

# ACTION PLAN: INTERVENTIONS

The adoption of a strong organisational structure will ultimately ensure the sustainability of City Growth in Haringey. However, for the partnership to become a successful and worthwhile entity it is important that tangible, attributable interventions are overseen to gain the confidence of the business community and add value to business support and collaborative working in Haringey.

Each of the interventions outlined in this section responds to a specific objective developed in line with the challenges emerging from consultation with local businesses and stakeholders. A number of these interventions are cross cutting and all are designed to support and add value to existing provision.

## KEY BOARD ACTIVITY

These projects represent recommendations (responding to the evidence presented) on what could have a significant impact and value added for the business community with Haringey. It should be the responsibility of the new City Growth board to work with these projects and other relevant recommendations to develop a suite of interventions, they can take ownership on and deliver in the future. The board may also wish to develop these bids for inclusion in relevant funding bids such as LEGI.

Each project is outlined in detail under the relevant objective.

## OBJECTIVE 1: TO IMPROVE THE PERCEPTION OF HARINGEY AS A BUSINESS LOCATION

This objective is a response to several challenges outlined in the ‘evolving business climate’ section. However, it is perhaps best articulated as a response to Challenge 1

### Challenge 1: Communicating the Benefits of Haringey as a Business Location

Local stakeholders must promote and capitalise upon on this locational advantage to ensure that businesses ‘feel welcome’ within the Borough and are prepared to make a long term commitment to Haringey.

This is an ongoing and cross-cutting objective which builds upon existing promotional activity already being undertaken within the Borough. The project below is designed to streamline existing approaches to the promotion of the Haringey as a location to current and future businesses and engender a partnership approach delivering increased investment and higher levels of satisfaction amongst local businesses.

### OBJECTIVE 1: TO IMPROVE THE PERCEPTION OF HARINGEY AS A BUSINESS LOCATION

#### Project1.1: Re-launching/Marketing Haringey as a Business Location

Lead: North London Ltd / LB Haringey

<b>Rationale</b>	Haringey is perceived poorly as a business location, despite its geographic strengths. Currently, marketing tools are weak and are not deployed appropriately or effectively.
<b>Project Description</b>	<p>The following project components should be implemented:</p> <ul style="list-style-type: none"> <li>• Improve Haringey City Growth Website to improve quality and functionality, with an increased volume of information and acting as a portal to other relevant sources of information. This website must be a regularly updated, state of the art tool, acting as an important instrument for local businesses – based on good practice and other City Growth websites, Good Practice Example - Liverpool City growth <a href="http://www.citygrowthliverpool.co.uk/">http://www.citygrowthliverpool.co.uk/</a></li> <li>• Haringey City Growth Awards – Annual awards ceremony to celebrate the achievements of the business community and promote Haringey and its businesses to a wider audience. This is an opportunity to showcase innovative good business practice and newly formed businesses as well as a networking opportunity.</li> </ul>

	<p>Success will be dependant on securing publicity and the widest possible press coverage.</p> <ul style="list-style-type: none"> <li>• Increase distribution of positive press releases addressing Haringey as a business location and LBH as a 'business friendly' council. Press releases should be targeted at local and national press and broadcast media, inward investment agencies, business federations, venture capitalists and investors. These should also celebrate key business success stories as well as ongoing project development and implementation overseen by the City Growth board</li> <li>• LBH to develop a widely communicated Business Charter to set the parameters for their relationship with Borough's business community</li> <li>• Business contact mail out - Mail out (linked to the launch of the single business account) to Haringey Businesses, promoting Haringey's commitment to being/becoming a positive location for business. As well as key contact numbers for various relevant business services, this will include other information relevant to local businesses as stipulated by the CG Board.</li> </ul> <p>This project needs to focus on the promotion of Haringey's comparative advantage in relation to local, national and international markets. Fore example, Wood Green cultural quarter is a successful business cluster in the middle of Haringey; this is obviously worthy of more promotion.</p>
<b>Intended Beneficiary</b>	<ul style="list-style-type: none"> <li>• Haringey Business Community</li> <li>• LBH</li> <li>• Local Community</li> </ul>
<b>Intended Outcomes</b>	<ul style="list-style-type: none"> <li>• Increased inward investment, re-investment and business retention</li> <li>• Higher incidence of businesses choosing Haringey as a business location.</li> <li>• Improved relationship between LBH, NLL, CG and the business community</li> </ul>
<b>Lead Delivery Organisation</b>	NLL in partnership with LBH
<b>Indicative Costing</b>	Included in core activities of LBH and NLL – delivered in partnership.
<b>Forward Planning</b>	This project is intended as a 'quick win' project that would ease the board into the City Growth process, as well as an ongoing series of activities It should be acknowledged, however, that the momentum created by this activity should be capitalised upon by the delivery of other projects.
<b>Linked Projects</b>	One Stop Business Signposting Haringey Business Champions Haringey Sells! Website

Ultimately, City Growth must develop as a recognisable 'brand'. To take a lead in assigning this brand to activity, projects and interventions must be seen to be a product of the City Growth Partnership, rather than individual activities. This activity should be piloted via the following project.

<b>OBJECTIVE 1: TO IMPROVE THE PERCEPTION OF HARINGEY AS A BUSINESS LOCATION</b>	
<b>Project 1.2: City Growth Investment and Property Portal</b>	
<b>Lead: North London Ltd</b>	
<b>Rationale</b>	Currently there is a lack of information relating to investment enquiries and business space in Haringey. As a result, it is difficult to know hoe stakeholders should respond to create an appropriate inward investment offer for Haringey.
<b>Project Description</b>	<p>Using the existing North London Ltd Property Portal as a starting point, a specific City Growth Property Portal will be developed. This will promote available business space specifically in the Haringey City Growth Area.</p> <p>This portal will allow an assessment to be made on the appropriateness of the current inward investment offer relative to the preferences of businesses demonstrating a potential interest in the Borough. As result, search criteria need to be developed beyond existing levels to ensure that the maximum information is collected for the enquiry. This</p>

	<p>could be achieved through a simple on-line questionnaire at the point of entry or 'sign in' to the portal.</p> <p>It is important that this website becomes more apparent to potential users and is linked to other appropriate websites and information sources</p> <p>As well as offering an easier route to locating in Haringey, it will also provide a route to monitor inward investment enquiries in the area, with a view to informing future City Growth projects.</p> <p>This project is a quick and easy 'win' for City Growth, offering a tangible output and the potential to develop appropriate evidence based marketing interventions.</p>
<b>Intended Beneficiary</b>	<ul style="list-style-type: none"> <li>• Businesses intending to invest in Haringey</li> <li>• Newly formed businesses</li> <li>• Land owners in Haringey</li> </ul>
<b>Intended Outcomes</b>	<ul style="list-style-type: none"> <li>• Quick Win: Greater exposure and acknowledgement of City Growth and the City Growth area.</li> <li>• Improved understanding of the dynamics of inward investment in Haringey.</li> <li>• Short Term: Increase investment interest/potential for the City Growth area</li> <li>• Long Term: Development of a City Growth Inward investment offer, responding to market interest</li> <li>• Enquiring and investing businesses will also become aware of City Growth in the first instance and the Borough will be more widely promoted as a City Growth area.</li> </ul>
<b>Lead Delivery Organisation</b>	North London Ltd
<b>Indicative Costing</b>	Nominal Cost app. £10,000 Re-aligning of the activities of NLL
<b>Forward Strategy</b>	Ongoing monitoring of enquiries in the area required on a quarterly basis and reported to the City Growth Board. As the capacity of the City Growth structure increases, this information can inform developers and potential investors.
<b>Linked Projects</b>	City Growth website

## **OBJECTIVE 2: SECURE A DYNAMIC AND FLEXIBLE LOCAL LABOUR SUPPLY**

This objective is linked directly to the third challenge emerging from the local research and consultation.

### **Challenge 4: Improve the Quality of Haringey's Labour Supply**

The relatively poor performance of Haringey's skills base will act as a detrimental factoring terms of businesses seeking to either locate or remain in the Borough. A significant long term objective of City Growth must be to not only to support improvement in this area and also to provide young people in Haringey with an improved 'business' and 'enterprise' education.

Inevitably, this is an area with considerable existing activity and investment. However, as well as supporting and influencing existing activity, the following projects are recommended for implementation by the City Growth partnership to ensure that Haringey businesses are able to draw upon a skilled, enterprising and flexible workforce in the medium to long term.

## **OBJECTIVE 2: SECURE A DYNAMIC AND FLEXIBLE LOCAL LABOUR SUPPLY**

### **Project 2.1: City Growth Schools Link (Enterprise in Schools Initiative)**

#### **Lead: Education Business Partnership**

<b>Rationale</b>	<p>Haringey has increasing levels of unemployment, particularly amongst the Borough's young population. There is a need to engender an improved, flexible and adaptable skills set amongst new labour market entrants.</p> <p>Enterprise is often considered synonymous with self-employment and entrepreneurship. However, 'enterprise' in this instance should be seen as a suite of skills that can be used</p>
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	<p>both as a route into self-employment and employment.</p> <p>Of businesses surveyed within Haringey, 36.5% said that they specifically wanted to promote enterprise amongst young people, whilst 42% of businesses who were 'going for growth' said they would welcome the opportunity to improve links with schools and young people.</p> <p>City Growth is also an appropriate vehicle to ensure that the Enterprise Entitlement Budget at Key Stage 4 is used to maximum advantage.</p>
<b>Project Description</b>	<p>Engaging local businesses and businesses with a key local interest (developers etc) to work in schools, to provide career 'snapshots' and experiences to encourage the Borough's young people to think more clearly in terms of specific vocational skills and the future of the Borough.</p> <p>The mechanism for delivering this project should draw heavily on:</p> <ul style="list-style-type: none"> <li>• Work experience,</li> <li>• Job swaps,</li> <li>• Business workshops visits to companies</li> <li>• Business events in schools sponsored by local business</li> <li>• Mentoring</li> <li>• Virtual firms</li> <li>• Workspace in Schools</li> <li>• Links to existing youth provision in the Borough</li> </ul> <p>The aim of this project is to develop a stronger skills set amongst school leavers by encouraging enterprising behaviour Enterprise should become part of the vocabulary in schools and amongst young people from primary school level onwards.</p> <p>Inevitably, this project links closely to the Government's 'Enterprise Education' initiative – City Growth should act as a conduit between schools and local employers with a view to maximise the Key Stage 4 Enterprise Entitlement.</p>
<b>Intended Beneficiary</b>	<ul style="list-style-type: none"> <li>• Local Young People</li> <li>• Haringey Schools</li> <li>• Local business – through improved local workforce</li> </ul>
<b>Intended Outcomes</b>	<ul style="list-style-type: none"> <li>• A young population that is more enterprise and employment ready with the core enterprise skills - relevant to employment and entrepreneurial activity.</li> <li>• Improve links between local schools and local businesses</li> <li>• Improved recruitment processes for local employers</li> <li>• Increase in business formation</li> </ul>
<b>Lead Delivery Organisation</b>	EBP Local Schools/Children's Services
<b>Indicative Costing</b>	Enterprise Entitlement Budget assigned to each school by central government. Small CG contribution may be necessary for marketing.
<b>Forward Strategy</b>	Establishing links between schools and businesses will create a clearer pathway around enterprise and an established relationship between the business and education community. This should mean a self-sustaining linking of businesses into the curriculum with minimum costs incurred in the medium to long term.
<b>Linked Projects</b>	Haringey Business Champions

As the capacity of the clusters grows, City Growth should be able to facilitate the development of appropriately skilled individuals to ensure that growth sectors can continue to grow. As a result, the following project is recommended to develop a highly skilled labour supply which is relevant to specific areas of business growth:

**OBJECTIVE 2: SECURE A DYNAMIC AND FLEXIBLE LOCAL LABOUR SUPPLY**

**Project 2.2: CoVE to Clusters Link**

<b>Lead: CONEL, LSC</b>	
<b>Rationale</b>	As City Growth continues to support the development of key growth clusters, their performance and sustainability will become increasingly dependent upon a supply appropriately skilled local labour to maximise growth potential.
<b>Project Description</b>	<p><i>CoVEs are specialist areas of vocational provision characterised by close links between colleges, other providers, business partners, other employment interests and communities. They aim to produce appropriately qualified and skilled workers with excellent employment and career prospects which meet the needs of the economy.</i></p> <p><i>CoVEs focus on enhancing the skills and careers of those already in work, enhancing the employability of new entrants to the labour market, and the employment prospects of those seeking work (including self-employment). They will enable providers to develop, maintain and deliver high quality, specialist provision across a range of new and traditional occupations. They will be innovative in delivering learning that develops both specialist and related general skills. CoVEs work closely with business and industry to deliver industry-relevant, economically important provision of a high standard.</i><sup>1</sup></p> <p>This project would exploit the obvious link between City Growth and Centres of Vocational Excellence, providing the 'business partnership' element of a CoVE structure; facilitating industry links whilst also ultimately providing employment opportunities.</p> <p>CONEL and partners' strengths in delivering as a CoVE for the Health and Social care sector as well as localisation of LSCs to Borough level will also provide momentum to establish CoVEs for other growth sectors.</p> <p>In the first instance this project is process driven and relates to the building of capacity of clusters and undertaking relevant research to ensure that the basis and opportunity is their to create relevant clusters. Linked closely to the Cluster development project it is important that evidence is collected to underpin any future development of a CoVE and that the right type of businesses and providers are drawn into the process.</p> <p>Once all partners are satisfied with the initial development and delivery and specific business partners have been identified then City Growth can work with key delivery partners to submit a full CoVE proposal</p> <p><b>NB – The development of CoVEs should remain relevant to Haringey's economy. This may not always mirror the specific cluster development – In these cases City Growth should still facilitate the business partnership element of the development process.</b></p>
<b>Intended Beneficiary</b>	<ul style="list-style-type: none"> <li>• Local young people</li> <li>• Local growth businesses</li> <li>• Clusters, through more focussed development growth</li> <li>• LSC, through access to the business community</li> </ul>
<b>Intended Outcomes</b>	<ul style="list-style-type: none"> <li>• Decrease in unemployment – particularly amongst young people</li> <li>• Increased publicity of clusters</li> <li>• Clearer links between public, private and delivery sectors</li> <li>• Improved business performance of the clusters.</li> </ul>
<b>Lead Delivery Organisation</b>	CONEL, LSC, CATs
<b>Indicative Costing</b>	Should development be successful, providers will be awarded up to £300,000 in year 1 and up to £100, 000 in years 2 and 3. Costings for the initial development should be included within the Cluster Development Project
<b>Forward Planning</b>	This project should result in the submission of a fully worked up CoVE bid.

<sup>1</sup> From [www.cove.lsc.gov.uk](http://www.cove.lsc.gov.uk)

<b>Linked Projects</b>	Enterprise Schools Link Existing CoVEs CAT Capacity Building
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### **OBJECTIVE 3: DEVELOPMENT OF EFFECTIVE GROWTH CLUSTERS**

This objective evolves from challenge 2 identified through consultation and primary research:

#### **Challenge 2: Development of Relevant, Future Facing Business Clusters**

A key element of City Growth is economic growth based on the development of key, specific clusters. These need to be relevant and forward looking, creating a sense of partnership and identity around key areas of potential.

Within the first stage of City Growth, considerable resources were invested in the development of the four sector based clusters which have been specifically targeted for City Growth over the last 2 years. To achieve this objective activity must build upon cluster development to date, whilst aligning with the recommendations on the City Growth structure outlined in this plan. As well as the sector focus, it is also recommended that geographic clusters are considered for future development.

Cluster development is highly subjective. As a result it is imperative that appropriate thought is given to exactly which clusters are supported. It is with this in mind that the following project is recommended for implementation;

<b>OBJECTIVE 3: DEVELOPMENT OF EFFECTIVE GROWTH CLUSTERS</b>	
<b>Project 3.1: CAT/Traders Association Capacity Building</b>	
<b>Lead: LB Haringey Economic Development (supported by NLCC, NLL), CONEL, Middlesex University</b>	
<b>Rationale</b>	<p>To date, City Growth has failed to effectively co-ordinate the development of linkages between the clusters and the overall strategic initiative itself. Whilst this does not necessarily hinder business and economic growth in Haringey per se, the potential of this growth model needs to be explored and developed further.</p> <p>Haringey's strategic location and diverse and economic and demographic base create some significant pressure points for the local economy. However, it also creates significant opportunities for swift economic growth which in term should positively impact upon key economic drivers such as decreasing worklessness and increasing incomes of local people.</p> <p>To stimulate this positive economic change and capitalise upon Haringey's comparative advantage as a business location, it is imperative that developing 'growth' and 'opportunity' sectors are supported.</p>
<b>Project Description</b>	<p>This project will be delivered in two interlinked concurrent strands:</p> <ul style="list-style-type: none"> <li>• Establishing a foundation for networking</li> <li>• Increasing the cluster capacity</li> </ul> <p>Following detailed research undertaken for Haringey's phase 1 LEGI bid and the development of a development and delivery plan for Haringey City Growth the following sectors have been identified and agreed as those which have the greatest potential for growth:</p> <ul style="list-style-type: none"> <li>• Food and Drink</li> <li>• Leisure, Sport and Tourism</li> <li>• Creative</li> <li>• Business Services</li> <li>• Retail</li> </ul>

	<p><b>Establishing a Foundation for Networking</b></p> <p>To ensure that this project is sustainable and high impact the following activity is proposed to create a platform for businesses in Haringey (and specifically the core sectors) to network and collaborate. Building upon established good practice established (including various BID processes) activity will include:</p> <ul style="list-style-type: none"> <li>• High spec CG website with specific cluster portals</li> <li>• ‘Haringey Sells’ function offering businesses improved access to market</li> <li>• Internal and external media campaign to promote Haringey and introduce businesses to CG and clusters – encouraging them to engage in the process</li> <li>• Launch for the web site and portal</li> </ul> <p><b>Increasing the Cluster Capacity</b></p> <p>The sectors identified above hold considerable economic opportunities for Haringey, however, it is clear from previous sector development that clusters have not developed in a way that will have a significant positive impact on the economy of the Borough. Using the ‘networking foundations’ established in the first element of this project it is proposed that the following activity:</p> <ul style="list-style-type: none"> <li>• Identification and employment of a cluster champion each cluster area</li> <li>• Establishment of constituted cluster forum as sub group of the City growth board</li> <li>• Cluster promotion</li> <li>• Opportunity and Needs analysis of each cluster</li> <li>• Design of bespoke training framework for each cluster</li> <li>• Ensure training framework is adopted by local business support organisations and HEI</li> <li>• Communicate cluster development to local schools to establish appropriate links</li> <li>• Communicate cluster development to appropriate departments within LBH (e.g. planning)</li> <li>• Opportunities briefing for each cluster</li> </ul>
<b>Intended Beneficiary</b>	CATs City Growth Board Local growth businesses
<b>Intended Outcomes</b>	<p><b>Short term ‘hard’ Outputs</b></p> <ul style="list-style-type: none"> <li>• 1x website created and maintained</li> <li>• 5x cluster portals</li> <li>• 1x electronic market place created and maintained</li> <li>• 100 transactions in first year of electronic market place</li> <li>• 50 businesses per cluster engaged (150 in total)</li> <li>• 2500 hits of main CG website</li> <li>• 3500 total attendees at events and seminars</li> <li>• 15 businesses per cluster attending opportunities briefing</li> <li>• 5 x needs analysis documents produced</li> <li>• 5 x cluster training programmes produced</li> <li>• 35% of businesses engaged BME led</li> <li>• 75% of businesses engaged employing 15 people or less</li> </ul> <p><b>Short Term ‘soft’ Outputs</b></p> <ul style="list-style-type: none"> <li>• Improved perception of Haringey as a location for businesses within each cluster</li> <li>• Increase in business to business communication and collaboration</li> <li>• Increase in the profile of City Growth</li> </ul>
<b>Lead Delivery Organisation</b>	North London Ltd (City Growth Implementation Manager) LBH

	Haringey Neighbourhoods
<b>Indicative Costing</b>	<p><b>Establishing a foundation for networking</b></p> <ul style="list-style-type: none"> <li>• Consultation - £10,000</li> <li>• Web site, portal development and management - £20,000</li> <li>• Set up and development of E-Marketplace</li> <li>• Cluster marketing and media communication - £20,000</li> <li>• High profile launch event - £20,000</li> </ul> <p><b>TOTAL: £100,000</b></p> <p><b>Increasing the cluster capacity (per cluster)</b></p> <ul style="list-style-type: none"> <li>• On costs for cluster champion - £10,000</li> <li>• Opportunities Briefing - £10,000</li> <li>• Development of needs analysis - £20,000</li> <li>• Development of bespoke training framework - £20,000</li> <li>• Consultation - £10,000</li> <li>• Events and forum meetings - £20,000</li> </ul> <p><b>TOTAL: £90,000 per Cluster x 5 = £450,000</b></p> <p><b>GRAND TOTAL: £550,000</b></p>
<b>Forward Strategy</b>	Consultations suggest that CAT capacity building would have a strong reciprocal effect on the City Growth process with local businesses becoming increasingly prepared to invest their own resources to develop the process as they begin to see evidence of the 'bottom line' improvements.
<b>Linked Projects</b>	As assigned by CATs CoVE to Clusters Business Champions

Previous City Growth research and development places an emphasis on developing sector based clusters which focus on specific industries as the 'motors' for business growth. Haringey also has key 'geographical' clusters which, if harnessed, effectively, could benefit the local business community and act as a catalyst for economic growth. As such, the following intervention is recommended:

<b>OBJECTIVE 3: DEVELOPMENT OF EFFECTIVE GROWTH CLUSTERS</b>	
<b>Project 3.2: Quality Industrial Estates Programme</b>	
<b>Lead: LB Haringey Economic Development, (supported by NLCC, NLL)</b>	
<b>Rationale</b>	<p>Poor physical trading environments and perception of business crime have led to a negative perception of the Borough's industrial estates, which, it has been suggested, has impacted negatively upon revenue of companies located on these estates. A reaction to this has been the formation of solid relationships amongst local businesses to respond to prevailing issues, particularly around 'Crime and Grime.'</p> <p>In many respects, industrial estates represent key 'geographical' clusters within the Haringey economy. It is important that these sites and their businesses are afforded the benefits of collaborative working afforded to sector based clusters supported within City Growth. This activity will build upon existing informal networks already operating on these sites.</p>
<b>Project Description</b>	<p>Having identified relevant businesses at key industrial estate sites, a similar process to the setting up of the CATs/Trader Associations should be applied. This process should include:</p> <p>Training delivered to a specific 'site champion' to ensure commonality in administration and reporting within the City Growth partnership;</p> <p>The development of an Action Plan of realistic interventions to be presented for consideration;</p>



	<p>Budget for communications and administration of businesses at each site.</p> <p>Businesses should be encouraged to respond to specific local issues such as:</p> <ul style="list-style-type: none"> <li>• Physical quality of local business environment</li> <li>• Business crime</li> <li>• Transport/access</li> <li>• Retention</li> <li>• Attrition and use of space</li> </ul> <p>The main thrust of this project is to treat industrial estates as though they were typical (i.e. mixed use) trading business environments.</p> <p>Key Industrial Estates in for consideration at this stage are:</p> <ul style="list-style-type: none"> <li>• Tottenham Hale Gyrotory</li> <li>• Millmead</li> <li>• Lockwood</li> <li>• St Georges</li> <li>• Northumberland Park</li> </ul>
<b>Intended Beneficiary</b>	Businesses located on industrial estates Clients of Haringey Businesses
<b>Intended Outcomes</b>	Increased Levels of Business Satisfaction Improved Inward Investment Offer Increased retention of businesses
<b>Lead Delivery Organisation</b>	NLL, LBH – Linked to the City Growth Board
<b>Indicative Costing</b>	4x sites @ £25,000 pa = £100,000 (Depending on the opinions of the Board and local stakeholders, it may be necessary to pilot this on one estate before full roll out).
<b>Forward Strategy</b>	<p>Successful co-operation and development should be seen as the building blocks for potential BID feasibility as some time in the future:</p> <p><i>'a BID is a mechanism that allows local businesses to agree to pay a supplement on their rates bill to provide additional services and facilities to improve the trading environment. If the BID is passed by a vote, businesses within the BID area will be required to pay a levy on their rate bills. Exactly who will pay, will be made clear at the time of the vote and all affected ratepayers will have the opportunity to vote on the BID proposal. If the proposal passes the vote, the local authority will collect the BID levy and distribute funds to the BID. The BID can last for no more than five years, and will either be dissolved at the end of its term or it has the option to seek a new electoral mandate.'</i></p> <p>Businesses are currently being balloted on the country's first Industrial estate BID based in West Bromwich, organised through Greets Green NDC Partnership. This process should be monitored carefully by the Haringey City Growth implementation team.</p> <p>In the shorter term, improved performance of businesses may create an opportunity to charge a subscription for membership to the group.</p>
<b>Linked Projects</b>	<ul style="list-style-type: none"> <li>• ULV Industrial Estates Programme</li> <li>• Environment Action Teams</li> <li>• CAT Capacity Building</li> </ul>

#### **OBJECTIVE 4: IMPROVED COMMUNICATIONS TO AND BETWEEN HARINGEY BUSINESSES**

This objective relates to Challenge 9 identified through the initial research and consultation:

**Challenge 9: Improve Local Stakeholders' Communication to Haringey's Business Community**

In Haringey there is a perception of poor relationship between the public and private sectors. City Growth needs to be recognised as the conduit for a better 'more business focussed' relationship where the public sector serves the needs of the companies within the Borough.

Communication and, more broadly, a sense of partnership and networking amongst Haringey's business community represents an important element of the City Growth Partnership's work. SBS studies have shown business who work together increase their turnover, their access to new business and improve their reputation.

To facilitate the development of better communication within Haringey, we propose the following project as part of an over-arching commitment to improve linkage between companies and individuals in the Borough.

<b>OBJECTIVE 4: IMPROVED COMMUNICATIONS TO AND BETWEEN HARINGEY BUSINESSES</b>	
<b>Project 4.1: Haringey Business Champions</b>	
<b>Lead: NLL (Potential for development of NDC Pilot Study)</b>	
<b>Rationale</b>	<p>Consultation suggests that a key barrier to the growth of a successful Haringey economy is lack of networking, communication, collaboration and the development of a common Haringey Business identity.</p> <p>The Haringey Business Survey commissioned for the council's LEGI bid, also established that 65% of local businesses would welcome a mechanism that facilitated their involvement in the local community, either by supporting, schools/community projects or by supporting other businesses.</p>
<b>Project Description</b>	<p>Based on the successful EMDA Business Champion model (<a href="http://www.businesschampions.org.uk">http://www.businesschampions.org.uk</a>), Haringey Business Champions would be developed as:</p> <p><i>'an elite task-force working alongside City Growth to energise Haringey'</i></p> <p>Acting as a conduit for the voice of business, they are also energetic ambassadors for Haringey, as mentors to new enterprises and providing commercial expertise to the community – including the voluntary and educational sectors –supporting projects and initiatives where a commercial perspective is needed. Other activity around troubleshooting and managerial guidance would be welcomed by the Haringey business community.</p> <p>Key elements of the project would include:</p> <ul style="list-style-type: none"> <li>• Recruiting appropriate businesses from a wide range of sectors to sign up as business champions</li> <li>• Ensure businesses offer their time for specific activities (e.g. working with schools, mentoring etc).</li> <li>• Overseeing regular communication, networking events</li> <li>• Maintaining appropriate links to City Growth</li> <li>• Development of a small business club</li> <li>• Create more opportunities to network in a modern and dynamic business environment</li> </ul> <p>Ultimately, the City Growth Board will play a key role in the development of this project, particularly in establishing realistic outputs and activities, which are relevant to achieving business growth within Haringey.</p>
<b>Intended Beneficiary</b>	<ul style="list-style-type: none"> <li>• City Growth Board</li> <li>• Local small business</li> <li>• Local community,</li> <li>• Voluntary and community sector</li> </ul>

	<ul style="list-style-type: none"> <li>Local Schools</li> </ul>
<b>Intended Outcomes</b>	<ul style="list-style-type: none"> <li>Improved business performance through access to the expertise of champion(s).</li> <li>Large directory of local businesses with specific skills to offer to local business and the local community generally.</li> <li>Improved sense of a business community</li> <li>Increased collaborative working amongst Haringey Businesses.</li> <li>Increased rates of innovation locally</li> <li>Improvement in local supply chains</li> </ul>
<b>Lead Delivery Organisation</b>	<ul style="list-style-type: none"> <li>North London Ltd</li> <li>LBH</li> </ul>
<b>Indicative Costing</b>	EMDA model operates on a budget of between £350,000 - £500,000 pa. A scaled down version including for around 200 champions should budget around £100,000- £150,000 pa.
<b>Forward Strategy</b>	Successful integration into the local business vernacular, growth in a business community and economic growth a subscription could be introduced to supplement business champion activity.
<b>Linked Projects</b>	LDA Innovation Partnership Programme Enterprise in Schools CAT/Trader Association Development Marketing Haringey

As an alternative to developing a 'full blown' Business Innovation Champions programme, the City Growth Board may wish to consider adopting the Business In the Community (BITC) 'Pro-Help' model at a Borough Level:

**ProHelp is a national network of over 1,000 professional firms who give their time and expertise for free to local community groups and voluntary organisations.** ProHelp support valued at over £6 million each year is delivered through 40 local groups across the country with member firms, both large and small, undertaking one-off projects, contributing to advice surgeries or entering into longer term partnerships within the local community.

Collectively ProHelp is the largest national provider of pro bono support and a leading programme of Business in the Community.

See: [http://www.bitc.org.uk/programmes/programme\\_directory/prohelp/](http://www.bitc.org.uk/programmes/programme_directory/prohelp/)

The indicative costing to deliver this project locally would be in the region of £30,000-£50,000pa.

Overall, this project should not only increase collaboration and specifically innovation, it should act as a tangible extension of the City Growth Board. Linking closely to FE and HE institutions to facilitate knowledge transfer from the academic to the private sector as well as providing a core group of businesses who can benefit from LDA funded business support activities.

**OBJECTIVE 5: TO CREATE AN IMPROVED PHYSICAL ENVIRONMENT IN WHICH TO TRADE FOR HARINGEY'S BUSINESSES.**

'Crime and Grime' was a key action area within the original City Growth Strategy document. This was reinforced through the primary research informing this action plan and articulated as challenge 10:

**Challenge 10: Improve Haringey's Business Environment**

The aesthetic quality of Haringey's business environment was considered a key issue by a number of businesses and local stakeholders. City Growth must oversee a co-ordinated approach to improving business areas and enhancing the 'offer' to businesses located or locating in Haringey.

More specifically, given the significance of retail in the Borough was challenge 10:

**Challenge 11: Improve Image and Environment of Haringey's Town Centres**


Businesses, ultimately, will not define themselves by Borough boundaries. As a result, the acknowledged areas in

which they trade will tend to be defined by their proximity to a local town centre (Bruce Grove, Wood Green, and Green Lanes). City Growth should attempt to improve the quality, environment and perception of these areas, primarily to increase trade for local businesses

Ultimately, achieving this objective will be dependent on supporting and adding value to the work undertaken by Haringey Neighbourhoods. However, the following cross-cutting project is recommended:

**OBJECTIVE 5: TO CREATE AN IMPROVED PHYSICAL ENVIRONMENT IN WHICH TO TRADE FOR HARINGEY'S BUSINESSES.**

**Project 5.1: Crime and Environment Action Teams  
Lead: LBH Environment and Transport / Better Haringey**

<p><b>Rationale</b></p>	<p>Environments around key business locations have been criticised by a number local businesses, who have suggested that this is an issue</p> <p>when clients come to visit the business. It has also been suggested that the perceived negative environment leads to an increased perception of crime and, ultimately, has a negative impact upon local companies' sales and revenue.</p>	
<p><b>Project Description</b></p>	<p>Crime Environment Action Teams would be key individuals within the business community who would be responsible for identifying key specific environmental concerns and opportunities for environmental improvement (acting as a 'Neighbourhood Watch' for Business). A key role for this team would be to liaise with businesses and LBH to ensure a rapid response to any issues around the businesses related to the businesses environment.</p> <p>Linked to CATs and Trade Associations – The Action Teams would be a first point of contact for businesses to report issues associated with environment, as well as disseminating information on 'green' practice' and issues relating to crime and security.</p> <p>Activities necessary to ensure this project is developed successful include:</p> <ul style="list-style-type: none"> <li>• Marketing and promotion of the project</li> <li>• Ensuring that an appropriate mix of businesses (including geographical spread) are recruited</li> <li>• Agreement on responsibilities and linkage to LBH, Better Haringey</li> <li>• Establishing innovative ways to facilitate rapid responses (for example the establishment of a camera phone service fore reporting fly tipping, graffiti etc. This is already operational in Lewisham – <a href="http://www.lovelewisham.org">www.lovelewisham.org</a>)</li> </ul>	
<p><b>Intended Beneficiary</b></p>	<p>Local Businesses (and their clients) Residents of Haringey</p>	
<p><b>Intended Outcomes</b></p>	<ul style="list-style-type: none"> <li>• Improved Business Environments</li> <li>• Improved Inward Investment Offer</li> <li>• Increased Revenue for local businesses (through increased custom)</li> <li>• Improved Business retention</li> <li>• Lower perception of crime</li> </ul>	
<p><b>Lead Delivery Organisation</b></p>	<p>LBH (Better Haringey), Groundwork, Trader Associations, NDC</p>	
<p><b>Indicative Costing</b></p>	<p>Dovetails with Better Haringey activity. However, there may need to be an administrative and marketing budget.</p>	

	£5,000 - £10,000 pa. Depending on the scale of the project and agreement on partnership linkage and resources, it may be necessary to employ 1 equivalent full time salary to manage the project as it grows. £25,000 - £30,000 pa.
<b>Forward Strategy</b>	This would be complemented by an increased focus within the Better Haringey Awards, City Growth Awards and encouragement for Haringey Businesses to go through the 'Green Mark process' <a href="http://www.green-mark.co.uk/index.htm">http://www.green-mark.co.uk/index.htm</a>
<b>Linked Projects</b>	One Stop Business Advice/ Signposting Trade Associations Capacity Building Haringey Neighbourhoods Projects Better Haringey – Linked to the 'Clean Sweep'

To engender economic growth through improvements in the local environment it is imperative that all of Haringey's 'sale sites' are attractive and welcoming to visitors from both inside and outside of the Borough. To ensure that this is the case the following research project is recommended:

<b>OBJECTIVE 5: TO CREATE AN IMPROVED PHYSICAL ENVIRONMENT IN WHICH TO TRADE FOR HARINGEY'S BUSINESSES.</b>	
<b>Project 5.2: Haringey Destinations: Research Project</b>	
<b>Lead:</b>	
<b>Rationale</b>	<p>As retail increasingly becomes recognised as an entertainment activity, town and district centres increasingly become key 'destinations' for people to spend their free time. This put places in competition with each other and makes it increasingly important for local centres to develop and 'offer' for customers.</p> <p>East Haringey has a number of key sites which have the potential as visitor destinations, these include:</p> <ul style="list-style-type: none"> <li>• Wood Green (DC within the London Plan)</li> <li>• Tottenham High Road</li> <li>• Green Lanes</li> <li>• Turnpike Lane (Including West Green Road)</li> <li>• Wards Corner (Including Seven Sister Station).</li> </ul> <p>These sites are already subject to various stages of planning and development, but there is a lack of documentation related to their economic and cultural function in the future (which subsequently would allow for future cluster development, retail improvements and cultural offers.</p>
<b>Project Description</b>	<p>Research projects which aims to:</p> <ul style="list-style-type: none"> <li>• Establish the current function of 'town centres' in the City Growth area.</li> <li>• Identify prevailing clusters or functions (e.g. Green Lanes Mediterranean etc)</li> <li>• Establish a framework of functions which offer an economic 'niche' for the area</li> <li>• Create short economic and cultural visions for each site</li> <li>• Establish a framework/hierarchy of retail/cultural sites within the Borough.</li> </ul> <p>This work should not duplicate spatial/planning work undertaken for the LDF, but should provide some economic and cultural context which can be valuable for the long term planning process.</p>
<b>Intended Beneficiary</b>	<ul style="list-style-type: none"> <li>• Local People</li> <li>• Retail, Catering and Cultural industries</li> </ul>
<b>Intended Outcomes</b>	<ul style="list-style-type: none"> <li>• Improved inward investment offer</li> <li>• Clearer economic development of 'centres' in the future</li> <li>• A 'destination' offer for Haringey to market</li> <li>• Clear objectives for town centre management</li> </ul>
<b>Lead Delivery Organisation</b>	NLL/LBH/City Growth Board
<b>Indicative Costing</b>	£35,000 including on costs

<b>Forward Strategy</b>	This research should be communicated with the local business community and relevant stakeholders to establish relevant structures to capitalise upon identified niches and strengths. This could be the pre-cursor to the development of a retail/destinations cluster.
<b>Linked Projects</b>	<ul style="list-style-type: none"> <li>• Core planning documents</li> <li>• Clear links to the 'ethos' of the London Plan; developing district centres.</li> <li>• Links to creative cluster</li> <li>• Trade Associations/CAT Capacity Building</li> <li>• Haringey Neighbourhoods Projects</li> </ul>

**OBJECTIVE 6: ENSURE THAT MORE BUSINESSES ARE ACCESSING AND BENEFITTING FROM RELEVANT, HIGH QUALITY LOCAL BUSINESS SUPPORT**

Levels of access to and satisfaction with local business support are a concern within Haringey. This leads to the following challenge:

**Challenge 8: Improve Access to, Take Up of and Satisfaction with Local Business Services**

City Growth must facilitate and engender a change in the ethos behind business support within Haringey. Business services must respond to the specific requirements of the business community and deliver a quality service on terms which best suit companies in the Borough.

More specifically, it is also clear that the process of managing a business is a key issue for businesses within the Borough:

**Challenge 5: Maximising the Managerial Capacity of Haringey Based Businesses**

Ensuring that local businesses have the managerial capacity and capability to address issues associated with increased competitive pressure, challenging trading conditions market penetration, cash flow.

The lack of managerial capacity also creates a key cross-cutting challenge to create a business 'environment' which allows businesses (particularly start-ups) to fulfil their ambitions and potential.

**Challenge 3: Ensure Haringey's Businesses have the Opportunity to Fulfil Their Growth Ambitions within the Borough**

Haringey has an ambitious business base. It is also, however, highly transient. As a result, it is critical that City Growth supports growing businesses, particularly in terms of retaining them within the Borough.

The engagement of local business providers within the City Growth process will allow providers to deliver a more responsive, relevant product which will have a positive effect on the businesses bottom line and Haringey's offer to business. As the capacity of the partnership grows it is imperative that the Board seeks to influence local provision. Importantly, this will also allow partners to more effectively monitor the quality and responsiveness of business support.

Alongside this, the following projects are suggested to provide improved access and a more visible service for local businesses, which better meets their needs.

**OBJECTIVE 6: ENSURE THAT MORE BUSINESSES ARE ACCESSING AND BENEFITTING FROM RELEVANT, HIGH QUALITY LOCAL BUSINESS SUPPORT**

**Project 6.1: Business Signposting**

**Lead: LB Haringey (Supported by Business Support Providers, BL4L, NLCC)**

<b>Rationale</b>	The Haringey business survey has shown that satisfaction with and utilisation of business support in Haringey remains relatively low. Many employers are unaware of the range of business support available locally and are unaware of how it can add value to their business. Businesses feel that business support should ideally be
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	<p>provided on their terms at points convenient to them.</p> <p>Furthermore, Qualitative evidence suggests that businesses in the Borough have traditionally had a poor relationship with LB Haringey.</p>
<b>Project Description</b>	<p>The Government has set a target for each local council to implement a 'Single Business Account' for each of the businesses it deals with. This initiative is a response to the findings of a survey of small businesses which concluded that local councils were difficult to deal with, are complex organisations and difficult to understand.</p> <p>A Single Business Account will essentially pool all of the information about interactions that a business may have with the many different arms and services of the Council. It has been calculated that Councils offer 750 services and a third of those may be used by businesses.</p> <p>The immediate benefit to business will be that when you talk to an individual in one Department then that person will be aware of everything else that is going on between your business and the Council. As a business, you will also be able to access this information, at any time, via the Council's web site. This will be particularly beneficial to businesses that do not operate during the normal office hours that the Council operates.</p> <p>With the above activity already in the development stage, it is proposed that this extends to encompass local business support and is promoted and badged as a City Growth tool for local businesses – promoting the brand and building the capacity of the partnership itself not only through a helpline, but also through the City Growth website.</p> <p>It may be necessary to appoint a manger to work with LBH and alongside the new Business Link model to ensure a 'rapid response' for businesses requiring information. It would be imperative that if required, this individual would have adequate knowledge of relevant issues including business support, premises, business development and planning. A small feasibility exercise should be carried out to assess the viability of this position.</p> <p>To add value to this and ensure that it becomes a tool which can stimulate growth the following activities are recommended:</p> <ul style="list-style-type: none"> <li>• Business support services are included in the service</li> <li>• The service is marketed as a City Growth tool</li> <li>• The SBA roll-out is linked to more general marketing of Haringey as a business location</li> <li>• The service is monitored, and as such, maintains a business focus and responds to their needs.</li> </ul>
<b>Intended Beneficiary</b>	<p>Local Business Business Support Organisations LBH City Growth Partnership</p>
<b>Intended Outcomes</b>	<ul style="list-style-type: none"> <li>• Improved relationship between Business and local service providers</li> <li>• Increased take up of increasingly direct business support locally</li> <li>• A Clearer message delivered to existing businesses of the offer in Haringey</li> </ul>
<b>Lead Delivery Organisation</b>	<p>LBH, BL4L, NLCC, Local Business Support Providers</p>
<b>Indicative Costing</b>	<p>Whilst this is funded as part of LBH's core activities there will need to be an administrative and marketing budget and additional funding will be required to ensure that a holistic City growth service is provided for businesses.</p>



	<p>A monitoring budget would also be advisable. This could range from ongoing monitoring at an indicative cost of around £10,000pa, to a yearly evaluation, similar to the 2005 Haringey Business Survey costing around £20,000.</p> <p>Should a manager be required appropriate additional costs (circa £50,000 pa) should be factored into this project).</p>
<b>Forward Planning</b>	As the City Growth Partnership's capacity increases and the delivery footprint in Haringey changes, this will provide an important service which will link activity to the local business community.
<b>Linked Projects</b>	<p>Marketing Haringey</p> <p>The Business Lounge</p> <p>Business Support Partnership</p> <p>Diagnostic Business Outreach</p>

Signposting, in line with the Single Business Account will provide a useful service for Haringey's business community and aligning this with City Growth activities will stimulate momentum which can be built upon in the future.

<b>OBJECTIVE 6: ENSURE THAT MORE BUSINESSES ARE ACCESSING AND BENEFITTING FROM RELEVANT, HIGH QUALITY LOCAL BUSINESS SUPPORT</b>	
<b>Project 6.2: Haringey Business Support Partnership</b>	
<b>Lead: NLL (in partnership with BL4L, Core Business Support Organisations)</b>	
<b>Rationale</b>	<p>Low take-up of business support and low levels of satisfaction amongst businesses who use these services hinders the improvement of managerial capacity necessary to stimulate business growth.</p> <p>It is clear that there is a need for a more co-ordinated approach to Business Support in Haringey. The first stage in developing this model is to foster greater partnership working between existing delivery agents.</p>
<b>Project Description</b>	<p>The organisational structure of City Growth in Haringey will facilitate increased partnership working between local delivery organisations. However, it is apparent that further contact and joint working between the core delivery agents is necessary to streamline delivery and deliver a more responsive, business friendly product.</p> <p>In order for this to happen, formal lines of communication must be developed fully between Haringey's core delivery agents so that they can respond accurately to the needs of the business community and the priorities set by the City Growth Board.</p> <p>.To facilitate effective delivery of business support the following activities should take place:</p> <ul style="list-style-type: none"> <li>• Formation of a Partnership Agreement between Providers</li> <li>• Development of arrangements to facilitate joint funding for future delivery</li> <li>• Co-operation in marketing and business interface</li> <li>• Co-operation in the sharing of relevant data and good practice.</li> </ul> <p>This project represents an important output of City Growth, as it will illustrate the commitment of local organisations to delivering for the business community. It will also promote City Growth as single entry point to business support. As a result, this should be forward facing and should seek to involve other business support agencies from outside of the Borough, who may be able to improve the nature and scope of delivery in Haringey. Agencies such as ELSBC, Hackney Business Venture, Groundwork should be considered for involvement in this group.</p>
<b>Intended Beneficiary</b>	<ul style="list-style-type: none"> <li>• Local Businesses</li> <li>• Local Business Support organisations</li> </ul>
<b>Intended Outcomes</b>	<ul style="list-style-type: none"> <li>• Improved business support through a more relevant and efficient business</li> </ul>



	<p>support</p> <ul style="list-style-type: none"> <li>• Increase in take-up of business support</li> <li>• Increase in satisfaction with business support</li> <li>• Increased managerial capacity of companies that are 'going for growth'</li> <li>• An agreement underpinning co-operation between providers</li> </ul>
<b>Lead Delivery Organisation</b>	Activity should fall under the auspices of the City Growth Implementation Manager. The nature of such a partnership development task would require input from other key partners.
<b>Indicative Costing</b>	Process- driven project - Importance of administering, developing and marketing the partnership should be considered. Development and Marketing Budget - £15,000-£20,000 pa.
<b>Forward Planning</b>	<p>The achievement of consensus and commitment to co-operation and joint working under City Growth will send an important message to businesses within Haringey. In time, joint bids for funding and a co-ordinated business support approach will help consolidate business support and facilitating the merging provision under the City Growth (or other appropriate) banner.</p> <p>Hackney Business Ventures is a successful model of how this could look:  <a href="http://www.hbv.org.uk/index.htm">http://www.hbv.org.uk/index.htm</a></p>
<b>Linked Projects</b>	<p>Marketing Haringey  The Business Lounge  Business Support Partnership  Diagnostic Business Outreach  LDA IDB  Haringey4Business</p>

Successful partnership development and signposting will also lead to improved long term solutions to issues around business support. However, it is important that the City growth response to business support also tackles issues currently acting as barriers to business growth. As a result it is imperative that City Growth aligns itself with the ongoing development of business support locally, in particular The new IDB support model:

### **LDA Information Diagnostic Business (IDB) Support**

The LDA is currently working on the development of a new 'IDB' approach to business support in London. This is currently in the development stage, however, core activities could include:

- Financial Management training and advice;
- Marketing – highlighting and researching new business opportunities – and capitalising upon them;
- Training Needs Diagnosis – Ensuring efficient use of staff resources;
- Bottom line efficiency savings – allowing money to be freed up for development and growth. This will increase competitiveness and sustainability through improved business practices;
- Staff culture change – adopting a smarter way of thinking about the business and staff (who in many cases will be Haringey residents);
- Knowledge and Technology transfer – ensuring that businesses are able to adopt appropriate new functions, structures and tools;
- Research and Development – Facilitating and sourcing funds for development and diversification of product and service range.

This is an important development for business support in the City and represents considerable investment from the LDA in a new more responsive service

It is important that in the development stage that this project relates to the demands of Haringey businesses and concentrates on addressing these needs, working to ensure that objectives are achieved in as efficient way as possible.

### **KEY BOARD ACTIVITY**

In the development stages, the CG Board should be briefed on these changes in businesses support and should be given the opportunity to respond where necessary. Once the IDB model is delivered, then it then individuals responsible for this delivery should maintain ongoing dialogue with the Board. City Growth will then play a key role in the dissemination of information on the IDB service to the business community as well as advising as the service continues its development.

**OBJECTIVE 7: ENSURE THAT HARINGEY BECOMES A NET EXPORTER OF GOODS AND SERVICES**

Haringey has a tradition of being a Borough that buys goods but does not sell goods. This creates the following challenge for City Growth:

**Challenge 7: Maximise Sales Opportunities for Haringey Businesses**

Sales and profitability remain a key concern for many businesses in Haringey. City Growth should seek to ensure that businesses in Haringey have ample opportunities to sell goods and Haringey becomes renowned as a location for the purchase of high quality goods.

Businesses in Haringey tend to be quite inward looking and hence serve a local market. The following project is intended to provide a platform for future sales as well as promoting Haringey as a more diverse and innovative business location:

<b>OBJECTIVE 7: ENSURE THAT HARINGEY BECOMES A NET EXPORTER OF GOODS AND SERVICES</b>	
<b>Project 7.1: Haringey Sells! Website</b>	
<b>Lead: NLL – Web Developer to be appointed</b>	
<b>Rationale</b>	<p>Many of Haringey’s businesses are what could be termed ‘cottage industries’. There are also a high proportion of local creative and clothing businesses consisting of individuals who would welcome an opportunity to ‘showcase’ and sell their work to a market wider than the traditional craft fairs and local collections.</p> <p>It is also clear that whilst Haringey is an important location for small scale, niche manufacturing, much of these goods – particularly, cultural and creative outputs are not traditionally seen as ‘products’ of Haringey.</p>
<b>Project Description</b>	<p>Development and promotion of a specific dedicated website that focuses upon the creative and fashion industry in Haringey allowing local companies to put their products on an ‘online market’ and ‘trade show’ style site that would create exposure generally and allow them to extend ‘market reach’ and a clearer route to that market.</p> <p>Like eBay, businesses should be able to access the site securely to update their own area which would be linked to the main body of the site. This should be a free to use site in the short term, but a fee could be introduced after a certain time to subsidise ongoing development</p> <p>This should link closely the ongoing marketing of Haringey as a business location and destination, branding the area as a dynamic and forward thinking place. This site should evolve with the needs of the business community and could include elements such as auctions, reverse auctions as well as direct sales for local companies.</p> <p>To deliver this project, City Growth would need to appoint an appropriate web designer to build and manage the site. It is important to learn from similar projects and ensure that the site is professional, accessible and well marketed. The emphasis should be placed upon raising sales and profitability of businesses.</p> <p>One example where this has worked is in the fashion industry in Berlin:  <a href="http://www.virtualmarket.b-in-berlin.de">http://www.virtualmarket.b-in-berlin.de</a></p>

	This website should not be viewed in isolation. A series of linked sales and product showcases should accompany the site to maximise promotion. This could include events such as showcases for local creative companies at venues such as the Bernie Grant Centre.
<b>Intended Beneficiary</b>	Local small businesses – in particular sole traders
<b>Intended Outcomes</b>	<ul style="list-style-type: none"> <li>• Increased sales and turnover for small businesses</li> <li>• Show case of local projects</li> <li>• A clearer position for Haringey as a place to do business</li> <li>• Increased opportunities to sell for local companies</li> </ul>
<b>Lead Delivery Organisation</b>	NLL, LBH, Creative London North, LARC
<b>Indicative Costing</b>	£120,000 including development and ongoing management
<b>Forward Planning</b>	If initial take-up from local businesses is good this action could be developed further to showcase the work of the business community of Haringey as a whole. A small subscription for space on the site could also supplement site development and upkeep in the future.
<b>Linked Projects</b>	Marketing Haringey Capacity Building of CATs

Haringey has also been at the forefront of the development of new procurement agendas in London. The development of 'Trade Local' and the 'Procurement Development Programme' within Haringey give businesses access to experts in public sector procurement and supply chain management. City Growth should acknowledge this comparative advantage and support the ongoing development of Haringey as a borough that supports SMEs within the procurement process. The following project represents the next stage in this process.

<b>OBJECTIVE 7: ENSURE THAT HARINGEY BECOMES A NET EXPORTER OF GOODS AND SERVICES</b>	
<b>Project 7.2: Procurement Action Team</b> <b>Lead: TBC</b>	
<b>Rationale</b>	<p>Consultation suggests that 'procurement' is a key area of interest for businesses in Haringey, particularly in relation to the London 2012 Olympics and the perceived opportunities available locally. Currently, local businesses are unsure of opportunities and routes into the lower tiers of larger contracts.</p> <p>Haringey has already cultivated a reputation in pro-active intervention around Procurement and remains a key player in the development of procurement related interventions in London.</p>
<b>Project Description</b>	<p>Procurement Action Teams would work in line with existing provision around procurement, providing a direct link between existing support and businesses themselves. Businesses would be able to make appointments with the team for assistance when completing tenders or liaising with master vendors or companies within their own supply chain.</p> <p>Delivering face to face support, these team members would be expected to have a detailed understanding of organisations and the procurement practices of key developers, local stakeholders and key public sector bodies. Awareness An important action will involve the development of appropriate business consortia for specific opportunities, through tailored investment support and assistance with the PQQ and procurement processes.</p> <p>It may be possible to involve the Business Champions, exploiting the experiences of businesses in the area and sharing knowledge and good practice, whilst the One Stop Business Point would have obvious links.</p>
<b>Intended Beneficiary</b>	<ul style="list-style-type: none"> <li>• Local Businesses (in particular SMEs)</li> <li>• Key Public and Private Sector Contractors</li> </ul>

	<ul style="list-style-type: none"> <li>• Developers</li> </ul>
<b>Intended Outcomes</b>	<ul style="list-style-type: none"> <li>• Improved revenue through more effective procurement and integration into supply chains</li> <li>• Increased number of businesses accessing large public and private sector opportunities.</li> <li>• Further acknowledgement of Haringey as a hub for procurement development</li> </ul>
<b>Possible Lead Delivery Organisation</b>	Supply London, LBH, HBDA, OIU, BL4L, NLCC, NLL
<b>Indicative Costing</b>	2 x Professional salaries c. £40,000 pa + 40,000 admin, development and marketing = £120,000
<b>Linked Projects</b>	ConWeb LDAPDP One Stop Business Advice/ Signposting Haringey Business Champions Haringey Sells! Website

**OBJECTIVE 8: A MORE APPROPRIATE AND EFFICIENT BUSINESS ACCOMMODATION OFFER**

Primary research has suggested that businesses in the Borough were reasonably satisfied with their current space. However, the following challenge was identified through stakeholder consultation:

**Challenge 6: Create a Long Term response to Business Accommodation Issues**

City Growth needs to remain aware of issues around accommodation for business. This means not only supporting and advising on planned and potential business space improvements, but also looking at attrition and combating the amount of businesses space currently held inefficiently for investment.

Although the following challenge has been considered previously, it is clear that business space remains a key constraint to the development of a number of businesses:

**Challenge 3: Ensure Haringey's Businesses have the Opportunity to Fulfil Their Growth Ambitions within the Borough**

Haringey has an ambitious business base. It is also, however, highly transient. As a result, it is critical that City Growth supports growing businesses, particularly in terms of retaining them within the Borough.

Issues around business space in Haringey are multiple and complex and as such, future responses to the business space 'question' need to be dealt with once the capacity and credibility of the City Growth Board is established. Issues around business attrition and maximising the potential of existing space should be resolved through communication with the business community in partnership with LB Haringey who should investigate legislative responses. However, it is also recommended that, in the long term the City Growth Partnership should pioneer the development of flagship business spaces, develop for businesses, by businesses:

**OBJECTIVE 8: A MORE APPROPRIATE AND EFFICIENT BUSINESS ACCOMMODATION OFFER**

**Project 8.1: Haringey City Growth Ventures Centre**

**Lead: NLL (in partnership with LBH Planning, CG Board, Developers)**

<b>Rationale</b>	<p>Stakeholders suggest that economic growth in Haringey often occurs on an 'ad-hoc' basis and that the potential growth of indigenous business through clusters has yet to be harnessed fully.</p> <p>Knowledge of City Growth amongst the business community is generally low. At the same time, it is difficult to promote the initiative without any tangible evidence of successful business growth.</p> <p>A City Growth Ventures centre would act as a tangible, physical business support intervention that will facilitate business growth. It would also provide a focal point for the development of enterprise activity within the Borough.</p>
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<b>Project Description</b>	<p>The Haringey Ventures Centre would be a focused development of facilities related to specific sector based clusters. The exact nature on the clusters will be dependant of future cluster activity (carried out through City Growth), but typically could include:</p> <ul style="list-style-type: none"> <li>• A centre of excellence for culinary skills, seeking to develop local expertise of chefs, caterers and restaurateurs and to boost the quality and variety of the food offer in Haringey</li> <li>• A creative enterprise facility, operating as a satellite of existing activity at the Chocolate Factory</li> <li>• Cellular Manufacturing Space; Space for London Apparel Resource Centre to expand Cellular Manufacturing System activity and promote Haringey a produce of high end fashions</li> <li>• Servicing the ICT cluster – space for businesses who could service the ICT cluster, building upon the successful ICT supported cabling project and developing local supply chains.</li> <li>• Space to facilitate interaction and involvement with local schools</li> <li>• Subsidised childcare facilities</li> <li>• Space specifically dedicated to young entrepreneurs</li> </ul> <p>As a ‘ventures’ centre this development needs to be active in raising finance for small firms. This could be achieved by following the ‘Hackney Venture’ model (<a href="http://www.hbv.org.uk">www.hbv.org.uk</a>) which provides loan and grant funding from both public and private sector sources.</p> <p>A City Growth Enterprise Centre would need to provide serviced incubator space as a well as a venue for training and would be an appropriate focal point for City Growth activity within the Borough.</p> <p>The appropriate location could provide a ‘shop-front’ for City Growth acting as a sales space and the continuing promotion of City Growth in Haringey.</p> <p>It is important that this development takes place in a high profile, visible site. Sites worth of consideration might include:</p> <ul style="list-style-type: none"> <li>• Tottenham Hale (Hale Wharf Development)</li> <li>• Tottenham High Road (Bruce Grove)</li> <li>• Wards Corner</li> <li>• Heartlands</li> </ul> <p>This project should be considered as the centrepiece of any future LEGI bid by the Borough.</p> <p>This space should not be seen specifically a business space per se. It should be a facility for the whole community to learn about enterprise and the economy of their area. Where businesses are in residence an appropriate move on policy should be agreed.</p>
<b>Intended Beneficiary</b>	City Growth Clusters, Developing Businesses locally
<b>Intended Outcomes</b>	<ul style="list-style-type: none"> <li>• Increased rate of business start-up</li> <li>• Increased indigenous business growth</li> <li>• Increased promotion of Haringey City Growth</li> <li>• Increased opportunities for sales amongst local small businesses</li> <li>• Focal point for continued cluster development</li> </ul>
<b>Lead Delivery Organisation</b>	NLL, LBH Planning, Developers
<b>Indicative Costing</b>	Land Purchase = x + Building cost = £2m + Initial Marketing and promotion = £80,000

	Total Cost = c. £3m +
<b>Forward Planning</b>	<p>There is probably further developmental activity required to ensure that this project is deliverable. NLL should work with the Board to identify key sites and then Lobby relevant stakeholders to ensure involvement in the future.</p> <p>The facility needs to be developed with long term objectives in mind, with the flexibility to evolve with clusters and growth areas and with a continual focus on creating a more enterprising, innovative Haringey.</p> <p>Key to any centres development will be ownership of any future asset. As the board develops, their role in future leasing and tenancy arrangements should be considered.</p>
<b>Linked Projects</b>	<p>Business Support Partnership</p> <p>CAT Capacity Building</p> <p>Flagship Business Centres</p>

As well as delivering capital projects within the general 'ideal' of City Growth (i.e. Cluster Development) it is also vital that 'space' needs of the clusters emerging and growing businesses are catered for. As a result, the following project is recommended:

<b>OBJECTIVE 8: A MORE APPORPIRATE AND EFFICIENT BUSINESS ACCOMODATION OFFER</b>	
<b>Project8.2: Flagship Business Centres/Serviced Offices</b>	
<b>Lead: NLL (in partnership with LBH Planning, CG Board, Developers)</b>	
<b>Rationale</b>	<p>Haringey has a particular shortage of workspace for Start-up and growing businesses and people currently working from home, who wish to expand. Collage Arts, which provide studio and workspace for 240 creative-sector organisations has a waiting list of 300. Similar sized lists are held by Tottenham Green Enterprise Centre and Broadwater Farm managed workspace.</p> <p>There is an obvious gap in this sort of serviced office, business support and access to finance provision across North London as a whole. The success of models such as those applied by East London Small Businesses Centre should be acknowledged in Haringey.</p> <p>Haringey's high rent and business rates alongside a lack of land for development means that the Borough's inward investment offer is weak in comparison to its North London neighbours. As a result, focussing on smaller business with the potential for rapid growth better develop Haringey's competitive advantage amongst it's geographical neighbours.</p>
<b>Project Description</b>	<p>City Growth should support the development of high quality small business space within the Borough, which combines high quality units in line with quality business support, training and access to development finance.</p> <p>The vision should be to create spaces where new and existing businesses can work side-by-side, with shared, collaborative goals, to grow their business effectively and stay in Haringey.</p> <p>Development should take place via consultation with Collage Arts, TGEC and Broadwater Farm to ensure that any new facility is offering appropriate 'move-on'/graduation space for businesses who may otherwise move out of Haringey. Development should also take into account other business space development programmes that have received funding and are now in the development stage, The recently announced South London Innovation Centre being a prominent example.</p> <p>On a practical level, any new space should provide:</p> <ul style="list-style-type: none"> <li>• Spaces range 100-750sqft</li> </ul>

	<ul style="list-style-type: none"> <li>• Flexible tenancy</li> <li>• Attractive location</li> <li>• Integrated business support at no extra cost</li> </ul> <p>The ELSBC model is probably the most desirable development route; however, it is important that any City Growth facility is responding directly to the needs of Haringey's business community. In line with the ELSBC to facilitate access to business finance and venture capital - Research has shown that businesses in Haringey struggle to access the finance that is available to them.</p> <p>The early stages of development required by City Growth to facilitate this project are:</p> <ul style="list-style-type: none"> <li>• Identify an appropriate site</li> <li>• Identify an appropriate development partner</li> <li>• Establish relevant funding avenues</li> <li>• Development of an appropriate integrated business support offer</li> <li>• Consult with existing local providers, partners and potential tenants.</li> </ul>
<b>Intended Beneficiary</b>	<ul style="list-style-type: none"> <li>• Existing small businesses</li> <li>• Start-up businesses</li> </ul>
<b>Intended Outcomes</b>	<ul style="list-style-type: none"> <li>• Increased retention of growth businesses</li> <li>• More varied business space offer</li> <li>• Improved reputation of Haringey as a business location</li> <li>• Increased inward investment</li> </ul>
<b>Lead Delivery Organisation</b>	NLL. City Growth Board in the first instance. Key development partners to be established
<b>Indicative Costing</b>	Land Purchase = x + Building cost = £2m + Initial Marketing and promotion = £80,000 Total Cost = c. £3m +
<b>Forward Planning</b>	This project is dependent on development planning undertaken by City Growth Board and NLL. Ultimately, forward planning will dictate the success of this project; it is imperative that business space is flexible and responds not only to the needs of the current small business community but also to future growth business areas.
<b>Linked Projects</b>	Business Support Partnership

These capital project proposals are based upon consultation with key stakeholders within the Haringey business community. The objective in designing these projects was to provide long term options to be integrated into future development planning and proposals following liaison with local developers (see 'moving forward').

In the short-term City Growth should fully support and promote LB Haringey's Business Lounge project as a precursor to developing capital projects in the future. Where possible City Growth should attempt to develop a physical presence, in order that it becomes recognised not only by businesses, but also amongst communities in Haringey as a whole.

#### **OBJECTIVE 9: ENSURE THAT CITY GROWTH REMAINS PROACTIVE, CAPITALISING ON FUTURE OPPORTUNITIES**

This is a core objective if City Growth is to build its capacity in the medium to long term. As a result, the following challenge was drawn out from scoping consultations:

#### **Challenge 12: Maximise the Impact on the Business Base of the Development of Haringey's Strategic Sites**

Haringey will experience considerable physical change over the next decade. The development of Haringey Heartlands, Upper Lea Valley and Tottenham Hale will change the physical and economic profile of the area. City Growth can be the vehicle for ensuring that this development leads to the maximum added value for businesses in the area.

The success of City Growth is dependant upon the partnership board's ability to complement and add value to existing and future activity in Haringey; potentially City growth has a lot to offer local developers and vice versa. The development of strategic sites is the most tangible example of this. The nature and complexity of these negotiations dictates that this again is dependant on the capacity and credibility of the City Growth Board.

The importance of this objective to securing future funding and the delicacy of its implementation mean that actions pertaining to the successful engagement of developers are outlined in the 'Moving Forward' section of this document.



