

KEY ISSUES BRIEFING – CLLR AMIN

PLANNING

1. PLANNING POLICY AND DESIGN

December 2007- May 2008 (end of May)

- Core Strategy- consultation on Issues and Options and development of Preferred Options
- Core Strategy – internal and external partnership working including CSC delivery and LAA input
- Central Leaside Area Action Plan- Consultation Issues and Options and development of Preferred Options
- Input to emerging Meridian Water masterplan (joint work with LBE)
- Open Spaces SPD- consultation and adoption
- Housing SPD- consultation and sustainability appraisal
- NDC –work with NDC to commission consultants and input to masterplan
- Wood Green SPD input
- Joint Waste Development Plan- consultation on Issues and Options and development of Preferred Options
- Equalities Impact Assessment- development of framework
- Strategic Flood Risk assessment to be completed
- Employment Land Study to be commissioned and completed
- Retail/Town Centres Capacity Study to be commissioned and completed
- Design assessment for Tottenham Hale and Haringey Heartlands
- Design and policy input to Major planning applications
- Conservation Area appraisals- Trinity Gardens, Crouch End, Muswell Hill, Highgate
- Climate change – need to improve evidence base for planning policy effectiveness
- Climate Change -emerging sub-regional network
- Climate Change – advice on applications in conservation areas

2. BUILDING CONTROL

During the next six months it will be business as usual, although particular emphasis will be put onto the following (no particular order, but they all tend to link together):

- Ensuring that the major sites that Development Control are approving use Haringey Building Control, this not only maintains our income levels, but is also a major staffing incentive;
- Try to recruit qualified staff, whilst ensuring that we do not lose staff;
- Enable mobile working – the pilot has been ongoing for a long time we need full IT support to move forward;
- Further development and enhancement of e-Building Control (including website), again we need full IT support;
- Consolidation and development of existing procedures;
- To increase awareness of Building Control and submit schemes for Quality awards;
- Raise awareness of sustainability in preparation for New Regulations;

- To be more proactive with regard to enforcement and build on the successes that we have recently had.

3. BUSINESS SUPPORT & DEVELOPMENT GROUP MANAGER

The key areas of work for the Business Support and Performance group are as follow;

1. Development and Preparation of the service Business Plan, including the revision of the improvement and people plans.
2. Revision of the Planning DC manual.
3. Introduction of a Fee Charging Regime for pre application advice.
4. Support the introduction of the new online planning application forms 1APP, and managing the changes to the Planning process which result.
5. Implementation of the service restructuring proposals which includes the full range of recruitment activity i.e. preparation of j.d's through to interviews and appointments.
6. Preparation of budgets to include the changes in structure, and cash limits.
7. Managing the Directorate Debt Strategy.
8. Implementation of accommodation moves.
9. Review of performance data in line with the changes from CPA to CPP and LAA's and advising corporate performance on new indicators.
10. Take an active role in the delivery of the Directorate backroom efficiency review.

4. DEVELOPMENT CONTROL

- maintaining levels of performance on Planning Applications in accord with BVP 109.
- Seeking to improve performance on minor applications to deal with a backlog of cases.
- Continued input at both pre-application stage, consultation stage (e.g. D.C Forums), and decision-taking stage, on Regeneration and major schemes such as Tottenham Hale/GLS/Hale Wharf; Hornsey Central Depot, Heartlands, School Expansions (both B.S.F and other), and a range of medium sized RSL-sponsored Housing sites.
- Maintaining levels of response to Complaints and Member Enquiries.
- Planning Appeals; meeting Inspectorate deadlines;
- Planning Appeals; further analysis of performance and patterns of types of appeal being allowed.
- Dealing with Government consultation on proposed legislative changes.
- Introduction of 1APP (new forms for submitting planning applications) and PAR's (Planning Application Requirements).
- Introducing charging for pre-application meetings; and Planning Application Performance Agreements.

5. STRATEGIC SITES & PROJECTS TEAM

1. Growth Area Fund (GAF) 2 & Community Infrastructure Fund (CIF) 1 – complete the delivery of projects: build mortuary; construct the podium at Hale Village; construct the Spine road at Haringey Heartlands; improvements at Markfield recreation ground.
2. GAF 3 – Progress GAF 3 projects & revise Programme of Development.

3. Prepare and submit CIF and Community Infrastructure Levy bids.
4. Consider and determine the following Major planning applications, and negotiate s106 agreements;-
 - Haringey Heartlands – spring new year
 - Wards Corner – end of year
 - Hale Village – reserve matter planning applications pursuant to planning permission
 - Hale Wharf – pre-application negotiations
 - Lawrence Road – end of year
 - Tottenham Town Hall – early new year
5. Monitor and implement s106 agreements.

REGENERATION

ERDF 2007 to 2013 and LDA Area Programme funding

The prospectus for the new London ERDF was launched November 2007 following negotiation between the European Commission, the UK Government and the LDA. The programme is significantly smaller than the previous programme at £125m. This reduction in scale is associated with the end of the tight spatial targeting which formed the core of the previous programme, and a more narrowly defined range of activities. Competition for funds will be great.

The new ERDF programme is intended to contribute to London's development and to greater equality by particularly supporting business investment and growth in small and medium enterprises (SMEs) that are led by black, Asian and ethnic minority people, women, disabled people and which provide employment opportunities to deprived communities.

The programme will promote greater innovation, collaboration and environmental efficiency for London's SMEs (Priority Axis 1 25% of the total fund). It will also support them in accessing new markets, in particular the emerging economic giants of Asia, and in accessing finance for investment that is often a major difficulty for small and new companies (Priority Axis 2 25% of the funds). Alongside this the Programme will invest in environmental improvements.

50% of the funding is targeted at these areas through Priority Axis 3- Sustainable Urban Regeneration. This funding is targeted at those areas of London that have been identified through the London Plan as Opportunity Areas and Intensification Areas for development (the ULV is one such area).

LDA Area Programme

The LDA's Area programme is for a total of £6million over two years and has three main themes: reducing worklessness, place shaping and town centres; and organisation structures.

£1.3m has been allocated to continue delivery of components of Employ ULV (Construction Web, Stansted, and networking). LBH are submitting a bid for £2m on behalf of the 3 boroughs to deliver the North London Pledge (based on the Haringey Guarantee). A 3 borough proposal to deliver Enterprise support with a focus on employer engagement and aligns to ERDF funding will be submitted early January 2008.

Under the third theme the ULV partnership structure is being developed by North London Strategic Alliance (NLSA) and the 3 ULV boroughs, Haringey, Enfield and Waltham Forest and will be the mechanism through which the ULV Vision will be delivered and which will provide a platform to bid for and manage funding streams from Central Government, the LDA and the ERDF 2007 to 2013.

Support to small business and Haringey City Growth

Haringey is home to 8,200 enterprises which provide employment to 59,800 people. This business community is dominated by micro businesses; 77% employ between 1 and 4 people, 13% more than the national average. Very few large businesses are based here. Haringey has relatively high levels of new business VAT registrations – 14% of total stock in 2004, compared to 12% across London. Across Haringey rates of self-employment, a useful barometer in identifying trends in entrepreneurship and enterprise, are rising and currently stand at 18%.

LAA targets for business pertain to increased VAT registrations. Currently Haringey is showing a slight decline in VAT registrations at 4.7 (per 1000 businesses), but this still compares favourably to the national average.

Current Provision

We currently fund a number of business support interventions in the borough using NRF funds, including major support for the Haringey City Growth programme currently managed by North London Business.

The City Growth strategy is driven by a board which comprises some of the major businesses in Haringey and aims to meet the key city growth objectives on economic development. The strategy currently comprises 5 key sector clusters:

- Food and Drink
- Retail and Distribution
- Sport, Leisure and Tourism
- Professional Services
- Creative Industries

A New Approach to Business Support

As outlined above there have been a number of publicly funded business support interventions. However, there will be far less public funding for these kinds of initiatives in the future. The government wishes to reduce the number of interventions from 3,000 to 100 nationally by 2010. A key priority for the Council is to tackle worklessness and create employment opportunities for residents. Supporting local business is seen as a key objective in achieving this.

The vision for business support in Haringey will be focused on the council's outward facing services to local business. We are currently investigating the implementation of a Single Business Account (SBA), which will provide local businesses with a single access point to council services. Businesses will be able to access information on rates, refuse, grants, parking and any other issues pertaining to their business through a single access point. This is currently work in progress and we expect to have a pilot form of the SBA up and running in the next financial year within Urban Environment. The SBA model would enable enforcement services to introduce a risk-based methodology for compliance consistent with government policy. It will also cut down the amount of paper work and red tape that businesses encounter in their contacts with the Council.

We also anticipate that implementation of an SBA would enable supply chain development as we would be able to encourage SMEs to engage with other businesses via the web portal. Local and national and international procurement opportunities could be made available through this medium thus enhancing the demand and supply chain opportunities for local business. As part of the SBA, we are currently developing a new business description schema, which is a dataset providing current information on all aspects of a discrete business, accessible across directorates and therefore improving financial and administrative efficiency.

Benefits of implementing the SBA to the local authority include:

- providing a single, joined up view of the business
- Savings from utilising officer time more efficiently
- Potential to reduce overheads
- Providing a clear audit trail & systems
- Ability to report against targets
- Increased consistency of advice, information and service provision
- Better targeting of campaigns, advertising tenders, grants etc
- Better understanding of the local economy

Benefits to Business

- Less time spent dealing with the Council
- Accelerated information flows
- Improved satisfaction levels which will then encourage more interaction
- Quicker response times & more 'right first time' query resolution
- Single entry point to Central and Local Government Agencies e.g. Inland Revenue and Rates.
- Fewer registrations when accessing services or applying for licences from different departments
- Ability to sign up for email notification for changes in legislation that affects their business area.
- On-line transactions should be quicker, cheaper and more reliable than paper based systems.
- Self-service, out of hours working via the internet will allow businesses to access council services when they need them, at their own convenience.
- Councils will be able to target support services proactively, offering business services they want and need but may not know about.
- Improved tracking of service request progress such as Planning Application.
- Ability to ask any officer in the Council about progress on any of its interactions and transactions with the local authority at any time.

Website

Economic Regeneration has also been working to improve the Business pages on the Haringey website. Much of this work has been informed by the principles of the SBA, namely providing businesses with accurate information in a clear and concise manner. The new pages will be "live" by 19 November and they will focus on business support with clear links to support services within council directorates and to external services.

Features of the website include:

- **Headline page** that clearly signposts users to various sections of the site
- A streamlined **Business Advice** section with direct links to Business Link for London and the LDA's Pathway to Enterprise programme.
- A **contacts page** with generic email and contact phone numbers for council departments who have direct contact with businesses.
- **New Economic Regeneration pages** highlighting Business Support initiatives including the NRF programme, Town Centre Management and managed workspace at Stoneleigh Road and Rangemoor Road.
- **Up to date information on City Growth** with contacts for each business cluster
- The opportunity for businesses and residents to respond to the draft Regeneration Strategy
- **Monthly monitoring of hits**, to identify how businesses are using the site.

We have also had preliminary discussions with Business Link for London regarding implementation of an automated phone system for business enquiries. This will route callers directly to a business advisor who would be able to deal with their query.

Tottenham High Road Projects

- **TGEC refurbished managed work space:** *Project complete.*
- **Stoneleigh Road new build Managed Workspace:** *Project complete.* The ground floor is fully let to Haringey Law Centre. North London Business and Haringey Property Services are marketing remaining space. Final account negotiations commenced.
- **Bruce Grove THI phase I:** Practical Completion achieved for the shop fronts (Nos. 538-554 excluding 548) and final account settled. Most snagging items completed and final snagging visit arranged for first week of Nov. The external works to the uppers received Practical Completion in May 2007. Fire damaged two units in May. Emergency stabilising works being done on damaged portions of Windsor Parade. Temporary roof structure has been constructed over 548/550. English Heritage and borough Conservation Officer inspected site 17 Oct before reinstatement works commence. The insurance company has appointed Corvinview and PH Warr for the reinstatement works but negotiations with the insurance company have not yet been finalized. The shop fronts still required some snagging items to be completed. However, the builder is not responding to these items. This is being reviewed by Corporate Procurement, as the builder is on the Framework agreement list.
- **HERS shop fronts and façades:**
 - 497-507 Tottenham High Road – *Practical Completion achieved July 2007.* Final account settled, except for retention amounts.

- 485-489 Tottenham High Road – *Practical Completion achieved September 2007*. Final account settled, except for retention amounts. Snagging items completed.
- **614 High Road (Blue School):** *Practical Completion achieved*. Scaffolding struck and final roof works completed to old building. Hoarding is still up. Staff visited the site on 17 October. The work completed is eligible for ERDF grant and English Heritage grant and the required evidence from the owner has been obtained.
- **Industrial estates:** *Project complete*. Property services have completed works required to meet the ERDF outputs target.
- **Workspace project** – N17 Studios, Tottenham High Road: *Project complete*.
- **Rangemoor Road:** *Project complete*. Councillor Amin formally opened the building on 30th October. Marketing has commenced through North London Business and Haringey Property Services.
- **HERS - Tottenham High Road:** There are 3 additional projects being funded by English Heritage under the HERS scheme with match funding from sources other than ERDF. These are 5 Bruce Grove and St Marks Methodist Church.
 - 5 Bruce Grove is *complete*.
 - St. Marks Methodist Church is *complete*.
- **Bruce Grove THI phase II (Groups 2 & 3):** The contractor has agreed in principle to revised programme of 541,543, 551, 553, and 527 (5 properties). Awaiting tender from contractor for new property in programme, 527 as well as other supporting documents. Staff will be seeking approval of the programme from HLF (and this will include 527 in the scheme).
- **Hornsey High Street:** Shop front Nos. 1, 3, 7, 17 & 34 (5 properties) are now complete. Final snagging visit took place arranged with English Heritage and borough Conservation Officer early Nov. Architect to certify practical completion of works after snagging. However, the builder is not responding to these items. This is being reviewed by Corporate Procurement, as the builder is on the Framework agreement list.
- **Archway Road:** Originally 8 shops were in the project but No. 210 has dropped out. Shops in project are 164, 212, 216, 224, 228, 230 & 238 (7 shop shutters). The structural works are now complete and the shutters are being fabricated for installation in December. Economic Regeneration approved the funding for the additional cost of works. Work has started on site.

Haringey Guarantee Update

The Haringey Guarantee, which commenced delivery in September 2006, is the HSP's flagship programme to tackle worklessness and is the main vehicle for

delivering the LAA worklessness stretch targets. The Guarantee brings together £1 million of Neighbourhood Renewal Fund (NRF) and Council funding (to March 2008), and employs a new and innovative approach to building robust pathways to sustained employment by focusing on:

- stemming the flow of new workless and increasing the numbers of moving from worklessness into employment.
- delivering larger interventions with a narrower focus on core populations such as young people, users of core public services and long term working age benefit claimants (i.e. JSA and IB).
- better employment engagement and more demand led interventions.

The programme offers a guarantee to:

- **businesses** that they will be provided with committed trained workers to meet their identified recruitment and skills needs.
- **residents**, who are furthest away from the labour market, that they will become more employable through receiving a professional and quality service.

Residents who successfully complete the programme, and are assessed as being 'Guarantee ready', will be offered a guaranteed interview with an employer who has signed up to participate in the Haringey Guarantee.

In total the current Haringey Guarantee programme aims to support and engage over 1,000 residents and move over 250 people into sustained employment.

A range of projects have been commissioned to deliver the priorities of the Haringey Guarantee. These are:

- **Moving Forward** – This project is run by Positive Employment and is based on an outreach service at CoNEL, run in partnership with the college's Careers Advice Centre, that helps students up to the age of 25 find part-time employment. The project aims to engage and support 200 students, refer 25 onto further education and assist at least 25 into sustainable employment.
- **Work Placements for Employment** – This project is led by the North London Partnership Consortium (NLPC), in partnership with the Haringey Association of Voluntary and Community Organisations (HAVCO) and Keeping It Simple (KIS) training, and aims to help people into work and voluntary placements as a means of gaining full-time employment. The project aims to engage 150 beneficiaries, place 50 residents into volunteering opportunities and 100 into work placements with at least 30 progressing into sustainable employment.
- **Working For Health** – This project is led by the Haringey Teaching Primary Care Trust (HTPCT), in conjunction with the charity Tomorrow's People, and is focused on people with poor health and on IB. The project offers outreach facilities in a number of General Practitioner (GP) surgeries in the borough as well as the physiotherapy clinic at St Ann's hospital. The project aims to engage 150 residents and support 30 into sustainable employment.
- **Employment Action Network** – This project is run by Haringey Council's Neighbourhood Management team and is aimed at disadvantaged groups including people claiming working age benefits and lone parents. The project runs a resource centre at Northumberland Park where people can access employment support. The project aims to support at least 25 residents into sustainable employment

- **Haringey At Work** – This project is run by Talent At Work, a local recruitment company, and is the main jobs brokerage arm of the Haringey Guarantee. Talent At Work also works with a range of local employers to determine their recruitment needs and suitably matches candidates to these positions through tailored one-to-one support and advice. The project aims to engage and support 150 residents and support at least 60 of those into sustainable employment.
- **Tackling Worklessness** – This project is run by Northumberland Park Community School, in partnership with the Haringey Education Business Partnership, CoNEL, KIS training and Connexions, and is aimed at increasing the scope of vocational subjects and retention rates for those year 11 (15/16 year olds) students who are most in danger of becoming workless. The aim is for 250 students to be engaged on the programme with 213 gaining an NVQ level 2 qualification (85 per cent pass rate), 192 progressing to further education and 40 to be engaged on an enhanced information advice and guidance (IAG) programme leading to an NVQ qualification and the completion of a vocational training scheme.
- **Crèche at KIS project** – This project is run by KIS training and is targeted at unemployed lone parents to train for the National Certificate of Further Education (NCFE) accredited NVQ Level 2 equivalent Social Care Industry qualification. The project aims to engage 30 beneficiaries for IAG and on the training programme, of which at least 24 will gain the NCFE qualification. As part of the course 30 work placements will be arranged and 15 sustained jobs will be secured.
- **Ready Steady Work** – This project is delivered by Artikal Films and is aimed at helping long-term workless residents to access employment in the film industry through specific and tailored training and work placements. The project aims to engage 6 beneficiaries, arrange for all 6 to complete 2 work placements and place all 6 into sustained employment.
- **Employment Support Programme** – This project is led by Wood Green Town Centre Management and Aidevian Consultancy and will support beneficiaries to access security related employment through the completion of Security Industry Authority (SIA) accredited training courses and assistance with completing SIA application courses for employment. The project aims to deliver training and IAG to 100 beneficiaries with a minimum of 75 gaining the SIA certificate and 30 gaining sustainable employment.
- **Pre-volunteering** – This project, which is led by 5E Ltd, forms part of an LDA pilot programme to test out new approaches to recruiting and training volunteering in advance of the 2012 Olympic Games. The project provides specialist outreach, personal development and vocational training for 50 Haringey residents who will achieve accredited Level 1 qualifications in volunteering accompanied by tailored high quality mentoring, impartial IAG, and volunteering/employability actions.

The Seven Sisters New Deal for Communities (NDC) has recently given approval to the Haringey Guarantee receiving £80k over two years to support 30 residents, from within the NDC area, into sustained employment. The project partners are Talent At Work and Tomorrow's People, who will operate outreach facilities from the Triangle Children's Centre and the Laurels Healthy Living Centre. Delivery of this project is commenced in October 2007.

All contracted providers are obliged to ensure that their projects meet certain equalities targets, which stipulate that of all residents who complete the Guarantee

programme: 50 per cent must be from a Black and Minority Ethnic (BME) community; 50 per cent must be women; and 17 per cent must be disabled.

Financial, performance and quality monitoring is completed quarterly by Urban Futures with assistance provided by the Economic Regeneration team.

CSC Regeneration and Research Consultants have been commissioned to undertake an embedded evaluation of the Haringey Guarantee, which has enabled problems to be identified and addressed at an early stage. CSC has to date produced two quarterly evaluation update reports and an interim report which show that the Guarantee is making promising progress.

Officers from Economic Regeneration have also been working over the past few months to improve the systems in place to ensure that those agencies working under the Haringey Guarantee provide the best quality service to residents and employers. This mark of quality will be crucial in maintaining and developing the reputation of the Guarantee and also accessing larger, nationwide employers.

The **Interim Evaluation Report** has received looking at the programme over its first year of delivery - September 2006- September 2007.

The evaluation report and monitoring returns to end September 2007 for the Haringey Guarantee show

- 149 people have secured employment (includes 11 from LSC contract)
- 1028 people have accessed the programme, 920 of whom are from Black and Minority Ethnic (BME) communities, 512 are women and 225 have disabilities.
- 568 individual action plans/work programmes have been developed.
- 250 young people are on enhanced vocational courses with a further 40 identified as of great risk of becoming NEET (not in education employment or training) receiving extra support.
- 90 people on work placements and 48 people taking up volunteering opportunities.
- 236 people are assessed as being 'Guarantee ready' enabling them to be referred on to placements and sustained employment opportunities.
- 10 neighbourhood employment and training initiatives, including job fairs, have been held.
- 161 organisations/businesses have engaged with the programme with 32 employers across all sectors signatories to the Haringey Guarantee and 30 companies taking work placements
- Employment advisers are now operating from council settings, the College of North East London (CoNEL) and 8 GP surgeries in the borough.

The main findings of the report are:

The **programme is exceeding targets** in a number of key areas

- **IAG**
- **Numbers supported into work**
- **Work placements and volunteering**
- **Engagement of local employers**
- **Numbers of BME, women and lone parents benefiting from the programme**

Surveys of local people not on the programme, programme participants, project managers and employers engaging with the programme were conducted as part of the evaluation.

The evaluators surveyed local unemployed **not** accessing the Haringey Guarantee and found that

- Most people do not seek feedback from a prospective employer when not selected for a post
- Racial discrimination often cited as reason why respondents unemployed
- Many thought they lacked skills and qualifications required
- Low levels of awareness of the Haringey guarantee

Programme participants were also surveyed and the key points were

- Projects are appropriately targeted and being accessed by workless people
- Quality of projects highlighted
- People receive support in a variety of areas that help their personal well-being as well as improve job prospects
- Most happy with support and feel that their needs are being met
- Most would recommend the programme

Project managers surveyed indicated

- Involvement in the Guarantee programme has improved the nature and quality of their work and that the information sharing and working in a broad partnership has impacted on other aspects of their operations
- Managers view of the impact of services consistent with beneficiaries' impressions
- Council officers are in contact with projects at least once a month
- Some teething problems with management of the programme but the Council has listened and worked hard to improve matters
- Managers expressed uncertainty about the future funding and development of the programme

Employers interviewed indicated

- 80% of employers responding found the service from the Council Employment & Skills Team has been good or excellent
- Those who have recruited someone from the programme said that they were content with the new recruit
- People needed more support once in work
- Many open to changing their recruitment practices as a result of working with the Guarantee programme

A co-ordinated approach to Employer Engagement being developed with Economic Regeneration and Guarantee partners with the first meeting held on 14 September 2007.

It should be noted here that an LAA enabling measure has recently been secured from DWP that will allow residents to go on a full-time work placement for 6 weeks without this affecting any benefits they claim. This enabling measure will be particularly important in incentivising long-term unemployed people to re-engage in the labour market.

The Future of the Guarantee

Funding application is being made to the LDA Area Programme to develop further the Haringey Guarantee as part of an ULV scheme – A North London Pledge.

The North London Pledge will be a £2million integrated employment and skills programme bringing together co-ordinated resident engagement through clear points of access in the 3 boroughs of Enfield, Haringey and Waltham Forest, quality inductions/assessments linked to clear pathways into employment including pre-employment skills training including Basic Skills, skills development, work trials and placements, a condition management programme, job brokerage and post-employment in- work support.

A further **£1million ESF co-financing application** is being made to develop the Guarantee through specific actions on frontline outreach, engagement and IAG; specialist employment advice and brokerage for disabled people; and training on numeracy and employability.

A business case is being developed on the **Families into Work** – a special project under the Guarantee – developing a whole family multi-agency approach to tackling worklessness and social exclusion in Northumberland Park.