

<b>1. GENERAL INFORMATION</b>	
<b>Please state which local authority or local authorities to which this application relates:</b>	Haringey
<b>Which local authority will be the accountable authority?</b>	London Borough of Haringey
<b>Main contact for this application:</b>	Seema Manchanda
<b>Position held:</b>	Head of Economic Regeneration
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<b>2. PROPOSAL SUMMARY</b>	
<b><u>Title of project or proposal:</u></b>	Haringey LEGI: Acting Locally to reach Globally
<b><u>How does your proposal support the three core LEGI outcomes?</u></b>	<p><b>Total entrepreneurial activity among the population in deprived areas local areas</b> will be boosted by:</p> <ul style="list-style-type: none"> <li>• Creating an enterprise culture in our communities from primary school age children upwards;</li> <li>• Transforming the capacity and desire of our communities to become involved in formalised enterprise, by reaching out into our diverse and hard-to-reach groups to promote the benefits of formalised enterprise, and providing tailored support to help to achieve it;</li> </ul> <p><b>Sustainable growth will be supported – and failure rates reduced</b> by:</p> <ul style="list-style-type: none"> <li>• Re-orientating and consolidating existing business support, so that it is appropriate and accessible to everyone in our diverse communities;</li> <li>• Cross-cutting and bringing together our many, fragmented business networks, to drive innovation and growth;</li> <li>• Creating an external-facing approach to market development, to capitalise upon opportunities across London and further.</li> </ul> <p><b>Inward investment and franchising will be attracted</b> by;</p> <ul style="list-style-type: none"> <li>• Forging a step-change in economic performance in Haringey, to match the physical transformation that is already taking place across the borough;</li> <li>• Maximising the benefits offered by the new knowledge economy;</li> <li>• Providing new workspaces;</li> <li>• Transforming the perception of Haringey as a place to do business;</li> <li>• Capitalising from the global links of our diverse and new communities.</li> <li>• Growing and strengthening our metropolitan town centre.</li> <li>• Connecting to London's growth corridors that surround us, and the Olympic development to the east.</li> </ul>

**In no more than 400 words, please provide a summary of your proposals, covering:**

- What the primary barriers to enterprise exist in your local area?
- What proposals you are suggesting to tackle this and why will they work?
- How will you measure success and by when?
- What is different to what you are already doing or have done in the past?
- With which partners have you developed these proposals?

**The primary barriers to enterprise in Haringey are:**

- Enormous ethnic diversity leading to benefits, but also extreme fragmentation of business networks.
- An inward-focus - reliance on selling to customers based within the borough – along with a tendency to spend money outside;
- A fragmented, inaccessible business support network, with no diversification nor specialisation;
- A business community made up almost wholly of small and medium-sized enterprises, the vast majority of which are micro-businesses;
- A large and embedded workless community;
- Low ambition and aspiration amongst young people;
- Communities of high transience and thus low social capital.

**To tackle this**, we propose 7 flagship workstreams based around 3 key themes:

Theme 1: Vibrant Town Centres & Sustainable Communities

- Creative Capital: Wood Green & Green Lanes
- Making Space for Enterprise

Theme 2: Growing Businesses in a Global City

- Fast Forwarding Procurement
- Growing the Cluster Economy

Theme 3: Tackling Disadvantage through Enterprise

- Enterprising Youth
- 360 degree Volunteering and Skills Banking

Cross-cutting all themes:

- Enterprise 21<sup>st</sup> Century

**We will measure success by:**

- Defining a basket of acceptable, feasible Key Performance Indicators (KPIs) and measuring these on a quarterly, biannual or annual basis, depending on the KPI.
- Putting strong governance in place for Haringey LEGI, and using this to monitor KPIs.
- Using a double-loop learning mechanism to feed new knowledge from qualitative learning and KPIs back into the work of Haringey LEGI, to allow for continuous improvement and best fit with the external environment.

**How this is different to the past**

Haringey LEGI has united local and regional stakeholders many of whom, in the past, have worked in isolation or in smaller groupings.

The gathering and evaluation of a large evidence base has allowed us to take a long, hard, objective view of our current strengths, weaknesses, opportunities and challenges. This has allowed us to build a vision for the future and from it a strategy and action plan for transforming our borough over the next decade.

**Partners with whom the project has been developed:**

Haringey Strategic Partnership, Haringey City Growth Board and Cluster Action Groups, North London Ltd, Haringey 4 Business (Haringey Business Development Agency, Tottenham Green Enterprise Agency, North London Chamber of Commerce), Business Link for London, Haringey Association for Voluntary and Community Organisations (HAVCO), Haringey Library Services, Middlesex University, City University, University College London, Selby Trust, Paralegal Charity, Three Horizons Ltd, BAA, BT, Paralegal Charity, North London Learning & Skills Council, Princes Trust, Entrepreneurs in Action, Haringey Enterprise & Business Partnership, Youth Enterprise London, Proudlock Associates, Keeping it Simple Training, Working Links, Collage Arts, Mountview Theatre School, BTEG, North London Enterprise Club, FinFutures, Wood Green Traders Association, Green Lane Traders Association, Tottenham Traders Association, Metropolitan Police, The Bridge New Deal for Communities.

### 3. EVIDENCE BASE

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

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

Haringey has an enterprising community with high levels of business start-up. Although VAT registrations per 10,000 of population fell from 58.5 in 1998 to 46.9 in 2003 they are higher than the UK figure of 41.8 but net registrations are low. Haringey has 8,000 businesses of which 77% are micros, 42% are BME and 37% sole traders. 25% of firms employ only local minority ethnic staff. 55% of firms turnover less than £100,000 per annum and only a handful of firms employ more than 100 staff. Diversity and ethnic mix in the borough has increased and continues to do so with new communities arriving from accession states. Haringey operates as a greenhouse for new entrants to London.

Market failures include low ambitions for growth and an inwardly focussed economy. 50% selling only in Haringey; only 18% sell outside London but 70% buy from outside Haringey. Businesses do not network enough, although strong links predominate within ethnic groups only weak links exist with major global firms and across ethnic groups. This perpetuates the inward focus, limits take up of innovation, knowledge and growth. There is a lack of affordable premises.

There are sectoral clusters in the creative industries, food & drink, ICT, retail and leisure. The public and voluntary sectors are big employers. The voluntary sector is fragmented and could benefit from more entrepreneurial approaches. There is no volunteer bureau to help people to volunteer as a route work & links to Olympics opportunities.

LEGI will build on the successful City Growth Strategy whose strengths include business leadership, networking and cluster development. Partnerships have been widened through CGS and Town Centre schemes but barriers include crime and grime issues. The Police are supportive and a dedicated police team for Wood Green was secured in June 2005. Previous policy failures include lack of resources to modernise business support (with low levels of satisfaction) and no agency has adequately delivered workforce development.

In Haringey, 33% of the population have NVQ level 3 qualifications or higher but 41% have NVQ level 1 or below. 48% jobs in the borough needs skills at level 3 or higher and only 14% jobs are for the low/no skilled. Locally and London-wide there is an enormous skills gap in population. Worklessness and unemployment are high; school achievement is low but improving; the informal economy is large. LEGI will increase entrepreneurship skills in young people, hard to reach, new entrants and low skilled employees. A community led programme will support the informal economy to legitimise.

#### 4. PROPOSAL DETAIL

**Please briefly outline your local authority's vision for the future of the local economy?**

In ten years, Haringey will be a place with both established success and enormous opportunity. From the strengths of Haringey's diverse communities will have grown a confident, dynamic, sustainable community with a growing population and increasing prosperity and quality of life, for all residents, current and into the future.

Haringey will be a place where a diverse range of people will choose to live, work, learn, do business and take part in leisure activities together. Its diversity will be the catalyst for opportunities in culture, arts and recreation, education and training - so that in Haringey you can be what you want to be.

Major developments are already planned at Tottenham and Wood Green will deliver the physical redevelopment and contribute to the Sustainable Communities agenda. New building will be characterised by cutting-edge high quality design that complements Haringey's considerable architectural heritage. Development will be locally focused to enhance the unique characteristics and realise the regeneration potential of Haringey's different localities. A transformed Haringey will be served by first-rate transport and communication networks and excellent services, delivering to cleaner, safer, greener neighbourhoods.

Development will be the physical signal of change. Residential development has the potential to realise land values that are capable of cross-subsidising other wider public investment requirements. The Council will continue to work to make a real difference upon people's lives through health care, education and employment and training.

Realistically it is still an enormous challenge to shift the level of deprivation found in the poorer parts of the borough. The physical developments may not guarantee a similar transformation in the local economy. In fact the need to decant and relocate a number of businesses from key development sites could have an adverse effect in terms of rateable income and business numbers during the key build years. LEGI would provide the focus and injection of resources to enable partners to work together to create a transformation in the economy supporting the transition to new sectors, developing knowledge and skills and enabling commercial space to be developed by gap funding key schemes.

	<p>This will ensure that Haringey's economy of the future is thriving and entrepreneurial individuals from all backgrounds have the confidence, knowledge and skills to enter business or find employment in London. Building on City Growth, LEGI will unite the currently fragmented and parochial ethnic and sectoral micro-business networks into a powerful trading and operating whole. Ten years will have enabled a transformation from an inward looking economy into one where Haringey businesses are having impact in London and the wider world.</p>
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**Please provide greater detail – up to 1,500 words – on your proposals, explaining:**

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

**Evidence base for Haringey LEGI  
Demonstrates market failures  
Within 3 dimensions of enterprise in Haringey**



**Vibrant Town Centres  
& Sustainable Communities**



**Growing Businesses in a Global City**



**Tackling Disadvantage  
through Enterprise**

**Address market failures with Flagship Interventions**  
**All underpinned with a transformational, cross-cutting Intervention:**  
**Enterprise 21<sup>st</sup> Century: transformational business support for modern enterprise**



- **Creative Capital: Wood Green & Green Lanes**
- **Making space for enterprise**



- ***Fast Forwarding Procurement***
- ***Growing the Cluster Economy***



- ***Enterprising Kids***
- ***Capturing the Benefits of the Knowledge Economy: 360 degree Volunteering & Skills Banking***



Flagship Intervention	Underlying barriers/ Market Failures	How Project tackles them	Contribution to Haringey Council's broader vision for local economy
<b>Underpinning activity, cross-cutting all themes</b>			
<b>Enterprise 21<sup>st</sup> Century: transformational business support for modern enterprise</b>	<ul style="list-style-type: none"> <li>No single point of entry to business support.</li> <li>Limited information on how to start a business, or improve the basic operations of an existing one – particular lack of anything uncomplicated and in bite-sized pieces addressing absolute basics (e.g. how to start working as a childminder).</li> <li>Current business support is fragmented and poorly publicised.</li> <li>Lack of differentiated and specialist business support.</li> </ul>	Reorientation and refocusing of local business support provision to provide: <ul style="list-style-type: none"> <li>Relevant, accessible information on how to establish and run a business</li> <li>On-line, in person and by phone</li> <li>Childcare for women attending business support sessions.</li> </ul>	<ul style="list-style-type: none"> <li>Increase number registered start-ups.</li> <li>Improve sustainability of established organizations.</li> <li>Improve marketing of local organisations</li> <li>Encourage local self-employed people to become entrepreneurs</li> <li>Increase social and entrepreneurial capital.</li> </ul>
<i>Supporting activity</i>			
Marketing Haringey	<ul style="list-style-type: none"> <li>Failure to counter poor perception of Haringey as a place to visit and do business</li> </ul>	Long-term marketing, PR and branding campaign to improve perception of Haringey and its enterprise, including publicising success stories, and improving individual organizations' own marketing	
Leadership in BME and Voluntary Sector Organisations	<ul style="list-style-type: none"> <li>Lack of practical support for BME organisations who themselves deliver support.</li> </ul>	Nationally recognised programme of leadership and capacity building to smaller BME delivery organisations involved in Haringey LEGI	
Micro-finance Tools	<ul style="list-style-type: none"> <li>Limited access to finance for micro enterprises.</li> <li>No accessible, practical advice available on cash-flow and finance management.</li> </ul>	Fundamental finance skills for micro-enterprises and provision of a community finance fund.	

<b>Vibrant Town Centres &amp; Sustainable Communities</b>			
<b>Creative Capital: Wood Green &amp; Green Lanes</b>			
Managed Studio Workspace	Shortage of affordable, quality workspace for rapidly growing cultural sector.	Support capital developments of managed studio workspace to provide physical location for cultural sector in Wood and Tottenham Greens	<ul style="list-style-type: none"> <li>• Increase number of customers</li> <li>• Increase business turnover and profit margins.</li> <li>• Achieve greener, cleaner, safer environment.</li> <li>• Increase visibility and economic performance of cultural sector.</li> <li>• Develop night-time economy</li> </ul>
Enterprise Hub	<ul style="list-style-type: none"> <li>• Lack of links between local creative enterprise and higher education.</li> <li>•</li> </ul>	Fast-forward plans for enterprise hub within creative hub of Haringey Heartlands, supporting creative, innovation and technology firms.	
<i>Supporting activity</i>			
Green Lanes Gastro Zone	<ul style="list-style-type: none"> <li>• Poor perception of Green Lanes area despite its vibrancy and individuality.</li> </ul>	Branding and marketing campaign for centre of Mediterranean and middle eastern cuisine	
Art Brought to Book: Showcasing the creative industries.	<ul style="list-style-type: none"> <li>• No space for local creative sector to exhibit and sell work in centre/east of borough.</li> <li>• No visible or economic link between Wood Green town centre and large creative quarter behind it.</li> </ul>	Open a new commercial gallery within popular public library.	
Increasing Retail Capacity Wood Green.	<ul style="list-style-type: none"> <li>• Shortage of units, restricting growth of Wood Green Town Centre.</li> <li>• Crime hotspots and parking infrastructure problems in town centre; putting off new visitors.</li> </ul>	<ul style="list-style-type: none"> <li>• Fast-track development of Lymington Avenue strategic site to provide additional retail space.</li> <li>• Upgrade parking facilities, access and lighting in crime hotspots.</li> </ul>	
Stop-lifting (put it down)	<ul style="list-style-type: none"> <li>• Failure to tackle rising tide of shoplifting.</li> </ul>	Assist retailers introduce countermeasures to prevent crime, train staff in tackling shoplifters, improve liaison between retailers and police and train retailers in how to assist police with the prosecution of offences	
<b>Making Space for Enterprise</b>			
Managed Studio Workspace & Enterprise Hub (above)			<ul style="list-style-type: none"> <li>• Increase available</li> </ul>
<i>Supporting activity</i>			

Managed Studio Workspace	Shortage of affordable, quality workspace for rapidly growing cultural sector.	Support capital developments of managed studio workspace to provide physical location for cultural sector in Wood and Tottenham Greens	<p>workspace in geographical areas and sectors where there is most need.</p> <ul style="list-style-type: none"> <li>• Create employment opportunities.</li> <li>• Improve number and success of start-ups.</li> <li>• Change perception of libraries to that of 'knowledge hub'.</li> </ul>
Managed Workspace Broadwater Farm	Shortage of workspace and business support provision in particularly for social enterprise in deprived area of Tottenham.	Refurbishment and expansion of existing, successful managed workspace, for social enterprises.	
Business Lounges in Tottenham and Wood Green	<ul style="list-style-type: none"> <li>• Lack of meeting and networking space for early start-ups, particularly businesses based within owners' homes.</li> <li>• Limited accessibility of business support and information, particularly for hard-to-reach communities.</li> </ul>	Fully equipped hot-desking, meeting room and market intelligence facilities for businesses within public libraries.	
<b>Growing Businesses in a Global City</b>			

<p><b>Fast Forwarding: Procurement Hub</b></p>	<p>Local market growth stunted by:</p> <ul style="list-style-type: none"> <li>• Dominance of small, fragmented business to business networks</li> <li>• Internal focus when marketing</li> <li>• No linkages between procurers (public sector &amp; large orgs) and smaller potential suppliers and little information on procurement opportunities</li> <li>• Limited capacity to tender.</li> </ul>	<p>Brings together procurers, small SMEs and voluntary &amp; community sector organisations together into a physical and virtual community so that they:</p> <ul style="list-style-type: none"> <li>• Share procurement information</li> <li>• Develop skills and capacities (NVQ courses in procurement and links into regional SME procurement support programmes)</li> <li>• Develop local business to business trading networks</li> <li>• Benefit from commercial tendering and contract support services developed by hub</li> <li>• Forge links to supply chains of Olympics, large organisations seeking supply chain diversity etc</li> </ul>	<ul style="list-style-type: none"> <li>• Brings together wide range of agencies and public and private sector partners , to capitalise upon Haringey's award-winning innovative practices in linking procurement and regeneration.</li> <li>• Increase participation of local organizations in public sector and large private sector supply chains.</li> <li>• Increase levels of trade between local organizations to reduce seepage of cash from local economy.</li> <li>• Increase levels of sales to customers outside borough.</li> <li>• Reorientation of procurement culture towards influencing overall social and economic implications.</li> <li>•</li> </ul>
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<b>Growing the Cluster Economy</b>	<ul style="list-style-type: none"> <li>Fragmented nature of existing sectors and networks.</li> <li>Local skills shortages in high end IT support, catering, fashion design etc.</li> <li>Lack of availability of sector-specific business support.</li> </ul>	Build upon four current key clusters (ICT, food & drink, clothing, creative) and grow new ones (retail, leisure) by: <ul style="list-style-type: none"> <li>Creating new, business-led sector networks</li> <li>Bringing sector networks together to mutual benefit</li> <li>Growing business-led, tailored sector support</li> </ul>	<ul style="list-style-type: none"> <li>Improve business productivity, growth and competitiveness.</li> <li>Improve quality and relevance of business support provision.</li> <li>Increase local skills base.</li> <li>Develop local knowledge economy.</li> <li>Increase R&amp;D activity and introduction of new products and services.</li> </ul>
<i>Supporting activity</i>			
Innovation Roundtable	<ul style="list-style-type: none"> <li>Internal focus of businesses: not conducive to creativity and innovation.</li> <li>Little co-ordinated R &amp; D activity</li> </ul>	Businesses, business innovation specialists and market research and marketing to fast-track new products and services from concept to market.	
Developing Disability Consultancies	<ul style="list-style-type: none"> <li>Large numbers of worklessness in borough.</li> <li>High number of disabled people but very low numbers owning business.</li> <li>SME lack of awareness of requirements of DDA</li> </ul>	Local disabled people use their life experiences to become disability consultants, trading as a social enterprise.	
Knowledge-based Workforce Development	<ul style="list-style-type: none"> <li>Low level of qualifications and skills in east of borough.</li> <li>Low recognition of value of knowledge economy. Orientate employers towards importance of organizational development.</li> </ul>	Joint-working with individual micro-businesses to develop employee knowledge and skills in a way tailored to need that provides competitive advantage.	
<b>Tackling Disadvantage Through Enterprise</b>			
<b>Enterprising Youth</b>			
Enterprise Challenge Programme	<ul style="list-style-type: none"> <li>Levels of entrepreneurship relatively low in people from white and Black Caribbean</li> </ul>	Enterprise programme for secondary school pupils.	<ul style="list-style-type: none"> <li>Embed entrepreneurship skills.</li> <li>Increase aspirations and</li> </ul>

Primary Programme	<ul style="list-style-type: none"> <li>backgrounds.</li> <li>Limited information and available on how to set up a business.</li> <li>Setting up a business viewed as unattractive.</li> </ul>	Enterprise programme for primary school pupils.	<ul style="list-style-type: none"> <li>ambitions of young people.</li> <li>Increase levels of new business start-up.</li> <li>Reduce levels of young people NEET.</li> </ul>
Get into Enterprise & Business Programme		Enterprise programmes for young people not in full-time education, including fund for start-up loans.	
<b>360 degree Volunteering &amp; Skills Banking</b>	<p>No conduits for:</p> <ul style="list-style-type: none"> <li>SMEs to be linked with individuals with specialist skills;</li> <li>Young people to find mentors (e.g. to set up a business);</li> <li>VCS organisations to find volunteer help;</li> <li>Individuals to volunteer skills and services to community;</li> <li>Workless people to gain experience or new skills;</li> <li>New arrivals in country (often with high level qualifications from home country) to gain local work experience.</li> <li>People and organisations with specialist skills to support organisations and people in deprived east of borough</li> </ul>	Volunteer and skills banking bureau to broker specialist skills and volunteering and mentoring services to SMEs, VCS organisations and young people, by recruiting, police checking, training and supporting a large and diverse pool of people (e.g. employees of city firms) who have skills to offer and benefit Haringey.	<ul style="list-style-type: none"> <li>Increase sustainability of local enterprise</li> <li>Increase skills and social capital</li> <li>Reduce number of Incapacity Benefit claimants.</li> <li>Increase employment levels of new arrivals.</li> <li>Increase ambition and confidence of young people and reduce numbers of NEET youngsters.</li> <li>Create volunteer pool for Olympics.</li> </ul>
<i>Supporting activity</i>			
Mainstreaming the Informal Economy	<ul style="list-style-type: none"> <li>Unregistered businesses forming informal ('cash-in-hand') economy are unable to grow.</li> </ul>	Seek out and engage with informal businesses, selling benefits of mainstreaming, and providing tailored support to help achieve it.	

**Please outline the suggested key, locally-developed and outcome-based targets (together with appropriate indicators) that encapsulate:**

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

***What would be ‘success’?***

Haringey LEGI is seeking to transform the local economy. ‘Success’ would constitute achieving all of the following, particularly in the eastern, deprived wards in and around Tottenham.

- Increased number of businesses
- Improved business performance & infrastructure
- Increased local productivity
- Stronger trade links - more trading between local businesses and higher levels of sales outside borough.
- Strong business support provision
- Improved perception of Haringey being a good place to do business
- Increased levels of employment
- Decreased levels of unemployment & worklessness
- Increased local average wage

***How success would be measured***

Success will be measured by Key Performance Indicators (KPIs) which will be derived from four main sources:

- Standard local economic indicators (e.g. claimant counts) on at least a quarterly basis from sources such as Office of National Statistics (ONS)
- Haringey Annual Business Survey (HABS): an upweighted sample of 500 Haringey businesses surveyed as part of the London Annual Business Survey.
- Haringey Local Entrepreneurial Monitor HLEM): new survey of local entrepreneurial activity, ambitions and attitudes, with an emphasis on youth enterprise, derived from the well established Global Enterprise Monitor (GEM).
- Periodic cluster reviews based on foresight approaches to look at drives and challenges in the key sectors.

<b>Activity</b>	<b>KPI</b>
Providing effective business support	Uptake of other financial products
	Reduction in credit card use
Improving micro business performance	Usage and satisfaction levels
	Sales, employment, and profitability
	Aspirations and

		ambitions Innovation levels Networking and collaboration measures Failure rate reduction Firm numbers (VAT registered and other) Business Rates	
	Exploiting supply chains	Increased local supply Increased local export	
	Young people into enterprise	Entrepreneurial attitudes Self employment and start-up rates amongst young people	
	New communities and immigrants	Employment and activity rates amongst non UK born	
	Informal economy	Entrepreneurial attitudes VAT registrations	
	Sustainable Communities	Ward level employment and economic activity levels Employment rate (increases) and NEET (reductions) Wage levels Firm use of local labour	
	Tackling grime and crime	Business crime levels Perception levels of business and residents	
	Managed workspace	Supply of and demand for	



		business workspace Rental values	
	Retail sector development	Sales, employment, and profitability in retail and attractions  Footfall measures  Retail rental values  Price of commercial land	
	<p><b><i>How often success would be measured</i></b></p> <ul style="list-style-type: none"> <li>• Standard local economic indicators (e.g. claimant count): quarterly basis</li> <li>• HABS / HLEM: annually</li> </ul> <p>KPIs will be scrutinised for:</p> <ul style="list-style-type: none"> <li>• Looking at year on year trends</li> <li>• Comparison with other areas (e.g. rest of North London, London overall)</li> <li>• Comparison between actual and projected data.</li> </ul>		

**Please outline (in an appropriate amount of detail) the expected timetable for the first year, and the broad timetable beyond that first year, including key milestones with estimated dates**

***Expected timetable for first year***

Timetable and milestones are detailed in Appendix B.

The involvement of local business and key regional and sub regional public sector agencies has been key to the development of this proposal, through the business-led Haringey City Growth Strategy (HCGS). The strategy was published in March 2003 and aims to make Haringey a more competitive location for new and existing business; increase income wealth and job opportunities in Haringey; uncover and unlock economic advantages and opportunities in Haringey. The programme has been led by the Haringey City Growth Board a business led partnership of the public and private sector. Partners include the London Development Agency, North London Ltd, North London Chamber of commerce, North London Learning Skills Council, Business Link For London and key business leaders.

Governance for Haringey LEGI will be quickly established and will be developed from existing infrastructure. The governing Board will comprise a strengthened City Growth Strategy Board with new Terms of Reference, and service level agreements based on Neighbourhood Renewal Fund and City Growth models will be quickly issued to delivery partners. Overall patterns of delivery have, of course, already been determined during development of the Haringey LEGI proposal.

Most revenue projects build on pilots or schemes that already have strong foundations in Haringey (e.g. procurement hub, enterprise in school, welfare to work for disabled) and so are positioned to begin delivery very quickly.

Several capital projects can also commence quickly. Detailed plans are already in place for new managed workspace at Broadwater Farm, and once the Wood Green Spatial Plan is adopted it will form the basis of Increasing Retail Capacity in Wood Green.

The fact that Council elections take place in May, and so there is Purdah in April, means that Haringey LEGI will be formally launched in June.

In September, budget building for year 2 will begin, along with preparations for building Haringey LEGI into the 4<sup>th</sup> block of the Local Area Agreement in 2006/7.

***Broad timetable beyond***

The various revenue projects within Haringey LEGI have expected timelines between 3 and 7 years. Each project has its own set of milestones specific to it. The overall impact of work will be tracked by KPIs discussed earlier in this document.

Those with shorter timeframes generally have a specific medium-term outcome (milestone) that will ensure their sustainability. For example, the Knowledge-based Workforce Skills project will design and deliver a service that will become

	<p>a commercial service traded past the end of its funding period by a social enterprise. Maintaining this focus on achieving a market orientation will ensure that the service designed and delivered through the life of LEGI is as applicable and makes the most impact as possible.</p> <p>The longer projects are those that are more complex (e.g. 360 degree volunteering) and also innovative (e.g. Mainstreaming the Informal Economy) and so require a longer period of development.</p> <p>A summary of the timetable for each project is given as appendix A.</p>												
<p><b>Please explain how your proposal ensures that people <u>living</u> in the deprived areas would <u>benefit</u> from the local proposals – including how you intend to measure this improvement</b></p>	<p>All of the proposals either:</p> <ul style="list-style-type: none"> <li>• Deliver benefits directly to people or organizations based in deprived areas of Haringey, which are mainly in the east of the borough (e.g. building new managed workspace on Broadwater Farm)</li> </ul> <p>Or</p> <ul style="list-style-type: none"> <li>• Create knowledge flows and networks involving a wide range of participants, so that organisations and people in the east of the borough can participate and benefit from new knowledge, contacts and markets (e.g. Further developing City Growth clusters, 360 degree volunteering)</li> </ul> <p>Benefits will therefore be felt and measured in the following ways:</p> <table border="1" data-bbox="619 1115 1235 2045"> <thead> <tr> <th data-bbox="619 1115 1018 1178"><b>Benefit to people in east of borough</b></th> <th data-bbox="1018 1115 1235 1178"><b>How it will be measured</b></th> </tr> </thead> <tbody> <tr> <td data-bbox="619 1178 1018 1395">Increase in amount of money that businesses spend with other local businesses (currently only c.x%), to create the 'local multiplier effect' described by New Economics Foundation.</td> <td data-bbox="1018 1178 1235 1395">Repeat question used in survey for LEGI evidence base, annually, to gauge local spend.</td> </tr> <tr> <td data-bbox="619 1395 1018 1581">Improving climate for enterprise for organisations in east of borough, so that they increase their employee base.</td> <td data-bbox="1018 1395 1235 1581">Number of Haringey residents employed by Haringey companies</td> </tr> <tr> <td data-bbox="619 1581 1018 1675">Improve skills, confidence and ambition of people so that they have better choice of career.</td> <td data-bbox="1018 1581 1235 1675">Average annual wage in east of borough</td> </tr> <tr> <td data-bbox="619 1675 1018 1917">Create infrastructure and networks so that knowledge and prosperity in west of borough is shared with east.</td> <td data-bbox="1018 1675 1235 1917">Reduced polarization of baseline indicators between wards in east and west of Haringey.</td> </tr> <tr> <td data-bbox="619 1917 1018 2045">Strengthen voluntary and community sector (currently very large but fragmented) and create links with commercial</td> <td data-bbox="1018 1917 1235 2045">Number of social enterprises/CICs/trading arms</td> </tr> </tbody> </table>	<b>Benefit to people in east of borough</b>	<b>How it will be measured</b>	Increase in amount of money that businesses spend with other local businesses (currently only c.x%), to create the 'local multiplier effect' described by New Economics Foundation.	Repeat question used in survey for LEGI evidence base, annually, to gauge local spend.	Improving climate for enterprise for organisations in east of borough, so that they increase their employee base.	Number of Haringey residents employed by Haringey companies	Improve skills, confidence and ambition of people so that they have better choice of career.	Average annual wage in east of borough	Create infrastructure and networks so that knowledge and prosperity in west of borough is shared with east.	Reduced polarization of baseline indicators between wards in east and west of Haringey.	Strengthen voluntary and community sector (currently very large but fragmented) and create links with commercial	Number of social enterprises/CICs/trading arms
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	organisations, to create social capital and stimulate formation of trading arms, CICs etc	or similar formed by VCS organisations	
	Ambition for and understanding of enterprise amongst young people in schools	Surveys?????	
	For traditionally marginalized communities (workless, new arrivals) culturally appropriate and easy to use channels to sources of information and support to help them into business and/or boost their skills.	Levels of workless. Number formalized businesses established within new communities.	
	Bringing together of the currently many, fragmented business networks into a more cohesive whole, to create a stronger business voice, social capital, raise ambition and create an external market orientation	Survey: Level of networking Levels of trade outside Haringey	
<p><b>Please outline how your local proposals are <u>fully integrated</u> with and <u>complement</u> other relevant local and regional strategies – including the Regional Economic Strategy (to achieve economies of scale)</b></p>	<p>Haringey is undergoing a major physical transformation as it lies between three of the UK's growth corridors (London-Peterborough, London-Milton Keynes and Thames Gateway). It has two strategic development areas in the London Plan; Haringey Heartlands Intensification area and Tottenham Opportunity area which will provide over 3,500 new homes and 1,500 new jobs by 2016. The LEGI bid enables the support required to ensure the local economy also transforms and benefits from these physical changes (ODPM Sustainable Communities Plan, 2004).The programme supports the Sustainable Communities and London Plan agendas by providing enabling development to the Heartlands and scheme linking to and increasing retail floorspace in Wood Green Metropolitan Town Centre &amp; also provides synergies to the new developments in Tottenham and wider to Stanstead and Stratford developments.</p> <p>Sector development and networking builds on work already carried through Haringey City Growth Strategy and develop priorities outlined in the EU Community Strategy &amp; Mayor's Economic Development Strategy. This approach supports the delivery of the London Economic Development, SBS City Growth, Creative London and Mayor's Food &amp; Drink Strategies. LEGI will improve networks, knowledge and supply chains (Liz insert key procurement strategies) &amp; complement current London-wide delivery of PDP &amp; Diversity Works. Haringey's LEGI will harness the diverse communities and boost the contribution they make to enterprise, addressing barriers faced by BME owned enterprises, developing business to business and youth mentoring programmes, and tackling the informal economy (HCGS; LDA Diversity Works; Small Business Council, Small Businesses in the Informal Economy).</p> <p>Barriers to enterprise start-up, growth and competitiveness are clearly addressed in this bid and will ensure Haringey businesses compete in a global market (DTi Competing in a</p>		

	<p>Global Economy; LDA EDS; DTi Action for Future &amp; London Innovation Strategies). The inclusion of C21<sup>st</sup> tailored business support services to encourage innovation in both the business support sector and the businesses they support. Haringey's approach ensures entrepreneurship and cluster development form a successful response to urban deprivation (Neighbourhood Renewal Strategy).</p> <p>The programme will develop knowledge in Haringey firms so they learn new skills, produce higher value goods and services, grow and encourage workforce development (White Paper on Enterprise, Skills and Innovation; LSC Agenda for Change &amp; Priorities 4 Success; LDA FRESA; Haringey Employment Strategy). Additionally, Working in partnership with City, Middlesex and University of London ensures more competitive business through links to HE (Future of Higher Education, 2003).</p>
<p><b>Please provide some details of which local and regional <u>partners</u> were involved in the development of these proposals and how</b></p>	<p>Haringey City Growth Board instrumental in our ability to consult with the business community and engage with the networks that have been developed through key clusters. It has also enabled regional partners to be involved in the development of the proposal including the LDA with whom we are working in partnership with to re energise the Board and develop an implementation plan which is complementary to this proposal.</p> <p>Haringey Employment Partnership (HEP) and its role in the delivery of Haringey's Employment Strategy has facilitated consultation with employment and training providers and external private sector partners such as BAA, BT and Barclays. Both the Haringey City Growth Board and HEP report directly into the Haringey Strategic Partnership through the Enterprise theme group.</p> <p>Haringey 4 Business has also played a key part in the consultation process allowing key partners BL4L and NLCC and local business support agencies to take a key part in both development and delivery.</p> <p>The crucial element in thoroughly developing this proposal has been through the implementation of a number of strategies for consulting with key regional and sub-regional partners, the business community, the voluntary and community sector and business support agencies:</p> <ul style="list-style-type: none"> <li>• A consultation event at Alexandra Palace which a wide range and number of organisations and businesses attended. Organisations were also invited to respond to consultative documents in writing. Using databases developed through Haringey City Growth, Trade Local SME procurement programme, and HAVCO, 5,000 invitations to participate in the consultation were circulated by post and mail-drop. All invitations were available in community languages. Invitation to participate as well as information was posted on the Haringey website and included an editorial in local newspapers.</li> </ul>

	<ul style="list-style-type: none"> <li>• A detailed survey 500 businesses.</li> <li>• Potential delivery partners were issued with guidelines for proposals to be included in the bid. Meetings and discussions held with partners.</li> <li>• Presentations made at a number of events and forums e.g. Wood Green Town Centre Steering Group, Haringey 4 Business, North London Ltd.</li> <li>• Cross departmental consultation within Haringey Council</li> <li>• Discussion with North London Strategic Alliance.</li> </ul>
<p><b>Please set-out how your proposals would make a <u>sustainable</u> difference after the funding from LEGI has come to and end</b></p>	<p>Our plans for ensuring sustainability of impact began with the evidence base, which was:</p> <ul style="list-style-type: none"> <li>• Collected from as large a scale and scope of sources as possible.</li> <li>• Objectively and thoroughly analysed.</li> </ul> <p>Workstreams and projects were then proposed, developed and scrutinised in detail so that they:</p> <ul style="list-style-type: none"> <li>• Address those fundamental infrastructure problems identified as inhibiting enterprise and income growth.</li> <li>• Impact upon as wide a number and range of people and organisations as possible.</li> <li>• Are based on proven best practice, but are also feasible and acceptable within Haringey context.</li> </ul> <p>The proposals that we put forward will result in sustained improvement because they:</p> <ul style="list-style-type: none"> <li>• Improve the infrastructure for enterprise in Haringey, putting in place structures which are standard in most other areas and long-overdue in this borough (e.g. branding, co-ordinated marketing, volunteer co-ordination).</li> <li>• Result in permanent culture change of local organisations (e.g. reorientation of focus on market from internal to external, brining together networks currently separated by ethnicity).</li> <li>• Improve the operations and activities of support organisations already embedded in the area, so that their operations are permanently transformed (e.g. Enterprise 21<sup>st</sup> Century).</li> </ul> <p>All services that we propose developing and delivering to businesses and voluntary and community sector organisations have been designed with sustainability foremost in mind. These services include an element that comprises a unique selling point that will be developed into a product or service that will be sold commercially. For example, the Procurement Hub plans to take the form of a Community Interest Company (CIC) and provide NVQ courses in the in-demand skills of procurement, the Knowledge-based Workforce Skills element will provide tailored training for employees of micro-businesses, second to none, to be sold via a Social Enterprise.</p>

	<p>Not all of our proposals can be sustained commercially. This is because Haringey is, always has been, and always will be, an area of transience and the first British home for new arrivals. Therefore the informal economy will always, probably, flourish here. Once we begin our innovative project on Mainstreaming the Informal Economy we expect it to grow and prove valuable, and we expect to seek further funding for it in several years. Similarly for the 360 degree Volunteering, which will provide valuable skills to the workless, of which there are 60,000 in Haringey, a number that cannot be tackled in just a few years.</p>
<p><b>LEGI is designed to help develop a more comprehensive knowledge base that will enable current and future enterprise growth projects and policies to take full advantage of lessons learned.</b></p> <p><b>Please outline how you would ensure your proposal <u>collected</u> and <u>analysed</u> the <u>evidence</u> from your experience implementing your proposals</b></p>	<p>Collection, analysis and sharing of quantitative and qualitative evidence is key to ensuring that Haringey LEGI has the transformational impact it is designed to deliver.</p> <p>Keys to this are:</p> <ul style="list-style-type: none"> <li>• The development of trusting and strong relationships between everyone from the strategic body to local micro-organisations</li> <li>• The acceptance that Haringey LEGI is being delivered by several sub-sets of the same, single <i>team</i>, not a hierarchy of control.</li> <li>• Creation of a double-loop learning structure within the team. This will enable projects to be tweaked to take account of new learning, and our minds to be open to the possibility of the fundamentals of our understanding of local enterprise to be readjusted if and when appropriate new evidence emerges.</li> </ul> <p><b><i>Strategic Body</i></b></p> <p>The current City Growth Strategy Board (CGSB) will be strengthened and enlarged to oversee and be the central repository of information about Haringey LEGI. It will receive quantitative and qualitative updates on a monthly basis and will be encouraged to ask holistic, probing questions of the LEGI management. The CGSB will report progress on to the Haringey Strategic Partnership and GoL/LDA as required.</p> <p>CGSB members will become advocates for Haringey LEGI, taking information about it back to their own informal networks.</p> <p><b><i>Co-ordination</i></b></p> <p>The manager working on LEGI and his/her support team will have a clear remit to:</p> <ul style="list-style-type: none"> <li>• Provide leadership to delivery of Haringey LEGI.</li> <li>• Focus on the detail <i>and</i> the big picture of each project.</li> <li>• Collect qualitative and quantitative evidence on all projects, analyse it thoroughly, and present a summary it in plain English and in a timely manner to the CGSB.</li> <li>• To create synergies between individual projects and ensure that they are dovetailed with other available enterprise and employment activity (e.g. LDA, ERDF, ESF funded projects)</li> <li>• Work to build trusting relationships between the</li> </ul>

	<p>CGSB, the management team and the delivery partners so that difficulties can be pre-empted and honest discussion undertaken.</p> <p><b><i>On-the-ground</i></b></p> <ul style="list-style-type: none"><li>• Partners delivering the actual projects will be required to submit written updates on progress (in a pre-determined format) quarterly, and include qualitative and quantitative data.</li><li>• Delivery partners will, themselves, be required to participate in the networks being created by LEGI, so that they meet and share information with delivery partners, meet a wide range of organisations and stay tuned-in to the local context.</li></ul>
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## 5. FUNDING REQUIREMENTS FOR FIRST THREE YEARS

How much do you estimate your proposals would cost in year 1 (2006-07) – please divide between resource and capital?

<b>Proposed capital expenditure</b>	<i>1,550,000</i>
<i>Proposed revenue expenditure</i>	<i>2,505,000</i>
<i>Sub-total</i>	<i>4,055,000</i>
<i>10% Management Cost</i>	<i>405,500</i>
<b>TOTAL</b>	<b><i>4,461,000</i></b>

Because of the high level of spend on Haringey City Growth Strategy over the last several years, 2006/7 Haringey LEGI will represent a mid point, rather than a start-point in our project life-cycle. Hence our proposals for a high level of spend in years 1 and 2 and declining spend in future years.

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

<b>Proposed capital expenditure</b>	<i>1,811,000</i>
<i>Proposed revenue expenditure</i>	<i>2,380,000</i>
<i>Sub-total</i>	<i>4,191,000</i>
<i>10% Management Cost</i>	<i>419,100</i>
<b>TOTAL</b>	<b><i>4,610,000</i></b>

How much do you estimate your proposals would cost in year 3 (2008-09) – please divide between resource and capital?

<b>Proposed capital expenditure</b>	<i>610,000</i>
<i>Proposed revenue expenditure</i>	<i>2,230,000</i>
<i>Sub-total</i>	<i>2,840,000</i>
<i>10% Management Cost</i>	<i>284,000</i>
<b>TOTAL</b>	<b><i>3,124,000</i></b>

Please provide an estimated cost breakdown for the amounts above, attaching costs to key elements of the proposal (divided between resource and capital). You should also give a projection of costs for the later years of LEGI.

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

A table detailing the full breakdown of costs of all projects is attached as Appendix C.

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

Haringey LEGI will provide a business environment for the 21<sup>st</sup> century. This is complemented by the investment that is being attracted to key development areas in the borough. Tottenham Hale Urban Centre – focus of a Masterplan for the area funded by ODPM and part of the London Stanstead Cambridge Peterborough growth corridor. The ultimate aim is for an integrated mixed-use, high density, development with excellent transport connections, improved highway layouts and a high quality public realm. Tottenham Hale, key for business development with its important public transport interchange is a key gateway location to Haringey and the Upper Lea Valley. Identified within the Tottenham Hale International Development Framework and London Plan as a major Opportunity Area, it is poised to deliver new landmark mixed-use development appropriate to its location and accessibility by public transport to Stratford, Stanstead airport and City and West End of London. Haringey Council has a number of proposals to unlock the development potential and bids for some £3.5 million of ODPM Growth Fund monies is likely to bring in £20 to £30 million through public gain agreements over the next 10 years.

Similarly Haringey Heartlands (Eastern Utility Lands) – large area of under utilised land at the centre of the borough which has been identified in the London Plan for new housing and employment opportunities. The evolving Masterplan seeks to ensure that development proposals knit well with local community and will contribute to their environment and future prosperity. Bids to ODPM Community Infrastructure Fund for £5 million for spine road, and growth fund monies for purchase of land for school on site would attract further million pound leverage to the area.

LEGI will enable £500k of leverage from these key site developments to fund enterprise and employment within the next 3 years.

Wood Green Town Centre – including dedicated policing team and existing town centre management structure providing leverage £140k per annum. Haringey LEGI will complement implementation of Wood Green Spatial Plan currently being carried out with public and private sector funding. Wood Green Library will bring in £250k of leverage through LDA/ERDF funded ULV Business Umbrella Programme.

LDA Creative London is supporting a range of activities to grow the creative sector based around the Wood Green Cultural Quarter, this is likely to bring in some £3million of business support to creative and cultural SMEs. £500k capital is being invested in Chocolate Factory 2.

PDP and Supply London will bring in around £600k of support to Haringey SMEs through procurement

	<p>programmes.</p> <p>LDA Single Programme Business Umbrella and Innovation Valley, LEGI will complement the work being carried out by TGEC, HBDA, Urban Futures, NLCC, and Middlesex University bringing in £1.5million of leverage to Haringey.</p> <p>LDA Single Programme Employ ULV integrating and building on mainstream services, enhancing provisions and filling gaps. Linking opportunity to need. Responding flexible and innovatively to employer and labour market requirements. Providing a seamless service for employers and job seekers. Employ ULV will run until March 07 and will provide around £400k of delivery in Haringey.</p> <p>Neighbourhood Renewal Fund – funding of £1.2 million for enterprise and employment schemes over the next 2 years.</p> <p>Learning Skills Council Agenda for Change</p> <p>LDA Business Link 4 London Information Diagnostic and Brokerage</p>
<p><b>Please provide a basic <u>sensitivity</u> analysis for each of the main options in your proposals (illustrating what could be delivered for various different amounts of money – more <u>and</u> less):</b></p>	<p>Haringey LEGI has been compiled following detailed consultation and analysis of the evidence base. We believe firmly that all of the workstreams that we propose are necessary to transform the economy and opportunity of people in the most deprived areas of the borough.</p> <p>All of the projects would be weakened to the point of failure by cutting their budget. Thus, in case we should need to reduce the scale of our proposal, we have prioritised our workstreams into P1, P2 and P3. This prioritisation also takes into account risk.</p> <p>Dropping the following P3 (lower priority) workstreams would achieve a reduction in expenditure of around £250k per annum:</p> <ul style="list-style-type: none"> <li>• Business Lounges</li> <li>• Innovation Roundtable</li> <li>• Stoplifting: Put it Down</li> <li>• Leadership in BME and Voluntary Sector Providers</li> </ul> <p>Dropping the following P2 (mid priority workstreams) would result in further savings of up to several million per annum (depending on the year):</p> <ul style="list-style-type: none"> <li>• Knowledge-based workforce development</li> <li>• Enterprising Youth: Primary Programme</li> <li>• Developing beneficiary Consultancies</li> <li>• Mainstreaming the Informal Economy</li> <li>• Increasing Retail Capacity, Wood Green</li> </ul> <p>The following workstreams are high priority, and we wish to proceed with them:</p>

	<ul style="list-style-type: none"><li>• Enterprise 21<sup>st</sup> Century</li><li>• Fast-forwarding Procurement Hub</li><li>• Growing the Cluster Economy</li><li>• Enterprising Youth: Enterprise Challenge Programme, getting Into Enterprise &amp; Business Programme</li><li>• Showcasing the creative industries: new commercial gallery in public libraries</li><li>• Managed studio workspace</li><li>• Enterprise Hub</li><li>• Managed Workspace, Broadwater Farm</li><li>• Marketing Haringey</li><li>• Microfinance Tools</li></ul> <p>Should £1m of additional funding become available per annum we would:</p> <ul style="list-style-type: none"><li>• Pump-prime Tottenham High Road with work that is already working, or about to be implemented in Wood Green;</li><li>• Improve public spaces in Wood Green;</li><li>• Undertake a specialised Olympic project, replicating activity that is being financed by other sources in the 5 Olympic boroughs.</li></ul>
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## 6. RISK MANAGEMENT

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

<i><b>Risk</b></i>	<i><b>Probability</b></i>	<i><b>Impact</b></i>	<i><b>Mitigating action</b></i>
Major change in external environment leads to adverse impact on Haringey economy, which dilutes benefits of Haringey LEGI. e.g. Significant downturn in UK economy, wars resulting in wave of asylum seekers.	M	H	Haringey LEGI acts as buffer to ameliorate damage
National government target of creating homes in Haringey affects land values so heavily that viability of capital schemes (particularly on Haringey Heartlands) is eroded.	M	H	Projects are on publicly owned land
Failure in leadership, vision and/or commitment amongst partnerships results in fragmentation of activity and failure in transformational impact.	L	H	Work with existing partnerships and develop new ones Continue development of Haringey 4 Business Work with Business Link for London
London's investment focus is on Olympics and Thames Gateway, resulting in deficit which puts pressure on budget setting, reappportioning of spend towards core service delivery and/or lack of investment in Haringey.	M	H	Haringey LEGI is buffer to ameliorate against this.
New arrivals from accession states are more enterprising and able to bridge deprivation divide. Some currently deprived groups still fail to benefit.	H	M	Target support at traditionally hard-to-reach groups

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

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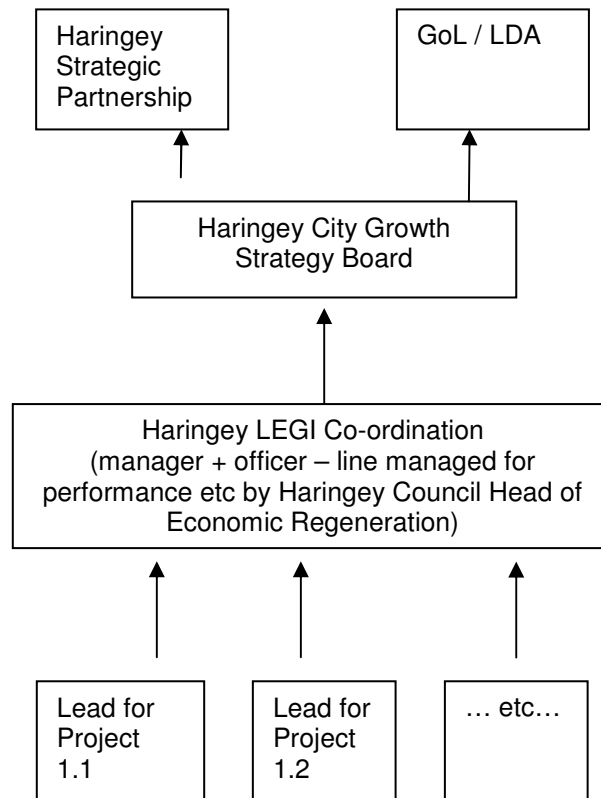
## 7. IMPLEMENTATION AND GOVERNANCE

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

Seema Manchanda, Head of Economic Regeneration, Haringey Council

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

### Governance Structure for Haringey LEGI



A strengthened City Growth Strategy (CGS) Board will take on new terms of reference and become the governing body for Haringey LEGI. This Board will report on to the Haringey Strategic Partnership (to ensure local cohesion and strategic-level partnership working) and, of course, to GoL/LDA, or any other lead body specified in future LEGI guidance.

The co-ordination team will report to the CGS Board. Their day-to-day line management will be overseen by Haringey Council's Head of Economic Regeneration.

The co-ordination team will be responsible for managing relationships with and monitoring all delivery partners.

The performance of all delivery partners will be assessed by the CGS Board annually. Service Level Agreements will include annual break clauses, so that

	<p>if the performance of any delivery partner is lower than expected, the service level agreement can be terminated by the Board.</p>
<p><b>Please provide details of the <u>internal resources</u> (i.e. staff numbers, skills, experience etc) that would be assigned to such a programme of implementation:</b></p>	<p><b>Internal team to co-ordinate Haringey LEGI:</b></p> <p><i>1 x Haringey LEGI Flagship Projects Manager</i> High level project management and leadership skills to shape and influence. Ability to inspire commitment and dedication and to win trust. Thorough understanding of challenges and opportunities of diverse communities.</p> <p><i>1 x Funding &amp; Monitoring Officer</i> Good, proven project management, numerical, communication and interpersonal skills. Ability to work within and capitalise upon diverse, complex environment. Willingness to take responsibility. Desire and ability to see theories on delivery through to demonstrable, on-the-ground benefits.</p> <p><i>1 x Administration Officer</i> To co-ordinate information and relationships and maintain all necessary records and information.</p> <p>These three people will link into and leverage support from the wide range of specialist employees involved in the Haringey LEGI.</p> <p><i>Project Management for Capital Projects</i> To be brought in as and when required, based on needs of individual capital projects. Most likely to be appointed from organisations who have tendered for and won framework contracts with Haringey Council's Construction Procurement Group.</p> <p>Existing internal Haringey Council resources will be used to manage Haringey LEGI, just as they currently managed Haringey City Growth Strategy.</p>