



London UKSPF – Borough Proposal Template for ‘Supporting Local Business’

1. Background

The UKSPF Investment Plan for London was submitted by the GLA to UK government on 28th July 2022. The plan was developed in consultation with London Councils and representatives from London boroughs at several roundtable discussions. The investment plan is subject to approval from UK government (anticipated in October 2022) and must therefore be read in the knowledge that amendments to the narrative and figures may be requested. Provisional funding allocations, outputs and outcomes are included, in addition to narrative which respond to questions posed by UK government. To help assist boroughs in preparation of this proposal template, an abridged version of the plan is available [here](#).

The UKSPF Investment Plan sets out the GLA’s intention to award London boroughs and sub-regional partnerships a direct allocation of UKSPF funding for the investment priorities Communities and Place, Supporting Local Business and People and Skills.

Supporting Local Business

The Supporting Local Business investment priority for London (£62.2m) includes five indicative activities, these can be found in the London [UKSPF Investment Plan](#). The UKSPF allocations to boroughs for Supporting Local Business sits within one intervention:

E23: “Strengthening local entrepreneurial ecosystems and supporting businesses at all stages of their development to start, sustain, grow, and innovate, including through local networks”

A total of £13m out of £62.2m has been ring fenced for boroughs to support business in their local areas. Allocations for each borough have been agreed with London Councils and communicated to boroughs.

A further (approximately) £30m has been ring-fenced for open bidding programmes. Notional allocations for each theme, and the UKSPF intervention it fits within, are in brackets.

- Low Carbon (£6.9m, E29)
- Supplier Readiness (£3m, E23)
- SME digital divide (£6m, E23),
- Growing the local, social economy (£3m, E23),
- Innovation (£6m, E19),
- Property advice service for SMEs (£0.75m, E23),
- Support for fast growing diverse founders (£3m, E30),
- Investment readiness support for diverse SMEs (£1.5m, E30)

Allocations for support for the London Business Hub (£2.5m, E23) and the new '[Wayfinder](#)' programme rolled out to all boroughs by the GLA (£4.5m, E23) will also be funded by UKSPF.

Finally, the Mayor's International Business Programme (£4.6m, E23) and an integrated programme for high-growth companies and priority sectors (£7.4m, E24) will be managed by London and Partners.

Borough allocations

The GLA invites boroughs to use their direct allocation to create additional (or in some cases new) business adviser capacity, to support 'everyday' businesses, particularly in areas/communities most impacted by the pandemic. Boroughs should determine how best to do this and could build on existing programmes, for example (but not limited to) Hub and Spoke, Business and IP Centres (BIPC) local, local Enterprise Agencies or in-house provision.

'Everyday' businesses build and strengthen local communities; bring investment and vibrancy to town centres; contribute to thriving high streets; and provide access to stable, local jobs. However, the SME-support ecosystem is not functioning optimally; London's SMEs - and, in particular, micro, small and diverse businesses - consistently cite the complexity of the business support landscape as their biggest barrier to take up support that is on offer. New funding from UKSPF provides an opportunity to address this.

Our approach to UKSPF (Supporting Local Business) is to design a programme that will make it easier for businesses to find and access the support they need. We are keen to focus on making the customer journey and customer experience as best as possible and with a network of business advisers in community/borough settings with the wrap around support of Wayfinders this will be possible.

We are keen for boroughs to use some of their UKSPF to ensure adequate outreach / marketing of UKSPF programmes to the local business community.

If preferable, boroughs can propose alternative activity that fits under intervention E23. In so doing, please avoid duplication of interventions set out above and at Annex 1, and the note on commissioning new business support at Annex 2.

2. Instructions

The purpose of this template is to capture detail on UKSPF Supporting Local Business proposals led by boroughs. It should not be used for the Communities & Place and People & Skills investment priorities.

The GLA promotes cross-borough working, and boroughs may wish to consider opportunities for joint proposals with neighbouring local authorities where a place crosses or defines a borough boundary.

Your responses to the questions should provide enough information so that the person reading it understands what you intend to deliver. Responses should be as straightforward as possible. **Equality, Diversity and Inclusion practices should be imbedded throughout your responses to all questions** in addition to any specific focussed questions. There is no strict word limit, but we suggest you aim for 1,500 words, across the whole template, to keep your responses concise.

The Annex A (spreadsheet) should be completed alongside this form, the purpose of which is to capture additional information on the expenditure profile, output/outcome profile and delivery timescales covering activity for each investment priority. There are separate instructions on the first sheet of Annex A.

We are proposing that boroughs can use up to 4% of their allocation to undertake necessary Fund administration, such as project assessment, contracting, monitoring and evaluation and ongoing stakeholder engagement. However, this remains subject to approval within the GLA (anticipated in October).

The Proposal Template and Annex A have been designed to capture only the essential information required by the GLA to enable efficient administration of UKSPF in London. However, there could be instances, between now and the GLA issuing a funding agreement to boroughs, where the GLA asks boroughs to provide additional information. This will be limited as much as possible, but it may be necessary. The GLA is still in the process of working through the guidance and developing processes for UKPSF. In addition, the Department for Levelling Up, Housing and Communities (DLUHC) may amend or add to existing published guidance.

If you have a question on how to complete any of the documentation, or if you would like to discuss specific aspects of your proposals with relevant GLA policy officers please email UKSPF@london.gov.uk.

3. Next Steps

Once you have completed both documents, and sought any approvals necessary, you can submit your proposal by sending it to the following email: UKSPF@london.gov.uk

Proposals should be returned **by close of play on Friday 7th October 2022**. If this timeframe is difficult to meet, please contact the GLA as early as possible to discuss.

Name of borough	London Borough of Harrow
Contact name and contact details	David Sklair – External Funding Manager Email David.Sklair@harrow.gov.uk Mob 07773 195 192
Name of Intervention Activity	<i>E23: “Strengthening local entrepreneurial ecosystems and supporting businesses at all stages of their development to start, sustain, grow, and innovate, including through local networks”</i>

Section A: Information on overarching UKSPF proposal

*The following questions relate to your **Supporting Local Business** UKSPF proposal, information on individual projects where known is requested in section B.*

Strategic Fit with UKSPF Investment Priority

1. Please provide an overview/description of the overall UKSPF Supporting Local Business proposal in your borough. Your response should set out key milestones that you expect to deliver as part of your proposal:

The Harrow Supporting Local Business Theme set out within this bid reflects Harrow Council’s priorities to put businesses and residents first. Informed through a recent Local business support roundtable discussion on 27th September 2022 with a mixture of local and national partners including Federation of Small Business (FSB), Northwest London Chamber of Commerce, Metro Bank, West London Business, Harrow Business Improvement District (HA1 BID), we identified a programme of 3 business support projects focused on supporting businesses in all stages of their journey. These are:

Projects

- I. Business Engagement Project
- II. Business Support Project
- III. Reuse Laptops and Mobile Phones Start Up Kit Project

Further information on the projects is detailed below:

I. Business Engagement Project

This project is required as part of the programme and is a key activity to feed into projects 2 and 3 which is further detailed below.

The business engagement project will be tendered seeking an external partner to deliver the project. The winning bidder will be selected based on a scoring matrix and will be

based on merits of innovative outreach with a strong focus and track record of engaging hard to reach groups.

Outreach

The outreach strand will require a person to visit local businesses on High Streets and industrial estates. The purpose will be for an ongoing engagement process with businesses throughout the programme. The aim is to continue to raise awareness of business support services including projects, meetings, workshops, subsidised test trade spaces and consultation activities to increase the number of businesses supported and support business growth. The outreach will refer businesses to the business support project.

The outreach strand will also assist to target the groups mentioned within the business support strand. The outreach strand will additionally target the construction sector to link to supply chain opportunities, primarily Harrow Strategic Development Partnership's £650m regeneration programme. It will also engage businesses in growth sectors and seek information on their skills, recruitment and workspace needs.

Businesses that have been engaged with will be encouraged to sign up to Harrow Council's business newsletter which will provide them with information on procurement, business workshops, networking and funding opportunities.

The outreach element will also be supported through existing resources of the Business Support Team at Harrow Council. The team will assist with networking events and facilitate links with local business support services, local Business Improvement District and the 15 Trader Associations throughout the borough.

II. Business Support Programme

Project deliverer(s) will be sought via a tender exercise for a Business Support programme.

The business support programme will provide tailored business advice to individual businesses based on the needs of their business. This could include advice on:

- Finance including cashflow, debt, tax, access and utility savings
- Access to finance
- Business planning, including online presence and marketing
- Growing your business including supply chain management, winning tenders, networking, new markets, importing and exporting
- Property, leases, planning and licensing advice
- Employment, training and HR
- Access to mental health support and advice

Harrow Council has launched an online Business Survey that closes in late October 2022. The survey asks businesses to highlight the types of advice that they would like and how and where they would like it. It has been publicised by our partners (local trader associations, HA1 BID, West London Business and Federation of Small Businesses etc). It

will also be used to survey businesses at an upcoming networking exhibition - Harrow Means Business - in mid-October 2022. The feedback from the survey will shape the specification details for the business support project deliverer(s) sought, their services, outputs and workshop topics.

The tailored business support project will deliver via a one-on-one and group setting support, both online and in-person. The latter will include on the premises of the business and in workshop settings. The project will also provide business to business mentoring and coaching.

The project will aim at assisting people to start-up businesses, sustain a business and grow their business. It will link to the GLA's Wayfinder project when the latter is launched in Harrow and will give local businesses a dedicated point of contact.

Business Support to Targeted Groups

The business support programme will focus on target groups that are underrepresented.

This includes:

- I. Women
- II. Young people
- III. Disabled people (including business owners and sole traders with mental health concerns)

The roundtable discussion with partners on 27th September 2022 (mentioned above), identified that mental health concerns is a big issue with business owners, therefore we will be including a focus on this in our business support programme. We have also identified that Harrow has a lower economic activity amongst the female population than the London average. In the period of March – July 2022, of the 2,711 new businesses in Harrow, only 26% of the known genders of the directors were female. We also recognise a large untapped group of young entrepreneurs that we wish to assist with starting up and growing their businesses.

The tender pack, once produced for the programme, will allow organisations to submit a bid for the entire business support projects or to submit a bid to just work with a specific target group. The flexibility will allow the moderating panel to consider a wider range of different types of specialists suited to Harrow.

Linking Business Support and Targeted Groups to Test Trading Spaces

The business support project will also link with test trading spaces that have recently been created in the borough. This includes at Greenhill Place in Harrow Town Centre and Wealdstone Market where market stall pitches are available free of charge for up to 3 months. This allows a business to test trade without a contractual agreement required for a High Street shop including lease, rates and utility bill commitments. Removing these barriers will enable to assist a greater number of businesses to test trade with a smaller and more manageable first step.

III. Reuse Laptops and Mobile Phones Start Up Kit Project

This project, informed by an existing pilot, seeks to target new start ups and provide them with reused and repaired laptops to assist with business operations and admin.

Voluntary Action Harrow are a Community Voluntary Sector umbrella organisation in Harrow and through seed funding, set up a project to collect, repair and issue refurbished working laptops to community groups. Building on the success of the project; there is scope to incorporate mobile phones, create drop-off points on High Streets and target new start-ups. The project will be tendered to allow the moderation panel to select the most suitable organisation. The distribution of laptops to businesses will initially be targeted to businesses that have been through the business support project. Further feasibility studies and research will be undertaken to gauge the need and market for the repair of mobile phones.

The tender specification will include a requirement that the successful contractor provides a business plan to become self financing by the end of the funding.

Milestones:

- Contract signed between GLA and LBH – Q4 2022/2023
- Tender for projects – Q4 2022/2023
- Entering into contract with business engagement project deliverer – Q4 2022/2023
- Business engagement commences – Q4 2022/2023
- Business support commences – Q1 2023/2024
- Reuse Laptops and mobiles commences – Q1 2023/2024
- 6-month project 2023/2024 evaluation – Q3 2023/2024
- End of year 2023/2024 evaluation – Q1 2024/2025
- End of programme evaluation – Q4 2024/2025

2. Please describe the strategic fit of your proposal:

The programme will *“Strengthen local entrepreneurial ecosystems and support businesses at all stages of their development to start, sustain, grow, and innovate, including through local networks”*. It will do this by:

- Conducting outreach to identify and recruit businesses onto business support packages. Conducting outreach as part of the programme is a strong recommendation from the GLA.
- Providing tailored business support to all businesses including start-ups, growth, innovation and business closure efficiency. Providing business support in the community is a strong recommendation from the GLA.
- Targeting target groups underrepresented in entrepreneurship including women, young people, residents with disabilities and residents with mental health
- Providing reused laptops and mobile phones to start-ups

- The reuse of laptops and mobile phones compliments an existing pilot delivered by Voluntary Action Harrow funded through an Additional Restrictions Grant (ARG) funding.
- The programme has been informed by a roundtable discussion with key partners on 27/09/22 including Federation of Small Business (FSB), Northwest London Chamber of Commerce, Metro Bank, West London Business, and Harrow Business Improvement District (HA1 BID). It will also be informed by a Business Survey that has specifically been created to inform the Harrow UKSPF Business Programme.
- The project supports equality, diversity and inclusion, and the Public Sector Equality Duty by targeting the whole working age community in addition to specific targeting on underrepresented groups including women, young people, residents with disabilities and residents with mental health
- There is a focus on climate emergency through enabling the repair and reuse of laptops and mobile phones.

Activity

3. Have you already identified any projects which fall under the Supporting Local Business investment priority?

YES

If you have already identified any specific projects at this stage, please provide details of these projects in section B below and complete Annex A for Supporting Local Business, following the instructions in sheet 1.

This includes, where known:

- Project name / location
- Overview of project
- Likely impact of the project
- Expenditure profile (cap/rev)
- Output and outcome profile
- Delivery timescales and risk management
- Whether the project is delivered in-house or contracted to a third party to deliver
- How this project will align with the Supporting Local Business 'open call' themes (see Annex 1)
- How this project aligns with the commissioning new business support recommendations (see Annex 2)

4. Are there any deliverables forecast in Annex A that require further development? Describe your rationale for the forecasts in Annex A and, where known, describe the broad activity you plan to deliver:

We expect a lower outputs/outcome in 2022/23 due to there being only one remaining quarter in the Financial Year, but as the projects launches and marketing gains traction, we forecast an increase in outcomes and outputs in 2023/24 – 2024/25. We expect

outreach focusing on new businesses to cease in the final quarter of 2024/25 with the outreach then focusing on signposting to provision and sustainability.

The Reuse Laptops and Mobile Phones Start Up Kit Project development requires finalising. Informed by a pilot and soft-market testing with the current deliverer, it will be tendered. If there are issues at the end of year-1 with outputs, the year-2 budget is proposed to be redistributed to the rest of the programme (outreach and/or business support) to create additionality and added value within those projects.

5. Please describe how the volume of outputs and outcomes forecast is proportionate to the amount of UKSPF funding?

The volume of outputs and outcomes has been determined by several factors including:

- The size and limitation of the budget and therefore constraints of it
- The activities required by project deliverers
- The number of project deliverer(s) which could range anything from 1 to 7 – depending on the scoring of the moderation panel and selecting from the range of experts and targeted experts
- Prior experience of the team and informed by outputs of 4 project support projects in 2021/22, and subsequent feedback from those deliverers
- The makeup of Harrow businesses – 94% micro businesses

Based upon the above, the following are therefore the outputs targeted:

- Businesses Engaged - 500
- Businesses/potential new start-up registered on business support programme - 160
- Businesses/ potential new start-up given 6 hrs of mentoring support – 80
- Number of potential entrepreneurs provided assistance to be business ready - 60
- Number of new start-ups - 20
- Businesses sustained for 6 months - 30
- Businesses sustained for 12 months – 15
- Businesses evaluated and analysed - 100
- Number of women registered on business support programme – 30
- Number of young people registered on business support programme – 30
- Number of people with disabilities registered on business support programme – 15
- Number of people with mental health registered on business support programme – 15

- No. of Laptops collected - 30
- No. of Mobiles collected - 20
- No. of Laptops repaired - 25
- No. of Mobiles repaired - 15
- No. of Laptops re-distributed - 25
- No. of Mobiles re-distributed - 15

The Outputs/outcomes listed in Annex A have been set to be appropriate to the level of funding available through the UKSPF.

Subsidy Control

6. Do you consider any activity that you plan to deliver may provide a subsidy to potential recipients of the funding? If yes, describe why you consider it could be a potential subsidy?

NO

(The subsidy of free test trading space is not funded through the UKSPF – it is already accounted for in the Commercial Agreement with the Market Operator of Greenhill Place and their cash flow).

Managing UKSPF

7. Please describe how you will manage your UKSPF allocation? Your answer should consider the following points:

- Staffing (the team in place including experience, capacity, and capability)
- Governance (decision-making arrangements including how risks will be managed)
- Compliance (how will UKSPF guidance be implemented and managed).

Government guidance is available at:

[UK Shared Prosperity Fund: additional information - GOV.UK](#)

All projects will be delivered by members of Harrow's Economic Development Officers within the Place Directorate. This dedicated team at Harrow Council spend their time managing and running the projects. This allows for a corporate approach to allocating and managing the UKSPF allocation. The proposals as set out in this Template and in Annex A have been agreed through meetings with the Portfolio Holder for Business, Employment and Property - Cllr Norman Stevenson.

Recently the team has administered the ARG funding to support the local economy via business support programmes and grants.

Staffing:

There will be dedicated lead for the Business Support programme - from High Streets and Supporting Business (Service Manager). This is an existing resource, and he will be responsible for procurement and contract management. He will feed into the Programme Manager.

Part of the outreach will also be performed by an existing Business Support Officer. He will also assist with monitoring and overseeing delivery of the projects and will be the

day-to-day contact with Project Deliverers. He will also arrange the networking events and assist with the Harrow communications. He reports to the Service Manager.

There will be an overall Harrow UKSPF Programme Manager sitting in Economic Development Team and is responsible for the management of Harrow's Economic Strategy. She reports to the Director of Inclusive Economy, Leisure and Cultural Services (this role includes strategic responsibility for parks and open spaces).

Governance:

Harrow Council's UKSPF programme will be adopted by Cabinet, an Equality Impact Assessment will be required and projects will be monitored accordingly. The procurement of contractors to deliver projects will be in accordance with the council's procurement policies and procedures [Procurement \(sharepoint.com\)](#). The approval of the Place Directorate's Contract Board will be required, this is chaired by the Corporate Director and includes Divisional Directors for Economy & Culture, Environment, Regeneration & Planning, Housing, and Climate Change, with representatives from legal and financial services. Procurement will also need to go through a Gateway process requiring the approval of legal, finance and the relevant Cabinet Member.

Performance will be reported to a Performance Board which is chaired by the Leader of the Council and which meets quarterly.

Section B

To ensure that all UKSPF proposals are compliant with government guidance, contribute to the required outputs and outcomes set out in the London UKSPF Investment Plan, and enable the GLA to fulfil the reporting and performance management guidelines as set out by DLUHC, the GLA will need to collect a range of information on all UKSPF projects that will be delivered across London.

Whilst specific reporting and monitoring requirements set out by DLUHC will be detailed as part of the grant funding arrangements and confirmed by Government later this year, capturing a level of information on specific projects that make up borough proposals at this stage will help the GLA to ensure we can achieve the spend, outputs and outcomes submitted within the London UKSPF Investment Plan.

If you have already identified any specific projects at this stage, please provide details of these projects in the information table below. You should copy the table if you have multiple projects and complete Annex A following the instructions in sheet 1.

Project Name Location	Business Engagement Project Borough wide
Brief overview of project	Commissioning a project deliverer to: <ul style="list-style-type: none">- Conduct outreach and engagement to recruit businesses onto projects
Likely impact	<ul style="list-style-type: none">- Increased take up of business support project- Increased local businesses supplying the supply chain of local regeneration projects and thereby generating growth- Increased local contractors working on regeneration sites and thereby generating growth- Increased numbers recruited onto business support project from the targeted target group- Increased number of new start-ups
Start date End Date	Start: Jan 2023 End: Mar 2025
Risks	<ul style="list-style-type: none">- Economic uncertainty may impact the level of business start-ups, participation and outcomes- Outputs may not be met (outputs are set realistically based on previous experience and budget constraints)- Low take up level of business support project (informed by survey, discussion with partners and assisted by outreach and database)- Suitable project deliverer not found (the tender will be flexible to allow specialists to bid for the entire programme of project strands)

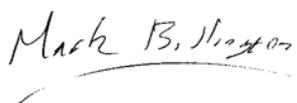
Delivered In-house/ third party?	Third Party
Stakeholder Engagement (where applicable)	Roundtable discussion in September 2022 with Northwest London Chamber of Commerce, Harrow Business Improvement District, Federation of Small Businesses, West London Business and Metro Bank. In addition to a live business survey that closes in late October to shape delivery of the project – awareness raised through a Comms plan in addition to engaging Chairs in 15 Trader Associations.
Please see Annex A to include expenditure/outcome and output profiles if known	

Project Name Location	Business Support Project Borough wide
Brief overview of project	To provide tailored business support advice to both existing Harrow businesses to enable growth and to new businesses to set up. To assist targeted groups to set up a business.
Likely impact	New business start-ups, business growth and business sustainability
Start date End Date	Start: Apr 2023 End: Mar 2025
Risks	<ul style="list-style-type: none"> - Difficulty in engagement of local businesses (assisted through outreach project) - Being able to provide all the relevant support desired (assisted through a tailored business support system and workshops informed by surveys) - Difficulty in engaging targeted group (working with local stakeholder partners, commissioning experts to assist with business support and outreach)
Delivered In-house/ third party?	Third Party – Tender for a deliverer with some in-house support to link up local partners
Stakeholder Engagement (where applicable)	Roundtable discussion in September 2022 with Northwest London Chamber of Commerce, Harrow Business Improvement District, Federation of Small Businesses, West London Business and Metro Bank. In addition to a live business survey that closes in late October to shape delivery of the project – awareness raised through a Comms plan in addition to engaging Chairs in 15 Trader Associations.
Please see Annex A to include expenditure/outcome and output profiles if known	

Project Name Location	Reuse Laptops and Mobile Phones Start Up Kit Project Borough wide
Brief overview of project	Collection and recycling of laptops and mobile phones to be refurbished and then redistributed to start-ups.
Likely impact	To improve footfall in town/district centres and assisting business new starts with initial capital
Start date End Date	Start: Apr 2023 End: Mar 2025
Risks	<ul style="list-style-type: none"> - Lack of laptops donated (the project is informed by a pilot) - Lack of mobile phones donated (the project links with an existing pilot and expands from laptops. Drop off points also to be located within High Streets and Comms plan). - Lack of start-ups that require the kit (the contract will be flexible and reviewed at the end of the first year and if required, funds earmarked for the 2nd year will be redistributed to outreach or business support projects depending on their review and needs)
Delivered In-house/ third party?	Third Party
Stakeholder Engagement (where applicable)	Voluntary Action Harrow who delivers the current pilot – Harrow Sustain IT. Roundtable discussion in September 2022 with Northwest London Chamber of Commerce, Harrow Business Improvement District, Federation of Small Businesses, West London Business and Metro Bank. In addition to a live business survey that closes in late October to shape delivery of the project – awareness raised through a Comms plan in addition to engaging Chairs in 15 Trader Associations.
Please see Annex A to include expenditure/outcome and output profiles if known	

Approval of this Proposal Template:

Signature: (if easier, an e-signature or typed name will be fine)



Name: Mark Billington

Position: Director of Inclusive Economy Leisure & Culture
Date: 7/10/2022

Please detail the internal governance approval/sign-off process for this proposal. If approval of your proposal is yet to be sought, please indicate the timeframe for this:

The projects have been approved by the Portfolio Holder for Business, Employment and Property. Harrow's Cabinet will be asked to approve entering into the funding agreement with the GLA (December 2022).