

NOTICE OF MEETING

Cabinet Member Signing

THURSDAY, 4TH SEPTEMBER, 2014 at 09:00 HRS – CIVIC CENTRE, HIGH ROAD,
WOOD GREEN, N22 8LE.

**Councillor Goldberg - Cabinet Member for Economic Development, Social Inclusion
and Sustainability.**

AGENDA

1. URGENT BUSINESS

To consider the admission of any items of urgent business. New items of urgent business will be considered under Item 3 below.

2. GROWTH DEAL PROJECT PROPOSALS (PAGES 1 - 46)

(Report of the Director of Regeneration, Planning and Development). The report seeks approval of proposed projects for submission to the London Enterprise Panel.

3. NEW ITEMS OF URGENT BUSINESS

To consider the admission of any new items of urgent business admitted under Item 1 above.

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Haringey Council

Report for:	Cabinet Member Signing - 4 September 2014	Item Number:	
Title:	Growth Deal Project Proposals		
Report Authorised by:	Lyn Garner, Director of Regeneration, Planning and Development		
Lead Officer:	Vicky Clark, Economic Development		
Ward(s) affected: Pan borough delivery with specific physical projects proposed for: Harringay, Noel Park, Muswell Hill, Tottenham Green and Bruce Grove	Report for Key/Non Key Decisions: Key		

1. Describe the issue under consideration

- 1.1 Haringey Council has the opportunity to bid to the London Enterprise Panel (LEP) to secure funding for the delivery of economic development and regeneration projects in line with LEP priorities. The process is non-competitive although proposals must meet a quality threshold.
- 1.2 Funds available to Haringey are estimated at circa £1.75m although the exact amount will not be confirmed until January or February next year. The deadline for development and submission of proposals is end August 2014, and so approval is sought via Cabinet Member Signing rather than through full Cabinet.
- 1.3 Three projects have been identified for development. They support existing Corporate Plan Priority 7 (*Drive economic growth in which everyone can participate*) the emerging Corporate Plan 2015/18 Priority 6 (*Drive Growth and Employment from which everyone can benefit*); they are also in line with Haringey's emerging Economic Development and Growth Strategy. Priority has been given to themes where external funding can add most value by leveraging matching investment or reducing the call on core funding.
- 1.4 Projects are summarised in this paper and full proposals are appended for information. They address four priority areas: High Streets, Places of Work, Business Support and Resilience/ Low Carbon through three projects.



2. Cabinet Member introduction

2.1 There are a number of challenges to be met in order to transform Haringey into a borough with a thriving economy which offers opportunities for all its residents. In particular I am concerned with the relative underperformance of our retail sector (which provides nearly 15% of the borough's employment) and with our employment ratio (we have the fourth lowest number of jobs per working age resident in London).

2.2 My team of Economic Development officers are addressing these challenges through an Economic Development and Growth Strategy for Haringey which will come to Cabinet for consideration. In the interim this one-off funding opportunity from the LEP provides means to start tackling these issues without recourse to core council funding and I am satisfied that projects are in line with the direction of travel of the emerging strategy.

2.3 The projects will drive up the quality of Wood Green town centre, capitalise on the momentum set at Tottenham Green through the improvement works and food market, establish new workspaces across the borough and stimulate the development of the green economy.

2.4 Participating in the development process, coordinated through London Councils, also gives us the opportunity to make connections with other London authorities and learn from their good practice.

2.5 I recommend these projects as a useful basis from which to build our economic development and growth activity over the next four years.

3. Recommendations

3.1 That the proposed projects be approved for submission to the London Enterprise Panel.

4. Alternative options considered

4.1 The option not to submit proposals, because of the tight timeframe and because the Economic Development and Growth Strategy has not yet been finalised was considered and rejected as it would have meant forgoing the £1.7m investment.

4.2 Consideration was also given to submitting proposals under other LEP priorities including Apprenticeships, Skills and Training, Unlocking Development and Digital, Creative, Science and Technology (DCST). The first two were rejected because funds are already available to address these issues through other sources. DCST



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activity will be supported through the Places of Work/ Business Support project as we will be prioritising these sectors when developing our workspace offer.

5. Background information

5.1 Strategic Context- The Economic Development team are in the process of developing an Economic Development and Growth strategy for Haringey which will underpin the delivery of the existing Corporate Plan Priority 7 (*Drive economic growth in which everyone can participate*) and the emerging 2015/18 Corporate Plan Priority 6 (*Drive Growth and Employment from which everyone can benefit*). The plan will build on the borough's strengths and opportunities such as our excellent location, strong tradition of craft manufacture and developing partnerships with prestigious education providers. It will also address threats including the decline in some of our town centres which could otherwise jeopardise both jobs (retail is our largest employment sector) and regeneration (by presenting a run-down image to investors and potential residents). To deliver the plan in the context of current funding constraints it will be important to lever mainstream investment and to maximise funds available from external sources, in this case the London Enterprise Panel (LEP).

5.2 Each of the projects proposed is in line with strategic priorities for its respective theme. **High Streets:** The Tottenham Strategic Regeneration Framework (2014) requires that work should be focused on retaining and building on the area's historic character to create great town centres, high streets and public spaces to create an enjoyable and attractive place to live and spend time in. In Wood Green the project will support development of a holistic framework aligning goals and strategies for physical change in Wood Green, with those of wider social and economic change, across the Borough and north London. **Places of Work and Business Support:** The project helps secure economic growth by focussing our business support offer on the provision of high value services to drive up business growth, employment creation and the business rates yield in the borough, concentrating in particular on skills-rich sectors which generate better paid employment. **Green Innovation Hub:** Haringey was the first borough in the UK to sign the Friends of the Earth Pledge to reduce borough wide emissions by 40% by 2020, and uniquely established an expert Carbon Commission. This ambition for a green transformation also links into one of the most exciting economic growth opportunities in the world today – environmental products and services; the green economy. By bringing together customers, new technology providers and investors, this innovation project helps support both carbon reduction and local green economy growth.

5.3 All London boroughs have the opportunity to bid to the LEP for funds to support economic development and regeneration projects across the borough. The LEP budget has been generated by a 'topslice' imposed by DCLG on each borough's New Homes Bonus for 2015/16, and the amount of funds which Haringey can secure will correspond directly to the amount of our topslice. This value has not yet



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been confirmed but our best estimates put the value to Haringey the region of £1.75m. The exact amount will be finalised by DCLG/ LEP in January or February of next year, following confirmation of overall New Homes Bonus grant levels for 15/16.

5.4 Bidding for funds is not competitive but we are required to demonstrate that our investments are in line with LEP priorities and proposals must meet basic quality and viability thresholds. Timescales for LEP approval are exceedingly tight – project criteria and scoring processes were not finalised until 5th August and the deadline for submission is end August. This timeline precludes proposals going to full Cabinet so we have scheduled a Cabinet Member Signing for 4th September.

5.5 We are proposing to submit three projects which together address four of the LEP's seven priority categories: High Streets, Places of Work, Business Support and Resilience/ Low Carbon. All of the projects proposed are in line with our emerging Economic Development and Growth Strategy for Haringey which will be presented to Cabinet for discussion. The projects are summarised below and full proposals are appended to this report for information.

5.6 **High Streets - £600k** plus matching investment. This project will support two principle areas of work. 1) The development of an Investment Framework for Wood Green which will help support the area's regeneration and housing offer, improve the retail and evening economy offer and consolidate Wood Green's designation as a 'metropolitan centre' of sub-regional importance for comparison shopping. 2) Tottenham projects: establishing a regular food market and a cafe at Tottenham Green building on the successful market pilot this summer, and working with Network Rail on the design and redevelopment of railway arches at Bruce Grove station. In addition, a small amount of funds has been allocated to take forward our successful programme of joint working with Islington and Hackney on Finsbury Park town centre.

5.7 **Places of Work and Business Support - £1.05m** Growth Deal Funding plus further match from Opportunity Investment Fund and European Regional Development Fund. This project will develop a mix of incubator, move- on SME and maker space at locations across the borough, with an integrated business support offer to help firms access growth finance. The project will contribute to economic growth by providing more business space (and hence employment and business rates revenue) and (through provision of affordable move-on space) attracting high growth businesses in sectors like tech and design from more expensive inner London locations. Provisional locations identified include Tottenham Police Station and vacant railway arches at Muswell Hill.

5.8 **Green Innovation Hub - £100k** This project will act as a brokerage linking organisations seeking to improve their processes with funders and businesses which have developed sustainable solutions, to create a project pipeline of new technology trialling and adoption within the borough. The project will generate efficiency savings and productivity gains for local businesses, and give Haringey



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leverage in encouraging green businesses to locate all or part of their supply chain in borough. The initial pilot would review the process and develop an outline business case for proceeding along with an appropriate funding model and structural model.

5.9 Costs and outputs of the projects are summarised in the below table:

Project	Total Value	Growth Deal Funding	Businesses Supported	New Business Units	Premises Improved	Jobs created or safe-guarded	Businesses/ stakeholders engaged in town centre activities	New homes built/ enabled
High Streets	£1.07m	£600k	68	62	9643m2 40 shopfronts	703	352 businesses 7000 visitors to Tottenham Green market	1260 new homes built
Places of Work and Business Support	£2.4m	£1.05m	130	60	3	150		
Green Innovation Hub	£250,000	£150,000	50			50		

6. Comments of the Chief Finance Officer and financial implications

6.1 The London Local Enterprise Panel (LEP) is funded by central Government top-slicing (£70m) of the monies that would otherwise have been available to London Local Authorities from the New Homes Bonus reward grant; this is inconsistent with the treatment enjoyed by Councils in the rest of the country where no top-slice took place. However, it should also be noted that the New Homes Bonus was itself also top sliced from overall Local Authority funding and is not, therefore, a new or additional funding stream.

6.2 The GLA have indicated that LEP funding for London will be distributed in line with the amount Boroughs could otherwise have expected from the New Homes Bonus if the LEP top-slice had not taken place - i.e. an authority's share of the £70m.

6.3 Whilst the final amount is dependent on the actual number of Housing completions for 2014-15 being agreed with the GLA and there being sufficient resource overall to meet all London authorities demands, the £1.75m figure quoted is in line with



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projections undertaken by Corporate Finance. It may be that the final figure agreed is greater or less than this amount which would clearly affect the Council's ability to undertake the bid activity.

6.4 The bid for funding would also need to be in line with priorities, identified by the LEP, and the bid outlined in this report meets those requirements whilst also being aligned with the Council's priorities.

6.5 There are likely to be opportunities to use any funding received to leverage further match funding or generate economic growth which will support the Council's wider financial position in later years.

7. Assistant Director of Corporate Governance Comments and legal implications

7.1 The Assistant Director of Corporate Governance notes the contents of this report.

7.2 Ordinarily, Cabinet would approve decisions in respect of grant funding where the level of that funding is £500,000 or more. However, where a decision is needed in-between Cabinet meetings, the Leader may take that decision or allocate it to the Cabinet Member with the relevant portfolio in accordance with Contract Standing Orders paragraph 16.02.

7.3 Should the application be successful, officers within the service will need to comply with the conditions of grant funding and also ensure that procurement of any goods, works or services utilising the funding is compliant with procurement legislation and the Council's Contract Standing Orders.

7.4 The Assistant Director of Corporate Governance confirms that there are no legal reasons preventing the Cabinet Member from approving the recommendations in this report.

8. Equalities and Community Cohesion Comments

8.1 These projects are designed to develop economic opportunity in Haringey which should improve outcomes for all residents. Local employment opportunities are of particular importance for certain equality priority groups who share characteristics protected by the Equality Act 2010, particularly people with caring responsibilities or with disabilities where extended commuting is impracticable.

8.2 Complementary projects to ensure that residents from all backgrounds have the education, skills and experience to access employment are being developed for funding through other sources and will come to Cabinet for approval over the next six months. These projects will be of benefit especially to young people and those ethnic minority groups who are over-represented in the unemployment register.

9. Head of Procurement Comments



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9.1 The Head of Procurement is aware of the Growth Deal opportunity and will provide resources as necessary, once the outcome of the bid is known.

10. Policy Implication

10.1 Corporate Plan 2015/18. Outcome 3, Priority 6: *Drive Growth and Employment from which everyone can benefit.* These projects contribute directly to this priority by driving growth in our High Street and green economies and creating new employment space in the borough.

10.2 The projects are also in line with the emerging Economic Development and Growth Strategy for Haringey which will be presented to Cabinet in November.

11. Reasons for Decision

11.1 The LEP requires that councils submit projects for approval by the end of August 2014. It is therefore necessary to agree the proposals outlined in order to secure the £1.7m investment from the LEP.

12. Use of Appendices

- 12.1 Appendix A – High Streets proposal
- 12.2 Appendix B – Places of Work/ Business Support proposal
- 12.3 Appendix C – Green Innovation Network proposal

13. Local Government (Access to Information) Act 1985

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APPENDIX A

Summary information

Name of proposal: Haringey High Streets

Submitted by (borough name): London Borough of Haringey

Covering the following boroughs:

Haringey (Islington and Hackney are also involved in one project relating to Finsbury Park)

Please give details of the borough contact officer for this proposal:

Name: Jacqueline Veater

Tel: 0208 489 1914

E-mail: jaqueline.veater@haringey.gov.uk

Brief summary description of the proposal:

The Haringey High Street proposals will deliver new and improved retail, community and commercial floorspace, additional employment and business support opportunities, and unlock development in the Borough's metropolitan and district town centres, and areas for regeneration.

The Tottenham Strategic Regeneration Framework and Delivery Plan (2014) set out a 20 year plan for the regeneration of Tottenham with a focus on improving the High Road by retaining and building on the area's historic character, diversifying the retail and employment offer, and creating public town centre spaces to encourage people to visit and spend time on the High Road. The Tottenham projects build upon recent and planned investment in the public realm by utilising vacant land and buildings around key spaces and gateways to create new retail, community and commercial destinations in the centre of Tottenham.

In Wood Green the project will support the development of a holistic town centre development framework aligning goals and strategies for physical change in Wood Green, with those of wider social and economic change, across the Borough and north London. The framework will shape and drive development, guide the Council's own interventions and act as a tool to engage businesses and landowners in the future development of the town centre.

In Finsbury Park we will work with the London Boroughs of Hackney and Islington to develop a co-ordinated approach to high street improvements at Stroud Green Road including shopfront and public realm works. The project will facilitate and deliver support to SMEs and larger businesses, provide training and promote business development opportunities.

Please tick the main LEP theme that this proposal relates to:

Apprenticeships, skills and training

Places of work for SMEs

Business Support

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Resilience and low carbon

Digital, creative, science & technology

Unlocking development

High streets x

Please tick any other LEP Programme themes that this proposal relates to (tick as many as are relevant):

Apprenticeships, skills and training x

Places of work for SMEs x

Business Support x

Resilience and low carbon

Digital, creative, science & technology x

Unlocking development x

High streets

Total NHB funding requested for this proposal: £600,000

Please give the split of total capital and revenue funding requested:

Capital (£): 0

Revenue (£): 600,000

Proposed start date (month and year): April 2015

Proposed end date (month and year): March 2017

Core Criteria

Please set out below how your proposal meets the core criteria included in the LEP Programme Quality Threshold Framework.

Please give a description of your proposal, setting out its aims and objectives and what it will do

The Tottenham Strategic Regeneration Framework (2014) states that while Tottenham has great character areas, open space and heritage, more efforts should be made to improve the high street by building upon the historic character of the High Road, enhancing open spaces and improving transport hubs. Therefore a key priority of the Tottenham Regeneration Programme is focused on improving the quality of the shopping experience in the High Road and Bruce Grove, enhancing both the diversity of the retail offer and the physical environment. The proposed LEP projects aim to deliver this via the creation of a regular food market in Tottenham and the redevelopment of underutilised town centre sites, at Tottenham Green and Bruce Grove, for a mix of retail, workspace, community and food and beverage.

LEP Programme: Template for borough proposals

Wood Green Town Centre is not currently meeting its economic potential: it enjoys one of the highest levels of footfall, but lowest levels of spend, among London's Metropolitan centres. The Council is determined to exploit Wood Green's potential to achieve significant growth in the quality, range and supply of housing, jobs and economic activity. It therefore proposes to develop a comprehensive investment framework for Wood Green, identifying opportunities for growth, new links and improvement of public spaces, maximising the potential of new infrastructure investment (including Crossrail 2) and making the most of the Council's own town centre assets. The aspiration for Wood Green combines a dynamic, distinctive and accessible town centre with a better public space, vibrant leisure and a great entertainment offer, with significant housing growth.

The town centre of Finsbury Park is unusually shared by three Boroughs' with the majority of the town centre area falling within Islington. A Tri-Borough Accord unites the Borough's interests and the Finsbury Park Board has guided a Supplementary Planning Document (SPD) through a consultation exercise to adoption by each Borough. The aim of the SPD is to promote the incremental regeneration of the area to reduce deprivation and support the town centre's economic, social and physical development, tackling cross-boundary issues through a place-based approach. The proposed Finsbury Park project, which includes redeveloping additional retail floorspace, as well as shopfront and public realm improvements, will deliver this. Hackney Council is expected to match Haringey's bid of £50k to support the work that Islington Council is leading on the high street in Finsbury Park.

Each aspect of this high streets bid supports the themes of helping businesses, improving the physical environment and providing new facilities and spaces to promote the use of the town centres.

Strategic fit with LEP priorities: Set out how your proposal meeting the LEP's priorities for the LEP Programme as set out in the [Growth Deal for London](#) and/or the LEP's [Jobs and Growth Plan for London](#)

Skills & Employment

The Tottenham Green cafe and workspace proposal will bring an empty building back into use including providing workspace. This project will in partnership with Holy Trinity Church run a catering apprenticeship and training programme. In addition the refurbishment of the building will provide opportunities for construction jobs and training. Significant housing and commercial growth in Wood Green will generate new employment in construction and retail.

Small and medium sized enterprises

All of the high street proposals will offer additional support to SME's via bringing existing empty spaces back into use, providing opportunities for expansion of business space, engaging businesses in the process of change and unlocking development sites.

Science & Technology

The scale of the opportunity in Wood Green that would be unlocked by the Investment Framework would facilitate the introduction of innovative and state of the art construction techniques. The Tottenham Green cafe and workspace would establish an innovative model for co-working with community organisations.

LEP Programme: Template for borough proposals

Infrastructure

The Bruce Grove station proposal will enhance the work planned by key partners Network Rail and TFL in this location to create an improved transport hub in the centre of Tottenham. In all three locations covered by this bid we propose place-based interventions to diversify high streets in order that they survive and thrive, in changing economic conditions, support small businesses and enterprises so that they can grow and develop measures to support the increase of residential units within town centres. The Wood Green Investment Framework will capitalise on the opportunity presented by the future Crossrail 2 stations at Turnpike Lane and Alexandra Palace.

Deliverability

Project	Feasibility	Procurement	Delivery
Tottenham Market	April 2015	May–June 2015	June 2015- onwards
Tottenham Green Cafe & Workspace	April- June 2015	July 2015- December 2015	Jan 2016 -March 2017
Tottenham Bruce Grove Station	April- May 2015	June- August 2015	Aug 2015 – March 2016
Wood Green	April 2015- May 2015	April 2015	May 2015- September 2017
Finsbury Park	April - June 2015	July – Sept 2015	Oct 2015 – March 2017

Costs – please set out the costs of the proposal below

Costs (revenue)	2015/16				2016/17				Total	Total	Total All Years
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	2015/16	2016/17	
Finsbury Park (money to Islington at start of financial year)	£25,000				£25,000				£25,000	£25,000	£50,000
Wood Green	£12,000	£35,000	£75,000	£120,000	£58,000				£242,000	£58,000	£300,000
Tottenham Market	£12,500	£12,500							£25,000	£0	£25,000
Tottenham Green-Cafe and workspace	£15,000	£20,000	£20,000		£30,000	£25,000	£50,000	£35,000	£55,000	£140,000	£195,000
Tottenham-Bruce Grove Station	£15,000				£15,000				£15,000	£15,000	£30,000
All costs (revenue)	£79,500	£67,500	£95,000	£120,000	£128,000	£25,000	£50,000	£35,000	£362,000	£238,000	£600,000

If you are not planning to spend until 2016/17 or later on this proposal, please briefly explain why:

All projects will start spending in 2015/16 with some preparatory work using match funding taking place at the end of 2014/15, some continue into 2016/2017 for completion due to their procurement requirements and construction timescales.

Geography - where will the proposal be delivered?

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The proposal will focus on:

- Tottenham High Road, which is a District Centre and Area for Regeneration undergoing a 20 year regeneration programme.
- Wood Green, which is identified as an Area for Intensification in the London Plan and is also a metropolitan town centre and Area for Regeneration.
- Finsbury Park, as part of a cross-borough project led by Islington but with input from Haringey and Hackney. The London Plan identifies Finsbury Park as an area for regeneration where sustained renewal and investment is required.

Evidence based – please set out how the proposal is responding to a clear demand/need and/or the proposal addresses a market failure.

The Tottenham Retail Study and the Strategic Regeneration Framework identify the need to diversify the retail offer in Tottenham, including an improved food and beverage offer. The proposal for Tottenham will meet this demand in relation to providing additional retail and town centre floorspace for these types of uses. In addition a recent six week pilot of a food market in Tottenham Green demonstrated clear demand for a regular food market in this location.

In relation to workspace provision in Tottenham, the evidence base (JLL/Arup Workspace Strategy November 2013 and emerging Employment Land Study) states that there is demand for well managed start up workspace and co-working. Management and additional services to improve the quality of the tenant experience can support businesses to grow, especially for start-ups, who seek out low cost workspace. Managed workspace in high street locations also supports place-making, creating a cultural identity for the local economy, and brings new operators into the local economy who can drive and curate entrepreneurship, and business growth.

The Haringey Retail Strategy (2013), states that improvements to the provision of comparison retail provision could claw back leakage going to other London centres, outside the Borough. The strategy identifies states that opportunities should be taken to bring vacant retail units back into use and indicates that securing additional retail space in these centres would be beneficial.

In relation to Wood Green the strategy states that there is an opportunity for intensification/improvement to provide modern retail facilities that better relate to the High Road in Wood Green. The proposed Investment Framework will act as the catalyst for this development.

Business engagement - the proposal has or plans to involve businesses/employers or business partnerships in its development and/or delivery

The Tottenham proposals will all offer the chance for existing businesses and retailers in the town centre to engage in the scoping and development stage. In addition, the delivery of the projects will result in the creation of new businesses who will be engaged from the outset. The Tottenham proposals will engage with the following groups in project development and delivery: Tottenham Major Business and Landowners Group, Tottenham Traders Partnership, Bruce Grove Stakeholder Group, and the West Green Road Improvement Group. All of these groups have representatives from the local business community who are supportive of the long term regeneration of the area and will take an active role in project conception and delivery.

LEP Programme: Template for borough proposals

Wood Green town centre currently has no specific conduit to engage with businesses other than on crime initiatives. This bid will facilitate relationship building with retailers and other major employers in the town centre as well as smaller businesses, using the proposals for change as an initial hook for engagement. It will also investigate the longer-term feasibility of a Business Improvement District for Wood Green.

A primary aim of the proposal in Finsbury Park is to engage businesses in the vision for the town centre across Borough boundaries and create a sense of partnership and consolidation of effort.

Risk and Issue Register

Project	Risk Description	Owner	Risk Assessment 1-5			Control Measures/ Mitigation
			Probability	Impact	Overall	
Tottenham Market	Planning application consultation shows lack of support for market	SJ	2	4	8	6 week pilot market held. Success measured via survey.
	Licensing committee refuse application for street trading area.	SJ	2	4	8	Brief Licensing colleagues and Members in advance of application being made and gather support for the project.
Tottenham Green- Cafe & Workspace	Insufficient funding available to refurbish the building	SJ	3	5	15	Initial feasibility work will begin prior to April 2015 (funded by LBH) in order to determine likely refurbishment costs. In addition other funding opportunities will be explored in advance of the project delivery phase.
	Business model and suitable operator not agreed with landowner	SJ	2	5	10	Early engagement with the landowner (the Church) has already begun and a shared vision for the site will be agreed
Tottenham- Bruce Grove Station	Landowner not in agreement with proposed designs for the vacant land and arches in front of the station	SJ	2	4	8	Early engagement with landowner and rail operator to ensure a joined up vision for the site is agreed as soon as possible.
Wood Green	Failure to secure local support and buy in for the Investment Framework vision, proposals and principles of change	ZS	2	5	10	Develop a robust consultation strategy and continue to work closely with stakeholders
	Procurement process failing to appoint consultants	ZS	2	5	10	Procurement documentation produced to a high standard. Involvement and sign off of the Project Initiation Group.
	Failure to make effective use of existing Council assets in Wood Green	ZS	1	3	3	Consensus reached that that the Council can make more effective use of its assets to kick start development in Wood Green

LEP Programme: Template for borough proposals

	Failure of consultancy team to implement framework effectively	ZS	2	4	8	Development of a detailed and robust specification (and consultation on the specification) will minimise the risk of an ineffective team
Finsbury Park	Failure of Hackney to match Haringey NHB bid	JV	1	3	3	Demonstrate to Hackney that Haringey committed and the benefits of matching that commitment.
	Islington withdraw their budget for Finsbury Park	JV	1	5	5	Demonstrate support for Islington's leadership of the overall project through submission of this bid

Leverage – please set out below your plans to lever-in any additional funding for the proposal in addition to New Homes Bonus. Please state the source and if this is public or private funding. If the proposals has already levered in funding, please state from where and how much:

Tottenham's projects will benefit from match funding from the borough, as well as the Opportunity Investment Fund, which we already have and is focussed on unlocking private sector investment and targeted principally on projects where the funding can be used as short term equity to de-risk projects. In addition investment is anticipated from private and public delivery partners such as Network Rail, Transport for London, and landowners such as Holy Trinity Church.

For Wood Green, as well as NHB funding and funding from the Council, we aim to lever in private investment from the largest landowners, including Capital & Regional who own The Mall Shopping Centre, to deliver the investment framework.

The Finsbury Park proposal is supported by complementary funding bids from Hackney and Islington as well as an internal project budget identified by Islington. Islington Council has already provided seed funding of approximately £200,000 to support regeneration activity in Finsbury Park, and as part of a broader arts-led place-making programme in the area, Islington has also secured approximately £300,000 of additional funding from private sector partners, S106 and Arts Council England.

A number of the projects are likely to be eligible for the GLA Action for High Streets funding stream.

Please set out how the proposal adds value to existing interventions and avoids duplication of funding:

The proposals for Tottenham will add value to the recently delivered Growth on the High Road programme which was funded by the Mayors Regeneration Fund. The programme has delivered public realm improvements to Bruce Grove Station and Tottenham Green. The LEP proposals will add value to these projects by unlocking development sites in these locations, creating the opportunity for retail, community and commercial development in strategic high street locations.

The Wood Green Investment Framework is a completely new piece of work around which only an inaugural meeting with major retailers and other significant businesses in Wood Green has so far taken place. The process of developing the Framework will provide a new (and much-needed) mechanism for bringing together the main stakeholders in the area, and the Framework itself will

LEP Programme: Template for borough proposals

attract and steer new investment in the area and guide the Council's own interventions, including as planning authority and landowner.

Haringey currently has no budget available to support the shared ambitions in Finsbury Park, so funding sought through this bid will add to the interventions already identified in the Finsbury Park Supplementary Planning Document which to date has been solely funded by Islington. There will be added value, particularly for those businesses within Haringey, through improved communication with stakeholders and partners and engagement with the regeneration programme.

Value for money – assessors will consider the cost of the proposal and its outputs and outcomes to make a broad assessment of value for money. If you would like to add any other information on how this proposal is good value for money, please do so below. You do not need to complete this section if you have nothing further to add. It is optional.

In brief, this combined High Streets bid represents value for money in that it boosts three significant centres in the Borough using match funding from within Haringey Council's own budget (at least 35k), and from private investment (£75k committed in principal to Wood Green so far, with significant additional private sector investment to be sought). The Council has already made a significant in-kind contribution towards the work being carried out in Finsbury Park by Islington Council, and this NHB funding will provide a much needed financial contribution to an important tri-Borough project, benefiting businesses and visitors in an area that has suffered from lack of coordinated support.

Please set out a brief exit strategy – if there are on-going costs, state how these will be met and set out a clear financial and legal exit strategy.

The Tottenham proposals are all focused on initial start up funding to unlock sites and deliver projects. It is not envisaged that there will be long term revenue or capital implications for any of these projects. The delivery of the cafe and nursery proposals will be dependent on a viable business plan for an operator being in place at the outset as well as a legal agreement between the landowner and the Council prior to capital refurbishment works taking place.

The market will be established on basis of a cost share model between the successful operator and the Council whereby the Council recovers its costs for staging the market (such as refuse collection, electricity and street cleansing) from the income generated.

The purpose of the Wood Green Investment Framework is to set out ambitions for significant growth in the town centre and to secure investment for commercial, retail and housing development. The production of the Framework is a one-off cost; its implementation will be for the Council and other partners.

Haringey's contribution to Finsbury Park is limited to the two years covered by this bidding round. It is anticipated that the activities programmed in Finsbury Park will be complete by March 2017 and that these specific elements will not require further funding.

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Themed Criteria

Please set out below how your proposal meets some or all of the criteria for the main LEP Programme theme it relates to, as well as any other LEP Programme themes relevant to your proposal:

High Street Criteria met	Wood Green Investment Framework	Finsbury Park	Tottenham Market	Tottenham Green- Cafe and workspace	Tottenham-Bruce Grove Station
Proposals deliver/support additional activity in the town centre resulting in economic and wider community benefits	Appointing a Business Engagement Management will increase activity and ownership of framework	Support local businesses through Business led Town Centre initiatives e.g. visual merchandising	The market will create additional activity providing opportunities for SME's to sell directly to customers	This would establish an innovative model for co-working with community organisations	Will provide space for several new business in vacant buildings and underused public space
Measures in place to measure the additional activity and impact	Base-line data for framework will be established and reviewed	Progress measured against deliverables in Action Plan	6 week pilot demonstrated demand and feasibility testing will continue	This is currently a vacant space where additional activity will have a high impact	
Proposals should improve the look, feel and functionality of the high street and make them more welcoming	The framework will guide the creation of a new public space	A unified vision for the town centre and reverse the neglect and tackle the effects of inaction	The use of this space for a lively retail activity will draw in new visitors will encourage place making in Tottenham	Will result in the refurbishment of a vacant building in partnership with the church trust and enhance the areas role as a meeting place	New retail units will improve facilities at a transport hub adding quality to the shopping experience
Proposals should enhance distinctiveness by drawing out the physical, social, cultural and/or economic character of the high street location	Will result in a dynamic, distinctive and accessible town centre that local people are proud to call their own.	A promotional campaign will draw on the town centres distinctive character and the public lighting project will create a distinct gateway to the town centre	Creates a new destination activity in an underused space	The cafe and commercial test kitchen will encourage new businesses incubated in the workspace and kitchen will move onto the new food market increasing local distinctiveness	By enhancing the design of retail units in the arches and at the entrance to the station, niche retailers will be attracted to the new shopping space
Proposals should increase the diversity of high streets giving people more reasons to work, live and visit high streets	Access improvements to green space, the cultural quarter and Alexandra Palace will increase the diversity of the high street		Both proposals will improve the food and beverage offer in Tottenham and Tottenham Green encouraging visitors to linger longer		The provision of new and intriguing retail units will encourage additional visitors
Proposals could seek to unlock the inherent capacity of High Streets to meet housing need and boost economic activity – engaging with	Will unlock the potential of Wood Green to accommodate major housing growth and new retail and community facilities through best	Identification of Rowans Bowling Alley as an opportunity site for housing and community uses in the Town Centre SPD will provide complimentary homes and		Provides a boost to economic activity resulting in the creation of new businesses within the workspace and new jobs in the creation of the new space, to support long	The unlocking of the railway arches supplemented by new retail space around the station entrance will boost activity

LEP Programme: Template for borough proposals

development opportunities to help form active high streets	use of private and publicly owned underused sites	facilities under construction above Finsbury Park Station (at City North)		term regeneration	
Places of Work Criteria met	Wood Green Investment Framework	Finsbury Park	Tottenham Market	Tottenham Green- Cafe and workspace	Tottenham-Bruce Grove Station
Proposal will promote SME growth in the area or retains SME's	Increased investment and added footfall will retain SME's	Businesses helped to adapt to changing economic conditions	Provides an outlet for new businesses to test market their products	Catering apprentice training will be provided within the new facility	New small units at a transport hub will promote SME growth

Please set out the outputs and outcomes you expect the proposal to achieve over its lifetime. These should only relate to the New Homes Bonus funding and any funding you have levered in already and secured. Indicative lists of outputs and outcomes are set out for each LEP Programme theme in the Quality Threshold Framework. These are not exhaustive and you can add your own. Please quantify any outputs.

The following is a summary of outputs for all 5 parts of the bid:

Project	Total Value	Growth Deal Funding	Businesses Supported	New Business Units	Premises Improved	Jobs created or safe-guarded	Businesses/ stakeholder s engaged in town centre activities	New homes built/ enabled
High Streets	£1.07m	£600k	68	62	9643m2 40 shopfronts	703	352 businesses 7000 visitors to Tottenham Green market	1260 new homes built

LEP Programme: Template for borough proposals

Potential to scale up or down: Boroughs do not yet know their final New Home Bonus (NHB) allocations for 2015/16 and therefore their contribution to the NHB topslice. Please indicate if you could scale up your proposal, or scale it down if needed:

Can scale up X

Can scale down X

Political sign-off: Please indicate whether you have secured political sign-off for this proposal in your borough.

No x

If no, please indicate when you expect to have a political decision on this proposal in your borough.

4th September 2014

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LEP Programme: Template for borough proposals

APPENDIX B

This template is for borough proposals for the LEP Programme, funded via the £70 million New Homes Bonus (NHB) topslice. Please complete the template for each proposal and send this to nhb@londoncouncils.gov.uk by **5 pm on Friday 29 August**. The template should be completed with reference to the LEP Programme Quality Threshold Framework.

Summary information

Name of proposal: Haringey – New places of work and business support

Submitted by (borough name): London Borough of Haringey

If this is a multi-borough proposal, please name the borough who will act as the lead borough and accountable body above. Please also state below which boroughs the proposal covers:

Covering the following boroughs:

Please give details of the borough contact officer for this proposal:

Name: Patrick Jones, Economic Development Officer

Tel: 020 8489 2670

E-mail: patrick.jones@haringey.gov.uk

Brief summary description of the proposal:

The proposal seeks to use NHB Growth Funding for the following:

- Developing new SME workspace for start-ups and growing SMEs across at least two sites within the public sector estate.
- Establishing a business support service, embedded in new SME workspace but available to businesses across the borough. Providing start-up support, support in accessing finance and support for business growth.
- Developing a maker space to support community enterprise and creative enterprise activity, diversifying economic activity adjacent to the High Street.

Please tick the main LEP theme that this proposal relates to:

Apprenticeships, skills and training

Places of work for SMEs

Business Support

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Resilience and low carbon

Digital, creative, science & technology

Unlocking development

High streets

Please tick any other LEP Programme themes that this proposal relates to (tick as many as are relevant):

Apprenticeships, skills and training

Places of work for SMEs

Business Support

Resilience and low carbon

Digital, creative, science & technology

Unlocking development

High streets

Total NHB funding requested for this proposal: £ £1,050,000

Please give the split of total capital and revenue funding requested:

Capital (£): 850,000

Revenue (£): 200,000

Proposed start date (month and year): April 2015

Proposed end date (month and year): March 2017

LEP Programme: Template for borough proposals

Core Criteria

Please set out below how your proposal meets the core criteria included in the LEP Programme Quality Threshold Framework.

Please give a description of your proposal, setting out its aims and objectives and what it will do

A future vision for Tottenham: By the age of twenty, a child born in Tottenham today will have a quality of life and access to the same level of opportunity that is at least equal to the best in London.

This is the 20 year vision for the Tottenham Strategic Regeneration Framework (SRF). It represents a holistic view that there are multiple factors to be addressed through direct intervention and public policy to ensure that a child born in Tottenham in 2014 is on a pathway to adulthood that leaves it with no disadvantages; benefiting from excellent education, a safe, supportive and resilient home life and recognisable pathways to a range of economic opportunities.

Developing SME workspace and business support is an intervention along one pathway to economic opportunity on one branch of that holistic approach. Workspace creation sits alongside employment support (covered in a separate report to this board), general Information Advice and Guidance to businesses, direct brokerage by the public sector (for example N17 Design Studio, Fashion Technical Academy, Durham University partnership).

There is a strong and growing entrepreneurial sector in the borough. The rate of business start-ups closely tracks the London average, the first year rate of business survival is better than for London as a whole, and the three year survival rate is .01% lower than the London total.

NEW INCUBATOR SPACE

Establish new incubator space in the borough for SME start-ups with integrated business support providing IAG on access to finance, business planning, product development and marketing and supporting growth.

Components of project:

- 1) refurbishment of a under-performing council commercial property (selected through Commercial Portfolio Review) as SME incubator space – approximately 20-30 incubator units co-working membership space
- 2) procurement of a business support provider(Enfield Enterprise/ELSBC/BEC) to manage incubator unit and provide business support services

SME MOVE ON SPACE

Establish high quality SME move on space to fill market gap for SMEs in Haringey and support sustainable outcomes for product of emerging incubator activity – Haringey and partners are generating over 100 new SME start ups who will require move on space within

LEP Programme: Template for borough proposals

18 mo-3yrs. Currently the commercial stock in the borough does not have capacity or quality to accommodate our growth needs. Development of this proposal is will be supported by a viability appraisal to help unlock sites

Components of project:

- 1) refurbishment/repurposing of vacant property in borough as SME move on space
- 2) secure partnership and co-financing with private sector operator

COMMUNITY ENTERPRISE / MAKER SPACE

Refurbish 4 long-term vacant units in Viaduct business units (Council owned commercial units in Muswell Hill TC) as fabrication and maker spaces, supporting SME and community enterprise activity by providing shared equipment for a range of applications such as carpentry, joinery, metalwork and 3D printing.

Components of project:

- 1) Refurbish and create new SME workspace – increasing density of units from 4 to 10.
- 2) Improve linkages to Muswell Hill Town Centre and Parkland Walk through public realm infrastructure and waymarking.
- 3) Create cafe space to attract visitors and provide ancillary facilities for service users and tenants.
- 4) Create community learning programme supporting trades apprenticeships.
- 5) Secure community learning partner e.g. Create

Strategic fit with LEP priorities: Set out how your proposal meeting the LEP's priorities for the LEP Programme as set out in the [Growth Deal for London](#) and/or the LEP's [Jobs and Growth Plan for London](#)

These proposals for places of work and business support will address the LEP priority for SMEs as set out in the Jobs and Growth Plan. The proposal will involve physical improvements in three existing public sector commercial assets to improve the number and quality of workspace provision. The proposal will be supported by the procurement of a delivery partner (or partners) that will provide facilities management services. Because we will seek bids from organisations with a strong track record in workspace management and business development, our delivery partner will also provide an embedded and comprehensive business support offer – a service that will also be available boroughwide.

LEP Priorities for SMEs

Supporting Access to Finance

We will deliver this as one of three key elements of the business support offer that we commission. The support and advice will ensure that start-ups and growing SMEs will be able to get the best advice on the broad range of financing options available to the sector. We will take advice from Capital Enterprise (the organisation for London enterprise agencies) on the specification of the service and we have a recent survey, conducted by CESI, which indicates that over half of surveyed businesses see access to finance as a barrier to growth and employment creation. The survey indicated that Haringey SMEs lacked

LEP Programme: Template for borough proposals

a sophisticated understanding of the finance market, relying on traditional sources such as high street banks.

Creating workspace

We are addressing this priority through direct investment in up to three sites, creating a higher density of workspaces through physical improvements, space rationalisation and converting to incubator and co-working spaces.

Developing business support and networks

Through the commissioning of a business support service and securing experienced providers to manage that service and new workspace who have a proven track record in this field. Through this commission we will seek to create a strong identity for Haringey's business community aligned with the narrative for economic growth being developed through our emerging Growth Strategy.

Deliverability – please set out your timetable for delivering the proposal, including defined and realistic milestones

Project	Feasibility	Procurement	Delivery
Incubator Development and integrated business support	April 2015 (capital works)	Apr–June 2015 (business support) June 2015-March 2016 (capital works)	September 2015-onwards (business support) April 2016 (capital works)
Move on SME space	April 2015 (capital works)	June 2015-March 2016 (capital works)	April 2016 (capital works)
Muswell Hill Maker Space – Revitalising Town Centres	April 2015 (capital works)	June 2015-March 2016 (capital works)	April 2016 (capital works)

Costs – please set out the costs of the proposal below. You may want to use the sample spreadsheet provided alongside this template.

We anticipate being able to procure and launch the business programme within 2015/16 as well as carry out feasibility and design work to develop the capital projects during the same year. In total this would amount to £200,000 in 2015/16. The bulk of Capital expenditure would take place in 2016/17. There is no new build activity on refurbishment and alterations to existing properties.

The annual funding split for NHB will be:

2015/16 – £200,000

2016/17 – £850,000

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	2015/16				2016/17				Total All Years
Costs (revenue)	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Business Support programme	£10,000	£20,000	£20,000	£20,000	£20,000	£20,000	£20,000	£20,000	£150,000
									£0
									£0
									£0
									£0
All costs (revenue)	£10,000	£20,000	£20,000	£20,000	£20,000	£20,000	£20,000	£20,000	£150,000

	2015/16				2016/17				Total All Years
Costs (capital)	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Incubator Feasibility & Design dev	£10,000	£10,000	£10,000	£10,000					£40,000
SME move-on Feasibility & Design dev	£10,000	£10,000	£10,000	£10,000	£10,000				£50,000
Maker Space Feasibility & Design dev	£10,000	£10,000	£10,000						£30,000
Incubator Capital build					£25,000	£50,000	£100,000	£185,000	£360,000
SME move-on Capital build						£25,000	£75,000	£100,000	£200,000
Maker Space Capital build				£20,000	£25,000	£75,000	£100,000		£220,000
All costs (capital)	£30,000	£30,000	£30,000	£40,000	£60,000	£150,000	£275,000	£285,000	£900,000

All costs (capital and revenue)	£40,000	£50,000	£50,000	£60,000	£80,000	£170,000	£295,000	£305,000	£1,050,000
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If you are not planning to spend until 2016/17 or later on this proposal, please briefly explain why:

Geography - where will the proposal be delivered?

Predominately the physical interventions will be made in Tottenham Regeneration Area, which is a core council project, and two potential sites have been identified along Tottenham High Road at both within the public sector estate. Both are subject to work to unlock and secure availability for this investment. The business support provision will be hosted in the new SME move-on and incubator spaces, but accessible borough-wide.

The Maker Space proposal is currently based on a site in Muswell Hill.

Evidence based – please set out how the proposal is responding to a clear demand/need and/or the proposal addresses a market failure.

Our evidence base indicates that quantum of SME workspace provision is not the issue, although there is demand to be satisfied. It also tells us that the types of spaces available are mainly suitable for start-ups and micro/small businesses. If quantity is not the issue, quality is. Management and additional services improve the quality of the tenant experience can support businesses to grow – especially for start-ups, who seek out low cost workspace. Managed workspace, especially when sector focussed, also support place making creating a

LEP Programme: Template for borough proposals

cultural identity for the local economy (citation: URS report for GLA) and brings new operators into the local economy who can drive and curate entrepreneurship, business growth and diversify the local economy. The URS report specifically highlights the lack of IAC provision in Outer London – identifying only 1 in Haringey (639 High Road). We are undertaking a mapping exercise to identify all business workspace and (including tenancy mix, quality and service offer), further work is being done to understand specific viability issues for developing workspace in key sites.

In the last 12 months regeneration officers at the Council and the GLA have been contacted by a number of operators and investors interested in developing workspace in the borough. This list includes:

- Space Studios
- The Mill Co. Project
- The Office Group
- Westminster and Kings Cross Impact Hubs
- Bow Arts Trust
- Bootleg Company
- The Princes Foundation

Until now we have not had a clear policy or investment platform on which to engage with these operators. This has led to inconsistent responses and a risk that resources are not being deployed to achieve maximum outcomes.

The level of contact does show that there is a strong appetite for investment and this is underlined by consistent feedback in discussions.

- Tottenham is an attractive and affordable proposition for people (operators and tenants) being priced out of workspace locations in Hackney and the City
- The urban character and property stock is compatible with space requirements and aspirations that many creative operators are looking for
- Many operators deliver social regeneration impacts through their facilities and this can complement the regeneration programme in Tottenham
- To secure economic outcomes for local residents and businesses, public sector investment (be it any resource; time, assets, capital) is necessary

This latent demand is positive, but a policy and investment platform is required to set the criteria for the investment we can provide and how we can secure leverage to buy outcomes for local residents and enterprises.

More detail on this evidence base is available if required.

Business engagement - the proposal has or plans to involve businesses/employers or business partnerships in its development and/or delivery

We intend to extensively engage with business support providers and managed workspace providers in designing the procurement strategy for the proposals. This will be done through existing relationships including through Capital Enterprise, the association of Enterprise Agencies in London.

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The proposed sites do have existing tenants, some of whom are businesses, and there will be a requirement to engage them in the process to ensure that they are not disadvantaged by change through the proposed investments.

We will engage with the wider borough business community to consult on the required specification of a new business support service for the borough.

Additionally we will consult with the Landowners and Major Businesses Group which represents business interests in the Tottenham Regeneration Programme.

Leverage – please set out below your plans to lever-in any additional funding for the proposal in addition to New Homes Bonus. Please state the source and if this is public or private funding. If the proposal has already levered in funding, please state from where and how much:

We will seek funding from 2014-2020 ESIF programme to both support the capital investment (through the Objective: Investing in London's Infrastructure, and specifically theme 3, business workspace, tackling geographical gaps in provision) and also in co-funding the proposed business support provision (through the objective: enhancing the competitiveness of SMEs and particularly themes 1, 2 and 3, growth, access to finance and entrepreneurship specifically).

On the latter activity – business support provision – we believe there is an opportunity to lever in ESF and particularly the enterprise element of the Youth Employment Initiative to support business start-up activity. This could be levered in through a discrete bid or alliance with a broader programme.

Through the nature of activity in the Maker Space proposal and based on our appraisal of similar projects – such as Blackhorse Workshops, Walthamstow – we believe that there will be a diverse range of outcomes in community arts and enterprise activity that will be integral to the economic sustainability of the new site. We would anticipate opportunities for bids to funders in the creative sector, such as the Arts Council.

Additionally we will expect development partners who come on board with us, particularly in workspace management, to identify what resources and particularly working capital, expertise and in-kind resources they will bring to the project. Our minimum target is £350,000 which is approximately 30% of the overall anticipated capital investment required to deliver new SME incubator and move on space.

Summary

LBH £250k

ERDF £700k

ESF £125k

Arts Council £25k

Private £350k

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Please set out below a **risk and issue register** for the proposal:

Project	Risk Description	Owner	Risk Assessment 1-5			Control Measures/ Mitigation
			Probability	Impact	Overall	
Incubator Development and integrated business support	Insufficient funding available to refurbish the building	PJ	3	5	15	Initial feasibility work will begin prior to April 2015 (funded by LBH) in order to determine likely refurbishment costs. In addition other funding opportunities will be explored in advance of the project delivery phase.
	Unable to resolve leaseholder interests within timeframe to deliver project	PJ	3	5	15	Within the scope of best-consideration, avoid aggressive negotiating position to ensure speed resolution of leaseback arrangements
	Existing business tenants are unhappy with proposals	PJ	4	2	8	Establishment of strong business case for investment demonstrating financial and growth opportunities for existing tenants in improved serviced accommodation.
Move on SME space [Tottenham Police Station]	Insufficient funding available to refurbish the building	PJ	3	5	15	Initial feasibility work will begin prior to April 2015 (funded by LBH) in order to determine likely refurbishment costs. In addition other funding opportunities will be explored in advance of the project delivery phase.
	Land deal not agreed with landowner	PJ/SJ	3	5	15	Early engagement with the landowner (the MET) has already begun and a shared vision for the site will be agreed
	Planning permission not secured for change of use from	PJ	2	5	10	Sound reasoning to be made to demonstrate how change of use is supported in Local Plan Policy
Muswell Hill Maker Space – Revitalising Town Centres	Landowner not in agreement with proposed designs for the vacant land and arches	PJ	2	5	10	Early engagement with Corporate Property to ensure site is available and vision is shared. Flexibility to switch project to an alternative site if required.
	Local residents do not buy in to increased commercial activity at this site.	PJ	4	3	12	Ensure that business case demonstrates the improved social and environmental impact of changing the business demographic at the site. Ensure creation of a robust community enterprise offer and facilities accessible by the community that are an enhancement for local residents e.g. cafe.
	Failure to secure creative sector partners	PJ	2	4	8	Early engagement with prospective service providers to warm organisations up to bid for the service. Ensure funding package is attractive enough.

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Please set out how the proposal **adds value to existing interventions and avoids duplication of funding**:

This project will add value and diversify the investment approaches to workspace creation in the borough and specifically Tottenham. We already have the Opportunity Investment Fund, which is focussed on unlocking private sector investment and targeted principally on projects where the funding can be used as short term equity to de-risk projects. NHB Growth funding will be used as direct grant funding to seed activity and provide public sector leadership in activities supporting economic growth.

Value for money – assessors will consider the cost of the proposal and its outputs and outcomes to make a broad assessment of value for money. If you would like to add any other information on how this proposal is good value for money, please do so below. ***You do not need to complete this section if you have nothing further to add. It is optional.***

Please set out a **brief exit strategy** – if there are on-going costs, state how these will be met and set out a clear financial and legal exit strategy.

NHB investment in workspace provision is intended as seed funding to establish an experienced operator delivering a balance of commercial and subsidised workspace in Tottenham. The operators will be procured through a tender specification that will require them to outline how they will become financially sustainable beyond April 2017.

The design of the specification for a business support service, integrated into these new workspaces, will need to consider how it can generate income to sustain service delivery. However, it maybe that the council will be required to maintain a modest ongoing revenue investment to underpin the service and it's availability across the borough.

LEP Programme: Template for borough proposals

Themed Criteria

Please set out below how your proposal meets some or all of the criteria for the main LEP Programme theme it relates to, as well as any other LEP Programme themes relevant to your proposal:

	Refurbishment of X as incubator space	Refurbishment of Tottenham Police Station as SME move-on space	Refurbishment of Muswell Hill Viaducts as Maker Space	Business Support Service for Haringey
Places of Work criteria				
Proposal will promote SME growth in the area or retains SMEs	Through direct investment			Through hosting support providers
Plan for ensuring suitable turnover of tenants; or targeting specific tenants	Through provision of incubator space			
Plan for engaging any specialist delivery partners, if needed	Through commissioning			
Other relevant support provided for SMEs	Through provision of business support services			
Positive regenerative impact on wider area, including consideration of the impact on local businesses	Through physical investment and area regen		Through public realm improvements and area regen	Through provision of business support services
Business Support criteria				
Clear pathway of support to improved business performance	Through provision of business support services			Through commissioning process
High Streets criteria				
Proposals deliver/support additional activity in the town centre resulting in economic and wider community benefits			Through diversification of employment offer and uses	

Please set out the **outputs and outcomes** you expect the proposal to achieve over its lifetime. These should only relate to the New Homes Bonus funding and any funding you have levered in already and secured. Indicative lists of outputs and outcomes are set out for each LEP Programme theme in the Quality Threshold Framework. These are not exhaustive and you can add your own. Please quantify any outputs.

Total outputs across all three proposals:

Businesses Supported	New Business Units	Premises Improved	Jobs created or safeguarded
130	60	3	150

LEP Programme: Template for borough proposals

Potential to scale up or down: Boroughs do not yet know their final New Home Bonus (NHB) allocations for 2015/16 and therefore their contribution to the NHB topslice. Please indicate if you could scale up your proposal, or scale it down if needed:

Can scale up

Can scale down

Not possible for this proposal

Political sign-off: Please indicate whether you have secured political sign-off for this proposal in your borough.

Yes

No

If no, please indicate when you expect to have a political decision on this proposal in your borough.

4 September 2014

This template is for borough proposals for the LEP Programme, funded via the £70 million New Homes Bonus (NHB) topslice. Please complete the template for each proposal and send this to nhb@londoncouncils.gov.uk by **5 pm on Friday 29 August**. The template should be completed with reference to the LEP Programme Quality Threshold Framework.

Summary information

Name of proposal: Low Carbon Technology Innovation Hub

Submitted by (borough name): Haringey

If this is a multi-borough proposal, please name the borough who will act as the lead borough and accountable body above. Please also state below which boroughs the proposal covers:

Covering the following boroughs:

Haringey, Camden and Islington

Please give details of the borough contact officer for this proposal:

Name: Chris Lee

Tel: 07717 132725

E-mail: Christopher.lee@haringey.gov.uk

Brief summary description of the proposal:

The proposal is for the creation of a Low Carbon Innovation HUB. The proposal would bring together the London boroughs of Haringey, Camden and Islington and would be led by Haringey. Discussions are currently ongoing with both Camden and Islington to secure their approved commitment and potential funding. This will be secured for the full submission in October.

The HUB is in effect a low carbon technology dating agency, bringing together quality approved new and innovative low carbon and environmental goods and services with large scale public and private sector entities in the three participating boroughs. In more technical language, the HUB is to be considered an Innovation eco system, bringing together, in a systematic and networked way, the key agents of low carbon innovation.

The high level purpose of the hub is to provide new and innovative low carbon technologies access and visibility to both end users (customers) and investors and to allow large end users the opportunity to access the latest and best technologies emerging in the market place that have the potential to help transform their business.

The HUB would work by developing a membership of large end users within the three boroughs (including the boroughs themselves) who will create a framework of expressed business needs in terms of new low carbon and resource efficiency.

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These business needs are then used as criteria to identify innovative technologies available in the market place but lacking traction and scale. A data base will be developed of all such technology and be made available to members. More importantly, the very best of this technology will have the opportunity to present to the members at quarterly HUB seminars and the HUB will pro actively seek to develop business relationships and develop viable projects following these meetings. Such projects could include technology trialling, commercial demonstration, research and development, joint bids etc.

Just as importantly, the opening up of relationships between technology companies and end users also affords the opportunity to pro actively seek wider local benefits. For example, through liaison with business support services, localised supply chain providers could be identified, opportunities for local employment, take up of local business space, training and apprenticeships etc.

The proposal is for the development of a twelve month trial of the HUB concept and practice and, following evaluation and engagement with members, the development of a longer term business plan based on sustainable funding principles (e.g. core subscription, consultancy, conferencing, royalty fees etc.)

Please tick the main LEP theme that this proposal relates to:

Apprenticeships, skills and training

Places of work for SMEs

Business Support

Resilience and low carbon

Digital, creative, science & technology

Unlocking development

High streets

Please tick any other LEP Programme themes that this proposal relates to (tick as many as are relevant):

Apprenticeships, skills and training

Places of work for SMEs

Business Support

Resilience and low carbon

Digital, creative, science & technology

Unlocking development

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High streets

Total NHB funding requested for this proposal: £ £150,000

Please give the split of total capital and revenue funding requested: 100% Revenue

Capital (£): 0

Revenue (£): £150,000

Proposed start date (month and year): April 2015

Proposed end date (month and year): August 2016

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Core Criteria

Please set out below how your proposal meets the core criteria included in the LEP Programme Quality Threshold Framework.

Please give a description of your proposal, setting out its aims and objectives and what it will do

Background – Barriers and Opportunities

The UK growth rate for the Low Carbon and Environmental Goods and Services sector is projected to stand at 6%pa by 2015/16, vastly outstripping the UK post recession growth rate of 2.4% (Source: Department for Business, Skills and Innovation). This growth trend is also mirrored at the international level.

The Green economy stands as one of the principal high growth sectors and this is a function of its high levels of innovation, marked for example by the high level of patent applications/registration in the sector. To a large extent this innovation is a product of SME's, who are developing new products and services that provide transformative environmental and economic impacts for customers across a wide range of economic sectors (*e.g. Grantham Research Institute; 2010; Low Carbon Innovation in the UK: Evidence from Patent data*)

However, such SME's face real and acknowledged problems in bringing such innovative technology and services to a scale market. Such problems include:

- 1) Structured visibility, access, and routes to market via potential and large scale customers
- 2) A 'sticky' financial market that is often not appropriate for the funding of early stage companies and/or technology

For their part, large organisations – the potential customers of innovatory products and services – often find it difficult to gain access to structured information on new and emerging technologies, products and services that have the ability to meet their existing and emerging business needs in a truly transformative way.

Equally, a range of 'alternative' (Angel, Venture, Private Equity) funders are seeking investment opportunities in the low carbon sector but they too are often hampered by their lack of visibility and access to new opportunities.

There is thus a market failure whereby the providers of solutions and the customers of solutions are not able to make connections and transact business in an efficient way.

A Solution

This proposal seeks to test the creation of what is, in effect a highly pro-active 'dating agency or innovation ecosystem'. The project would bring together three boroughs who, through their ability to act as market enablers and also as scale customer in their own right,

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have the ability to facilitate the development of a pipeline of innovation projects that would ultimately lead to the development of new business, jobs, growth and skills/education.

The partner boroughs have a strong and active working relationship on this agenda and it is a corporate priority for all three. Haringey has a commitment to achieve a 40% reduction in carbon emissions by 2020 and the opportunities presented by the low carbon, environmental goods and services sector are an important part of its emerging growth strategy.

All three partner authorities work on the principle that green growth is not just about the provision of infrastructure, but about capitalising on the core economic benefits of a strong low carbon sector and the maximisation of its local benefits and opportunities for growth, jobs and training.

Aims and Objectives of the HUB

Aims

- *To significantly reduce business costs (of members) through the adoption of low carbon/energy efficient technologies and to provide a platform for the wider market deployment of.*
- *To effect a significant reduction in carbon emission from participating members*
- *To provide local employment and training in the low carbon sector*
- *To provide opportunities for local businesses and SME's in particular*
- *To support businesses who wish to locate all or part of their supply chains locally*

Objectives

- Identify and review at least 50 technologies
- Present at least 20 technologies to HUB members
- To deliver at least 10 technology projects in the twelve month trial period
- To facilitate and leverage a minimum of £500,000 into the HUB and projects
- To seek at least five companies locating all or part of their supply chains in the three borough area
- To create at least 50 new jobs 505 of which should aim to be local

What would the HUB be and what would it do?

The HUB would be a unique membership based body (the HUB), consisting of the partner boroughs and other major private and public sector organisations operating within the three boroughs (the customers).

The HUB would, through its pro active engagement with its members, seek to understand in a structured way, the key business challenges facing them and translate this into a series of search criteria for new and innovative technologies. These technologies would need to

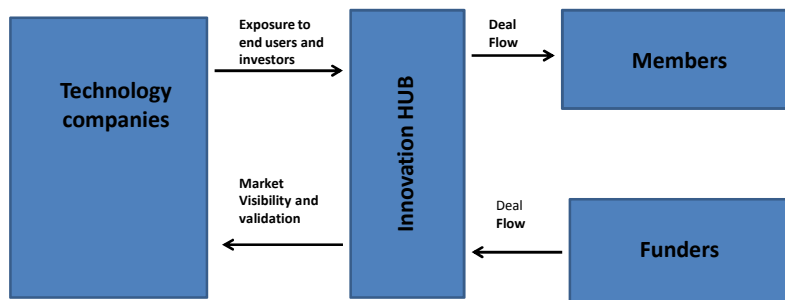
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demonstrate both orders of magnitude improvement in both environmental and cost performance.

The HUB would then seek to identify a range of technologies capable of meeting these needs, undertaking basic commercial, technical and market due diligence and selecting a long list of the best. The membership would then have the opportunity to shortlist the best of these technologies to present at a quarterly meeting, where the members would get a chance to have presentations and demonstrations from the selected technology companies and to provide feedback to them on the customer perspective.

Following the meeting, the HUB resource would work with the members to identify those who wished to progress some kind of business relationship with selected technologies. These relationships could consist in for example, additional R and D, commercial demonstration, site availability, investment etc. In effect the HUB would develop both a full database of new technologies and also a project pipeline, bringing together members and technology providers, investors and other funders.

The HUB Model



Finally, through this pro active business development via the HUB, other local authority concerns and drivers will be factored into discussions. For example, a specific focus could be placed on trying to identify novel technologies located in the three boroughs, or technology companies may present opportunities for sourcing from local companies, locating some aspect of their supply chain locally, or taking on apprentices. This HUB proposal would actively work with the other Haringey NHB project on business support.

The HUB would also provide a range of value added benefits for members such as:

- On line access to the technology database
- A range of thematic seminars and conferences

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In summary the proposal is designed to overcome market barriers that hinder the take up of new low carbon technologies with large scale customers. The development of projects and ultimately commercial relationships between HUB members and new technologies will provide a range of benefits, including:

- Reduced costs for the boroughs and HUB members
- Reduced environmental impacts (e.g. carbon emissions, waste generated, water consumed etc)
- Corporate and project equity investment facilitated into technology businesses
- Local jobs created or saved
- Strengthening of local supply chain opportunities
- Marketing of wider business support services to Low carbon SMEs

Strategic fit with LEP priorities: Set out how your proposal meeting the LEP's priorities for the LEP Programme as set out in the [Growth Deal for London](#) and/or the LEP's [Jobs and Growth Plan for London](#)

Whilst the proposal is clearly targeting the Resilience and Low Carbon strategic theme, it also has the potential to significantly and positively impact on other of the themes. In particular, the HUB has the potential to provide significant value to the digital, creative, science and technology theme, the apprenticeships, skills and training and places of work themes. It also strongly supports the growth plan themes of not just digital, creative, science and technology, but also infrastructure, SMEs and skills and employment.

- Digital, creative, science and technology. There is significant crossover with this theme. Many of the innovative technologies coming forward will straddle the low carbon sector and the digital, creative, science and technology. Many of the SMART energy management systems for example are based around significant developments in IT. Other developments in the low carbon sector may be based around new developments in metallurgy, nano-technology or biotech
- Apprenticeships, skills and training. Through the engagement with both large scale customers and technology providers, the HUB will seek to develop and negotiate opportunities for skills, training, apprenticeships and pathways into employment.
- Places of work. Many of the technology companies will be SME's at an early stage of development. They will be keen to explore options for locating their business, or aspects of their business near to large scale potential markets. There will be strong potential therefore for the development of opportunities for the creation of new business units locally.
- SMEs. The vast majority of low carbon technology innovation emerges from SMEs. The HUB will seek to identify and source local SME's with innovative new product lines. Equally where technology providers are outside of London or even international, opportunities will be actively sought to connect them with local suppliers who are capable of meeting some aspect of their supply chain needs. Finally, many of these companies may well have an appetite to locate some aspect of their business locally and the HUB could cross reference with existing or planned business support services capable of supporting such ambitions. The HUB could also help facilitate access to finance for SME's in the sector through its investor members.

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- Infrastructure. The proposal will directly support the infrastructure theme by introducing new technologies that provide for resilient and low carbon infrastructure, at both the building and community level.

Deliverability – please set out your timetable for delivering the proposal, including defined and realistic milestones

Milestone	Date	Comment
Project start	April 2015	
Appointment of Programme Manager	May2015	The project will have two full time members of staff
Appointment of project assistant	May 2015	
Establishment of Project steering group	June 2015	
Business engagement and membership development	June 2015 – August 2015	Engaging with and securing the membership of the HUB
Procurement of HUB technical consultants	June 2015 – August 2015	Consultants will be required to identify and undertake due diligence on new technologies and develop the data base.
Host first HUB technology review meeting	Sept/Oct 2015	
Second technology review meeting	Dec2015/Jan 2016	Business development and project brokering will take place between quarterly meetings.
Third technology review meeting	March 2016/April 2016	
Fourth and final technology review meeting	June 2015/July 2016	
Evaluation and development of business plan for ongoing HUB	Jan 2016 – August 2016	The plan will be developed to allow for the HUB to continue on a sustainable financial footing

[Click here to enter text.](#)

Costs – please set out the costs of the proposal below. You may want to use the sample spreadsheet provided alongside this template.

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Programme proposal											
Low Carbon Innovation HUB Haringey (Lead), with Camden and Islington											
Costs (revenue)	2015/16				2016/17				Total	Total	Total All Years
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	2015/16	2016/17	
Staff costs	£5,000	£10,000	£10,000	£10,000	£10,000	£10,000	£10,000	£5,000	£70,000	£35,000	£105,000
Consultancy			£10,000	£10,000	£10,000	£10,000	£5,000		£20,000	£25,000	£45,000
All costs (revenue)	£5,000	£10,000	£20,000	£20,000	£20,000	£20,000	£15,000	£5,000	£90,000	£60,000	£150,000
Costs (capital)	2015/16				2016/17				Total	Total	Total All Years
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	2015/16	2016/17	
									£0	£0	£0
All costs (capital)	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
All costs (capital and revenue)	£5,000	£10,000	£20,000	£20,000	£20,000	£20,000	£15,000	£5,000	£90,000	£60,000	£150,000

£150,000

If you are not planning to spend until 2016/17 or later on this proposal, please briefly explain why:

N/A

Geography - where will the proposal be delivered?

The proposal will be delivered across the three participating boroughs. The project evaluation and business plan development for ongoing operation will explicitly explore the issue of optimum geography of intervention.

Evidence based – please set out how the proposal is responding to a clear demand/need and/or the proposal addresses a market failure.

As discussed above, data suggests that a disproportionate amount of innovation activity (as highlighted by patent application and registration data) is driven by SMEs rather than larger corporates. Such SMEs, with new products, often find it difficult to gain market visibility, particularly with larger scale customers who would be their optimum route to market. As highlighted in the European Commission's Eco-innovation plan (2010), the key problem for Innovative SMEs is the time it takes to get Innovative products to market. Therefore any activity that can decrease the time from commercial innovation to customer take up at scale increases the chance of success. It also assists such SMEs in accessing forms of corporate bridging finance between development costs and profit generation. From the customer side, large organisations too suffer from an inability and lack of resources to fully understand what technology options are available in the market (horizon), being constrained largely by 'current' market solutions rather than innovation options. Finally, investors and funders who have the capability and desire to fund new products and the companies bringing them to market also suffer from a lack of market visibility, often relying reactively on technology companies to come to them rather than actively seeking out opportunities. In addition, funders often feel that the lack of information and feedback on market appetite hinders them from investing in earlier stage commercial technologies. By brokering relationships and providing market feedback to new technology companies, such companies can enhance their prospects of securing growth capital. Access to support structures and lack of access to growth capital were both highlighted in a recent Carbon Trust report as being the two most significant barriers hampering UK Low Carbon SME's in achieving their export growth

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ambitions (Carbon Trust; 2014; A MUST Win. Capitalising on new low carbon markets for securing UK Growth).

Business engagement - the proposal has or plans to involve businesses/employers or business partnerships in its development and/or delivery

The project plans for an initial four month engagement and mobilisation period. During this time large scale organisations in the three boroughs will be liaised with as well as business networks and partnerships. The rationale for this four month engagement and ‘forming’ period is to ensure that potential members fully contribute to the value proposition so to ensure it delivers against their needs. Individual one to ones with key organisation will be held as well as a number of collective group sessions. The feedback of this engagement will directly feed into the detailed development of the programme.

Leverage – please set out below your plans to lever-in any additional funding for the proposal in addition to New Homes Bonus. Please state the source and if this is public or private funding. If the proposals has already levered in funding, please state from where and how much:

Haringey is working with both Camden and Islington for some NHB contribution towards core costs (circa £250,000). There is not full visibility on wider funding options at this point but it is clear that there are several funding routes through sources such as Horizon 2020 and Technology Strategy Board, which could be suitable either for meeting programme costs or for supporting emerging projects.

Please set out below a **risk and issue register** for the proposal:

Risk description	Owner	Risk Assessment 1 -5			Mitigation
		Impact	Probability	Total	
Project does not secure sufficient interest from wider organizations	CL and PM	5	2	10	Extensive pre project soundings would be undertaken. Additionally, the project has allowed for an initial engagement exercise to secure buy in to the project form potential members
Project does not adequately develop a pipeline of new and innovative technologies	CL and PM	5	2	10	The project allows for the procurement of external consultancy support, allowing expert resource with existing market knowledge to be brought in
Project does not allow for adequate conversion of technology opportunities into real projects	CL and PM	5	3	15	The project is premised and resourced to provide pro active engagement with both technology providers and end

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					users to generate and convert projects.
Project does not secure enough additional local economic benefit	CL and PM	Impact	Probability	Total	Again, the project's strong and active approach to project development and brokerage means that the full range of benefits can be extracted. Equally, through cross referencing with other local services available (e.g. training and apprenticeship colleges)
		4	3	12	
Project does not provide enough carbon savings	CL an PM	Impact	Probability	Total	A core criteria for technology search and validation would be that it offered orders of magnitude improvements over BAU systems
		3	3	6	

Please set out how the proposal **adds value to existing interventions and avoids duplication of funding**:

While there are existing one off interventions and exercises in this field (e.g. The Better Buildings Partnership Design Competitions etc), there are currently no strategic level interventions within London designed to stimulate the end user take up of new technologies by directly brokering between them and new technology providers (in the low carbon space). The HUB would therefore be a unique proposition in the London landscape, mirroring the successes of other 'clean tech' hubs such as that in Cambridge which is now a self sustaining entity in its own right after being funded by ERDF money and led by the City Council. In addition, due to the pro active nature of the proposed brokerage, real and substantial 'cross selling' could be undertaken, sign posting SMEs to wider services available around business support, both at the local/London level but also those available nationally (e.g. Growth Accelerator, TSB innovation vouchers etc)

Value for money – assessors will consider the cost of the proposal and its outputs and outcomes to make a broad assessment of value for money. If you would like to add any other information on how this proposal is good value for money, please do so below.

Please set out a **brief exit strategy** – if there are on-going costs, state how these will be met and set out a clear financial and legal exit strategy.

The development of an 'exit strategy' is a core component of the work programme. The premise of the projects is that it demonstrates to members the commercial value of the structure and seeks to then put in place a sustainable business model based on a range of revenue generation options. These may or may not need to be augmented with grant funding for ongoing running costs. The most successful UK Clean tech Hub in Cambridge was seeded with ERDF monies but is now commercially self sustaining through a

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combination of member subscription, specific project funding, consultancy, conferencing fees etc.

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Themed Criteria

Please set out below how your proposal meets some or all of the criteria for the main LEP Programme theme it relates to, as well as any other LEP Programme themes relevant to your proposal:

The proposal will focus on all three of the Resilience and Low Carbon criteria of energy reduction, water use reduction and waste reduction/recycling/recovery. Many of the technologies presented and adopted will offer benefits across all three resource use categories. In addition, the proposal will provide benefits against the other key criteria of emissions of green house gases, development of business awareness and best practice and most significantly the creation of new green market opportunities and the attendant economic benefits of new jobs and training opportunities. The project also strongly supports the Digital, Creative, Science and technology theme, explicitly providing improved market conditions to support those sectors (as sectors intimately integrated with the low carbon) and also linking with the criteria encouraging "Proposal results in connections between investors, academia, established businesses and entrepreneurs; and/or adds value to the knowledge base of the sector; and/or results in innovation commercialisation and business growth". Finally, the proposal also links with the criteria for business support and skills and training. Through its active brokerage capability, the HUB will cross sell amongst the full range of both business support services available (including the Haringey business support proposal) and new and existing services and providers around skills and training.

Please set out the **outputs and outcomes** you expect the proposal to achieve over its lifetime. These should only relate to the New Homes Bonus funding and any funding you have levered in already and secured. Indicative lists of outputs and outcomes are set out for each LEP Programme theme in the Quality Threshold Framework. These are not exhaustive and you can add your own. Please quantify any outputs.

Project	Total Value	Growth Deal Funding	Businesses Supported	New Business Units	Premises Improved	Jobs created or safe-guarded	Businesses/ stakeholders engaged in town centre activities	New homes built/ enabled
Green Innovation Hub	£250,000	£150,000	50	N/A	N/A	50	N/A	N/A

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Potential to scale up or down: Boroughs do not yet know their final New Home Bonus (NHB) allocations for 2015/16 and therefore their contribution to the NHB topslice. Please indicate if you could scale up your proposal, or scale it down if needed:

Can scale up

Can scale down

Not possible for this proposal

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Political sign-off: Please indicate whether you have secured political sign-off for this proposal in your borough.

Yes

No

If no, please indicate when you expect to have a political decision on this proposal in your borough.

4th of September 2014