes into account the Merseyside Economic Review, the City Region Tourism Action Plan, and the Regional Waste Management Strategy.

- Wealth and Equality takes into account documents such as Committed to Inclusion - accepting the Challenge (the NW and Disability) and Productive Ageing – the changing role of older people in the workplace.

- Some comment about the Halton in the Region officers and members group ensure that Halton’s position has been fed into consultations on the RES, the RSS and the Leader sits on the Board with responsibility for the Regional Housing Strategy.

Halton’s LEGI submission accords with the final draft of the North West’s Regional Economic Strategy (November 2005). The RES states “the region needs to make progress on three major drivers to achieve sustainable economic growth and fulfil its true potential contribution to the national economy”.

The three major drivers identified are:

- Grow the size and capability of the workforce
- Creating the conditions for sustainable growth

A key concern for the region is the level of worklessness. The strategy refers to the fact that 80,000 fewer people are working in the North West
compared to the England average. 90% of this worklessness is in 6 districts, one of which is Halton.

The strategy, therefore points to the need to deliver employability activities focused on districts such as Halton. Similarly, the strategy states that in order to tackle the problem of deprived areas there is a requirement to develop and encourage employment creation. Halton is cited as one of the areas in the North West with low employment rates.

A further concern for the region is the low level of qualifications where there are 120,000 more people with no qualifications in the North West compared to the England Average. A key action identified the RES will be to “deliver the basic skills required by employers for those without qualifications”. The strategy recognises that Halton has one of the highest rates of working age population without qualifications. This lack of skills and qualifications is a major barrier to the development of enterprise and employment in Halton and is referred to in Section X of this submission.

Halton’s LEGI submission will also contribute to the Liverpool City Region Development Plan “Transforming Our Economy”. The Liverpool CRDP focuses on contributing to the growth of the North of England economy and assisting in the reduction of the economic gap between the North and the rest of the UK.

Recently, the Liverpool City Region has seen significant growth, but there are still challenges to overcome, notably reducing levels of worklessness and poverty experienced in parts of the sub-region. One strategic priority for the sub-region focuses on “The Talented and Able City Region” and places emphasis on the delivery of accelerated employability and up-skilling programmes as being key to the successful transformation of the city region’s economy and transformation agenda.

This bid also reflects the North West Regional Skills Partnership’s vision:

“To raise productivity and economic competitiveness in the Northwest by stimulating enterprise, skills development, innovation and opportunity for all”.

Halton’s submission also takes account of the Regional Skills Partnership’s Strategic Aims i.e;

- Creating a sustainable and enterprising in the Northwest
- Strengthening the demand for business support and workforce development
- Increasing the responsiveness and quality of business support and skills provision in meeting the needs of employers and individuals
- Raising the employment rate by creating an inclusive economy

The bid seeks to support the accompanying Priorities for Action by in particular focusing on tackling low skills and basic skills gaps to improve employability, developing enterprise skills and a culture of enterprise and ensuring that the skills and employability needs of disadvantaged groups are addressed.

<table>
<thead>
<tr>
<th>Please provide some details of which local and regional partners were involved in the development of these proposals and how</th>
<th>Local and Regional partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partners have been involved from the word go – very much a “bottom up” LEGI bid.</td>
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</tbody>
</table>

- Work done by consultants on the Halton Enterprise strategy was commissions by the Life Chances and Employment SSP and is in response to low levels of new business start up which are among the lowest in the region and a self-employment rate that lags significantly behind both regional and national averages.

- A meeting was held on the 19th October
  - Consultation with GONW Merseyside
  - Consultation with NWDA Merseyside Office
  During which the needs of local partners were ascertained through a series of workshops. During this exercise partners were asked to rate the importance of a wide variety of projects that might be funded as part of a future Halton enterprise strategy. This identified gaps in current provision and provided the Enterprise team with a “shopping list” of work that was seen as important to form the basis of this bid.

- This meeting is in addition to other stakeholder involvement through the everyday work of the dedicated resource of the Enterprise and Employment Manager, an input from elected members and Halton Borough Council officers who are involved through the Halton in the Region Members and Officers groups.

- (Further text to be added – referring to the work of HiR groups – key messages and lobbying)

- (Further text to be added – referring to work with local partners)

- Links have been developed via TMP using the Liverpool City Region Development Plan and in particular the transformational projects
work streams, as a basis for tackling barriers to enterprise development in the sub-region. As a member of the Merseyside Sub-Regional Partnership, Halton has raised the potential of collaboration with other Local Authorities. Discussions have also taken place with Knowsley concerning potential joint work focusing on creative industries and silver entrepreneurs.

<table>
<thead>
<tr>
<th>Please set-out how your proposals would make a sustainable difference after the funding from LEGI has come to an end</th>
<th>Sustainable Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>The proposals will make a sustainable difference after the funding from LEGI has come to an end through a variety of means. As a baseline, we shall ensure that all work done through the LEGI initiative will address the priorities drawn together by the Action for Sustainability toolkit (<a href="http://www.actionforsustainability.org">http://www.actionforsustainability.org</a>) For example, throughout the programme small enterprises will be expected to behave as examples of commitment and initiative in fostering social and regional development. They will be encouraged to work to models of best practice and adopt successful business models that will enable them to flourish in the Halton economy to 2015 and beyond. Enterprise initiatives will focus on the positives of being self-employed as an alternative to becoming employed by promoting greater awareness of an entrepreneurial career. It has been acknowledged that permanent innovation is essential for sustainable development of enterprises and to this end, it is intended to recognise entrepreneurship as a valuable and productive life skill as all levels of responsibility. The importance of developing and exploiting the regions knowledge base has been widely acknowledged, and it is to this end that the take-up of Information and Communication Technologies (ICTs), e-learning and e-business will be seen as a key element of improving SMEs competitiveness. It is intended that LEGI will help to foster an entrepreneurial spirit and skills from an earlier age. Specific business-related modules for younger entrepreneurs will be run as will appropriate training schemes for managers in small enterprises. It will be acknowledged that the quantity and quality of skilled labour are important determinants of economic performance. Increasing the skill and qualification levels of the population increases the earning potential of individuals and the range of jobs they can do. In turn, an increasingly skilled and flexible workforce will raise the productive potential of the of the economy as firms produce a more diverse and better range of products and services.</td>
<td></td>
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</tbody>
</table>
Through the use of the risk management system, interventions funded under LEGI which risk not making a sustainable difference after the funding has come to an end will be easily and quickly identified and appropriate remedial action taken.

**LEGI** is designed to help develop a more comprehensive knowledge base that will enable current and future enterprise growth projects and policies to take full advantage of lessons learned.

Please outline how you would ensure your proposal collected and analysed the evidence from your experience implementing your proposals.

It is important that any evaluation of the projects and the overall Enterprise Strategy are formative evaluations to ensure that we learn from those experiences. The emphasis will be on evaluating progress and learning lessons for the future and continuous improvement, as a result it will be important to find examples of best practice that can be disseminated.

The Halton Enterprise Strategy is fundamentally a culture change programme aimed at achieving performance step change, it is considered that monitoring and evaluation has to reflect the long-term nature of such a vision. Whilst individual projects will be assessed, tracked and monitored carefully to ensure propriety, the evaluation of the overall strategy will take place every two years. As well as ensuring continuous improvement, the evaluation of the overall strategy will also support the development of future policy.

The evaluation also has to reflect the long-term vision and as such is not just about monitoring outputs but also monitoring the outcomes of the projects. This will include an evaluation of progress against baseline evidence; therefore we will ensure that we are able to collect the necessary information to evaluate. It is also important to note that some national statistics are time lagged, and so for example in 2005 the 2004 figures are published. This is very important in relation to the targets, as it will be year 6 when the year 5 target data is available.

The collection of relevant data will be supported by the Council’s Research & Intelligence Division and Economic Development Team. Both teams have a track record of collating and analysing data for a range of projects and strategies. The Research and Intelligence Division will provide up to date socio-economic data from a range of sources, local statistics from ONS, Index of Multiple Deprivation analyses and information from the State of the Borough reports. The organisation also has a track record of analysing the data in terms of progress against baselines, outcomes of projects and successful delivery options, which will feed into future programmes and the knowledge base of the Council and its key partners.

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**5. FUNDING REQUIREMENTS FOR FIRST THREE YEARS**
How much do you estimate your proposals would cost in **year 1** (2006-07) – please divide between resource and capital?

<table>
<thead>
<tr>
<th>Activity</th>
<th>Quarter 1</th>
<th>Quarter 2</th>
<th>Quarter 3</th>
<th>Quarter 4</th>
<th>Total 2006 / 07</th>
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(All figures to be added at a later date)

How much do you estimate your proposals would cost in **year 2** (2007-08) – please divide between resource and capital?

<table>
<thead>
<tr>
<th>Activity</th>
<th>Quarter 1</th>
<th>Quarter 2</th>
<th>Quarter 3</th>
<th>Quarter 4</th>
<th>Total 2007 / 08</th>
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How much do you estimate your proposals would cost in **year 3** (2008-09) – please divide between resource and capital?
### Capital Programme Costs

<table>
<thead>
<tr>
<th>Activity</th>
<th>Quarter 1</th>
<th>Quarter 2</th>
<th>Quarter 3</th>
<th>Quarter 4</th>
<th>Total 2008 / 09</th>
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### Revenue Programme Costs

<table>
<thead>
<tr>
<th>Activity</th>
<th>Quarter 1</th>
<th>Quarter 2</th>
<th>Quarter 3</th>
<th>Quarter 4</th>
<th>Total 2008 / 09</th>
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Please provide an estimated cost breakdown for the amounts above, attaching costs to key elements of the proposal (divided between resource and capital). You should also give a projection of costs for the later years of LEGI.

**Note** - You should be able to confidently justify any of these cost estimates – you may be asked to do so at various stages of the application and assessment process.

Text to be added at a later date

Please give details of any leveraged funding from other sources (such as regeneration or economic development programmes) that would complement LEGI funding:

### Programme Costs

<table>
<thead>
<tr>
<th>Sources of Funds</th>
<th>Total Costs</th>
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</table>

Please provide a basic sensitivity analysis for each of the main
options in your proposals (illustrating what could be delivered for various different amounts of money – more and less):  

<table>
<thead>
<tr>
<th>Risk</th>
<th>Probability</th>
<th>Impact</th>
<th>Mitigating action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stakeholders</td>
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<td>Finance</td>
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<td>Human Resources</td>
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<td>Contracts and Partnerships</td>
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<tr>
<td>Integrity and governance</td>
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</tbody>
</table>

6. RISK MANAGEMENT

What would be the top 5 key risks to the delivery of these proposals, what would be the probability (%) and impact (high, medium, low) of each, and what mitigating action would you take to minimise each risk?

Please provide details of your assessment of the state aid implications of your proposals, and how you will ensure local proposals are fully compliant with EU state aid rules and procedures:

The Council’s External Funding Division is fully cognisant of the rules pertaining to State Aid and has experience in advising applicants on both major capital and revenue regeneration schemes funded via the European Structural Funds, SRB and NRF.
7. IMPLEMENTATION AND GOVERNANCE

Who would be the named **senior responsible owner (SRO)** responsible for the delivery of these proposals?

| Ian Leivesley |
| Strategic Director |
| Corporate and Policy |
| Halton Borough Council |

Please provide details of suggested governance arrangements designed to provide suitable oversight of the implementation and the proposals, including which regional and local partners will be involved and how:

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**Halton Local Strategic Partnership**

- **Enterprise Partnership**
- **Halton Enterprise, Learning and Skills**
  - **Specialist Strategic Partnership**
  - **Accountable Body**
  - **Secretariat**
  - **Assessment**
  - **Evaluation**

**STRATEGY**

**Learning and Skills Group**

**COMMISSIONING**

**IMPLEMENTATION**

**REVIEW**

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Please provide details of the internal resources (i.e. staff numbers, skills, experience etc) that would be assigned to such a programme of implementation:

The Council’s Policy and Performance Department currently manages the Borough’s SRB, NRF and European Programmes. This presents an opportunity to incorporate the coordination and management of Haltons LEGI programme through existing arrangements and value for money offers efficiency through the economies of scale

(Other skills and experience of partners to be added at bid submission stage)