

Camden Local Strategic Partnership

Meeting	14 October 2010
Report Title	Proposals for reshaping the Economic Development Partnership
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Purpose	This paper sets out the history of the Economic Development Partnership (EDP) and recommends engagement with businesses over the coming months to develop a new business partnership.
Recommendations	The LSP is asked to agree: <ul style="list-style-type: none">○ that the current EDP is no longer fit for purpose○ the development of a business-led partnership○ the proposed business engagement strategy

1. Introduction

- 1.1. This paper sets out the history of the Economic Development Partnership and recommends engagement with businesses over the coming months to develop a new business partnership.

2. Past Structure of the Economic Development Partnership

- 2.1. The Economic Development Partnership (EDP) was launched in 2007. Its main aim was to maximise employment, training and business opportunities for local residents. It was responsible for overseeing aspects of the delivery of the Community Safety strategy, Local Area Agreement (LAA) and Comprehensive Area Agreement (CAA) in order to strengthen the local economy. The EDP was chaired by the relevant Camden Assistant Director, and attendees were from the public, FE and voluntary sectors. A representative from Jobcentre Plus sat on both the EDP and the Local Strategic Partnership (LSP). He reported on the work of the EDP to the LSP.
- 2.2. A review of the EDP was carried out in April 2009. It concluded that there was under-representation from businesses in the partnership and recommended that a Business and Enterprise Board was set up, as a sub-group of the EDP. However this recommendation was never implemented. At present the organisations that attend are from the employment support and training sectors.

- 2.3. Since taking office, central government has abolished the CAA, and changes are expected to the LAA. The Audit Commission, who monitored the agreements, has also been abolished. The last two EDP meetings in July and September 2010 were cancelled whilst the policy options reviews were taking place which considered Camden's role in economic development. The change of local administration was an opportunity to reconsider the EDP, and ensure its structure and functions fit with the administration's priorities.
- 2.4. The council recently held a round table event with businesses in the borough. Key messages from the meeting were that the council is well placed to co-ordinate key stakeholders and have a role in influencing and brokerage, but they should not be competing with service providers, and need to improve communication and the client experience.

3. Future engagement with businesses

- 3.1. It is considered that the current EDP is no longer fit for purpose and it should not be continued in its current form. The council wants to engage businesses in the development of a new partnership.
- 3.2. Initial feedback from businesses during the roundtable meeting was that the council's engagement with businesses in the borough needed to improve. The council needs to carefully manage the process of moving from a position of little engagement with businesses to asking businesses to regularly give their time. Businesses should be engaged at an early stage so that their views can inform the partnership's priorities, design and membership.
- 3.3. In addition to this review of the EDP, reviews into employment support and the council's offer to business have been carried out over the last six months. The recommendations will result in significant changes to the way that these services are delivered by Camden council. A web portal for businesses is being developed which it is hoped will significantly improve communication with businesses and the client experience. The lack of funding for delivery of regeneration initiatives at a local level means the council's partnership activity with the private sector is of critical importance.
- 3.4. The council also needs to gather feedback from businesses and organisations across the borough to ensure that any partnership has the correct representation from the council, other public agencies and businesses.
- 3.5. The council should begin to set up meetings with businesses to engage them, and begin considering what business engagement mechanisms should be used in future, and what forms these should take. This will also allow the council to understand what business requirements are (both from the council and from any future partnership body).
- 3.6. The following proposal for a business partnership could be discussed with individual businesses, but it is expected that the form and function of the partnership will develop over the course of meetings.

4. Relationship between partnership and the Central London LEP

- 4.1. Central government has invited and received proposals for Local Enterprise Partnerships from local authorities and business leaders outside of London as a mechanism for promoting sub-regional private sector growth. London is being treated separately. The council expects to be invited to put forward a joint proposal with other central London boroughs imminently. A proposal for a Central London Local Enterprise Partnership (LEP) is currently being developed by Central London Forward. As a business-led organisation, this LEP will be chaired by a prominent member of London's business community and include peers from across London. The chair would be chosen by the Central London Forward Board. The LEP's governance structure and formal engagement with the council is not yet clear.
- 4.2. The Central London LEP would have strategic oversight of business issues across Central London. It is likely to lead on proposing and forming certain programmes agreed across the seven Central London Forward boroughs^[1] and is also likely to bid for funding directed to sub-regional partnerships i.e. the Regional Growth Fund.
- 4.3. The borough-based partnership needs to complement the LEP which would operate at a sub-regional level. The development of a borough-focused partnership therefore also needs to take account of the central London LEP as it evolves.

5. Other business partnerships

- 5.1. The council will investigate other business partnerships across London over the coming months, to help give a structure to discussions with businesses regarding the future Camden partnership. Below are summaries of business partnerships in Islington, Haringey and Westminster.

Westminster

- 5.2. Westminster Council initiated the Westminster Business Council in 2005. All businesses in Westminster are invited to apply for membership, although it is limited. The Business Council aims to promote economic development and regeneration in Westminster. It has corporate sponsors who provide mentoring, free training, and show members how to bid for business. It also holds networking events, some of which are attended by high level council members. The aim of the Business Council is to become a sustainable, not for profit organisation.

Islington

- 5.3. Islington council has developed the Islington Business Partnership to help local companies and traders operate more effectively in the borough. Islington council work with the partnership to implement government legislation which

^[1] CLF Boroughs are: Camden, Islington, Westminster, Lambeth, Southwark, Kensington and Chelsea and the City.

councils have a duty to enforce. All businesses in Islington can apply for membership. A quarterly newsletter is circulated, the partnership meets twice a year, and businesses can attend seminars on legislation. The partnership has sub-groups for specific business sectors, addressing their particular needs. An Islington-based business was instrumental in the set-up of the partnership, and the borough has a Chamber of Commerce.

Haringey

- 5.4. The Haringey Business Board is a strategic body established to represent all businesses in the borough, to liaise with the local authority and to increase inward investment in the borough. The board is business led, and meets four times a year. All businesses in Haringey can apply for membership. The council is a partner in the board, and helped set it up.

6. Next steps

- 6.1. A proposal for the business partnership is set out below. This proposal should be used as a starting point for discussions with businesses.
- 6.2. A proposal for changing the nature of the LSP is also being developed at present. This should be taken into account as the business partnership is being developed.
- 6.3. Over the next few months the council will engage with businesses to get their input into the development of priorities for the partnership. The council wants to be able to ensure that the priorities reflect current business concerns and issues. The council will hold further round table meetings, and individual meetings with businesses, including those listed in appendix 1. The proposal for the business partnership will be discussed with them, including:
 - their requirements from any business engagement;
 - their current concerns as businesses and how the partnership might address these;
 - overall scope and membership; and
 - the local authority role.

7. The Camden Business Partnership

- 7.1. It is predicted that the EDP's structure and function will significantly change. The new partnership should bring benefits to businesses and encourage economic growth in the borough. It is recommended that the name is changed to the Camden Business Partnership (CBP), to recognise the change in its function and structure.
- 7.2. It is envisaged that the CBP will be a business led partnership with the majority of members being borough based businesses. During the engagement phase the council will meet with high level representatives (Chief Executives / Directors) from businesses to develop the CBP, and invite their attendance so the partnership can fulfil a strategic function. This fits with the recommended options from the employment- and offer to business-

reviews, which were to move from the direct delivery of services and towards a more strategic function. It will be suggested that the chair of the CBP sits on the LSP to ensure a close strategic fit, and enable two-way feedback.

8. Aims of the Camden Business Partnership

8.1. The aims for the CBP are to:

- promote sustainable economic growth;
- ensure that Camden is an excellent place to do business in;
- support the creation of local jobs and opportunities, and to improve access to these for residents;
- create a forum where businesses can engage with each other, and the public and voluntary sector, on economic issues;
- gain feedback from businesses in order to ensure council services, policies and procedures are business friendly and are subject to continuous improvement;
- leverage opportunities for Camden's businesses and residents;
- support local supply chain development and knowledge transfer;
- agree priorities for business development; and
- develop Corporate Social Responsibility (CSR) opportunities with businesses in the borough.

8.2. Once the CBP is established, it will want to establish its own terms of reference and priorities within these broad aims.

9. Chair

9.1. The CBP should be business led. This will give businesses ownership of the partnership and enable them to really inform the agenda. The chair can also act as a 'champion' for the partnership, and use their existing links with businesses to promote the partnership.

9.2. The criteria for electing the chair should include the following:

- Chief Executive / Director of a business based in Camden;
- must have no potential conflict of interest with Camden council; and
- can effectively represent the views of the CBP.

9.3. During the business engagement process, the council will work with the chair of the LSP in order to identify a potential chair for the CBP.

10. Membership

10.1. Suggestions for the membership list for the CBP are shown as appendix 1. Part of the exploratory meetings with businesses will be to consult on the membership list and invite further additions. As the priorities for the CBP are developed, this will also inform who should be invited. Initial meetings will take place with the listed businesses in order to engage them, find out their views on the partnership and gauge their interest in attending.

- 10.2. Around twenty businesses (to include training providers) should be shortlisted for membership and the council would be represented by senior staff / members. A mechanism will be established in order to review membership of the partnership, whether this is when new members are to be invited, or to replace members who have left.
- 10.3. The businesses shown in appendix 1 represent the key sectors in Camden and a range of business size, as well as training and education providers in the borough. The members selected should be able to strategically represent their sector. Only the people who are invited should attend the CBP to ensure that the CBP can fulfil its strategic function.
- 10.4. The council recognises that the existing EDP is more operational than strategic and that the LSP has been undertaking the strategic economic development function for the council. It would therefore be helpful if the LSP partners who were contributing to the economic, business and employment agenda at LSP level could be invited to join the newly formed CBP in order to retain this expertise and to support continuity.
- 10.5. The number of attendees from the council will reduce compared to the EDP and representatives will be senior staff / members to help develop strategic relationships with businesses.

11. Sub-groups

- 11.1. The partnership should have the opportunity to form sub-groups to look at sector specific issues or particular geographical areas as required. The sub-groups would have members from the CBP, as well as input from other relevant businesses and organisations.

12. Wider membership of Camden Business Partnership

- 12.1. Options for different types of memberships should be investigated during meetings with businesses. A wider group of associate members could also be developed in addition to the small high-level strategic partnership.
- 12.2. All businesses in the borough could be invited to join the wider partnership. It could include themed bi-annual events (e.g. the Olympics) and networking events. These would enable businesses to network with potential customers, suppliers and would encourage the development of Camden based supply chains. A newsletter could also be circulated to the wider partnership to communicate the work of the CBP, and share information and opportunities.
- 12.3. The wider partnership would also enable the council to gather feedback from businesses across the borough on Camden-wide issues, or communicate with smaller sub-sets on sector specific or geographical issues.

Appendix 1: Suggested membership of Camden Business Partnership

	Business Name	Business Type	Representative	Job Title	Rationale for inclusion
1	Argent	Development	Roger Madelin	Joint CEO	Company carrying out the King's Cross Central development. Strategically important for Camden.
2	Network Rail	Transport			Strategically important organisation. Has links to King's Cross. Contact to be advised on.
3	Addison Lee	Transport	John Griffin	Founder	Opportunity for Camden to develop a positive relationship with a large employer in the borough.
4	Michael Page	Recruitment	Steve Ingram	CEO	National recruitment agency, therefore has significant knowledge of the always changing labour market in Camden and London.
5	Grant Thornton	Accountancy	-	-	National accountancy firm. Contact Grant Thornton so they can suggest who should be invited to represent them.
6	Metro Bank	Banking	Craig Donaldson	CEO	Camden based business. Four branches opened so far (including Holborn) and planning to rapidly expand their network. Good opportunity to work with high growth company, which could produce significant employment opportunities for residents.
7	Olswang LLP	Business Law Firm	Kevin Munslow	CEO	CEO of Olswang, and chair of InMidtown BID. It is important the CBP has links with other business partnerships such as the BIDs. Kevin can represent the BID members at the CBP.
8	Shaw Corporation	Property (Chartered Surveyors)	Christopher Shaw	CEO	CEO of Shaw Corporation and chair of Camden Town Unlimited BID. It is important the CBP has links with other business partnerships such as the BIDs. Christopher can represent the BID members at the CBP. Currently sits on the LSP.
9	Christo & Co	Estate agents	Christo Christopher	Manager	Will bring experience from a Camden-based established SME. One of the largest commercial property agents in Camden. One of the top 6 sectors by share of business and employees (real estate, renting and business activities).
10	Emap	Publisher	David Gilbertson	CEO	Worldwide media group based in Camden.

11	RKCR/Y&R	Creative advertising agency	Richard Exon	CEO	Advertising agency based in Hampstead. Part of the international Young & Rubicam Group. One of the top 6 sectors by share of business and employees (real estate, renting and business activities)
12	R Holt & Co Ltd	Retail and manufacturing	Jason Holt	Proprietor	Retailer and manufacturer in Hatton Garden. Initiated the Hatton Garden Business Partnership and founded Holts Academy of Jewellery
13		Private sector CCI business			CCI is one of Camden's key sectors. The CBP can be mentioned at the Club 100 and to find which businesses are interested. Key sector for Camden.
14	The Roundhouse	Entertainment venue	Marcus Davey	Chief Executive	Charity which also does significant work with young people. Located in Camden Town, so can bring experience of the town centre. Nationally recognised as a Camden-based venue. One of the top 6 sectors by share of business and employees (other community, social & personal service activities)
15		Hotel			Representative from an SME hotel to be nominated by the Hotel Network. One of the top 6 sectors by share of business and employees (hotels and restaurants).
16	Wilton and Noble	Retail	Alison Klein	Owner	Camden based SME. Established in 2005 with first store in Swiss Cottage. Additional store opened in St Pancras and now opening a third store. Expanding SME with town centre experience. One of the top key sectors by share of business (wholesale and retail trade)
17	Forest Healthcare	Health and social work	Peter Curtis	Chief Executive	Head office is located in Camden. Fast growing provider of residential, nursing and dementia care. One of the top 6 sectors by share of business and employees (health and social work)
18	The People's Supermarket Acorn House	Retail / Restaurant	Arthur Potts-Dawson	Founder	Founder of two social enterprises in Camden. Representative from social enterprise sector.
19	Centa Business Services	Business Services	Matt Garner	Chief Executive	Organisation which provides support to businesses. Will have knowledge of changing landscape of business support, and issues affected businesses.

20	Midtown Business Club	Business Networking Group	Alistair Subba Row	Chairman	Alistair is the Chairman of the Midtown Business Club, and also Managing Partner of Farebrother - retail and residential agents, advisors and surveyors.
21	Precious Online	Online magazine and network	Foluke Akinlose	Managing Editor and Founder	SME - Founder of an online magazine, network and resource for women of colour. Foluke is hosting an award ceremony for female entrepreneurs at the British Library this year.
22	Willbaforce Management	Business Support	Jennifer Williams-Baffoe	Founder	SME business support agency for the creative industries
23	British Library	Library	Isabel Oswell	Head of Business Marketing	Also has business and IP centre. Help SMEs to grow and create new jobs - focus on innovation and intellectual property. This could be an important growth sector for Camden.
24	Jobcentre Plus Central London District	Public sector	Mick Hickey	External Relations Manager	Statutory delivery organisation. Can advise on the labour market and the work programme.
25	JCP Prime Contractor	Private sector	-	-	Once the Jobcentre Plus prime contractors for Camden has been agreed, they should be invited to the CBP.
26	Central St Martins	University	Jane Rapely	Head of College	Relocating to King's Cross in Autumn 2010
27	SOAS	University	Paul Webley	Director	Invited as university in the borough, but also as an employer. Strategic contact as he will have the insight into what's going on in Asian economies so could advise local businesses on where they could export/compete internationally.
28	UCL	University	Tim Barnes	Executive Director of UCL Advances	Key university in Camden. The also run the UCL Advances project is the centre for entrepreneurship and business interaction at UCL. They provide training, networking and support opportunities for researchers, business, investors and students.
29	Birkbeck College	University	David Latchman	Master	Currently sits on the LSP.
30	Working Men's College	Training provider	Satnam Gill	Principal	Key training provider in the borough.

31	Westminster Kingsway College	Training provider	Andy Wilson	Principal	Key training provider in the borough.
32	CITE	Training provider	Jo Barter	Chief Executive	Key training provider in the borough.
33		SME			The FSB area carrying out survey of businesses across London to find out about which council services they value most, and what they think of their relationship with their local authority. The FSB will nominate a Camden-based representative SME from those included in the research.
34	Lavery Haynes	Accountancy	Andrew Lavery	Owner	Owner of Lavery Haynes and chair of the NW3 Hampstead business group
35	-	Film director	Farokh Khorooshi	Self employed	Self employed film director, who is the founder of Hampstead 2020 which aims to improve the area's streets
36	Warner Brothers	Entertainment	Deb Lincoln	VP Corporate Communications, Europe	VP of international organisation, and current representative for Inmidtown BID on the LSP.

Additional organisations who could be invited are shown below. The Chief Executive suggested these as contacts for the Apprenticeships launch event held in March 2010:

- o Great Ormond Street Hospital
- o Royal Free Hospital
- o University College Hospital
- o Camden Primary Care Trust (CPCT)