A CULTURAL STRATEGY FOR HARINGEY

DIVERSITY AND COHESION

DRAFT FOR PUBLIC CONSULTATION

JULY - SEPTEMBER 2002
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Haringey’s Cultural Strategy
Diversity and Cohesion

Forward
By Cllr. Denis Dillon, Lead Member for Regeneration.

EXECUTIVE SUMMARY

Introduction
The Cultural Strategy examines how different agencies and organisations are working together to develop the range and quality of culture and cultural activity in Haringey over the next five years. The strategy looks at how we can grow a firm base that will support and develop the creative economy and businesses, through infrastructure development and training. It presents ideas and actions that will increase the range of opportunity to participate in creative activity for the people of the borough.

What do we mean by culture? Culture is about how we feel as an individual within the community and how we relate to our neighbours, friends and family. It’s about how we live and enjoy life; going out to see films and plays, recreation and leisure, music events, literature, art, dance, taking part in sport, and celebrating at festivals. In Haringey, culture is also about the history of the area we live and work in, not just the heritage of the borough, but the many and diverse histories we have all brought here. Through these we demonstrate our cultural identity, and understand our similarities and differences within the world at large. We recognise that people need to value their own beliefs and traditions, in order to celebrate and understand those from other cultures.

Culture and regeneration in Haringey is a key factor. Significant funding has been awarded to areas such as Seven Sisters, Wood Green and Tottenham, and some major site proposals are at various stages of development. The London Development Agency has
highlighted the Lee Valley Corridor as a strategic area for regeneration. The strategy identifies how culture can be, and is, central to driving forward social, economic and infrastructure regeneration, and puts forward proposals addressing local regeneration needs and priorities through working with communities and partners.

Priorities

There are four strategic priorities:

1. Using cultural activity to celebrate diversity
2. Improving quality of life through culture
3. Supporting the growth of a sustainable cultural economy
4. Increasing access to cultural education, training and employment opportunities

Haringey’s Cultural Wealth

Haringey’s cultural wealth is as diverse as its people and owes much to them. The area boasts Alexandra Palace, Bruce Castle Museum, White Hart Lane as major attractions; a cultural quarter in Wood Green, and strong Turkish and Greek Cypriot communities along Green Lanes.

The borough is home to performance based organisations such as Mountview Theatre School, Jackson's Lane and North London Performing Arts Centre, and one of the only performance companies led by people from the refugee communities, Horn Reflections. Haringey Arts Council are the main delivery organisation for arts projects in the borough, and also deliver training in the creative industries. Overall, Haringey has an active and entrepreneurial private and voluntary sector of creative businesses, individuals and organisations. Within the Council, the network of libraries, and Recreation Services, who manage the borough's parks, green spaces and leisure centres, will be key partners in taking forward the aims of the Cultural Strategy.

In London the cultural and creative industries generate nearly £29 billion per annum, representing about 30% of total UK revenues in this economic sector, and employing 20% of the capital's workforce. There is an opportunity to build and develop on this existing activity and to support the organisations and businesses who form this growing sector, and
whose activities contribute so much to people’s lives. In Haringey the latest sector employment figures are for 1997, showing 1,691 jobs in the creative industries, but firstly, these figures do not include the educational sector, and secondly, there has been considerable growth since then. The Learning and Skills Council have commissioned research into more up to date figures, which will be ready later this year.

Key projects identified in this strategy

Culture and diversity
- Bernie Grant Centre development taken forward by Bernie Grant Trust in partnership with LBH, London Development Agency, Millennium Commission and the Arts Council.
- Celebrate with major festivals in Wood Green and Tottenham.
- Improving publicity of activities and access to information about cultural and leisure opportunities.

Quality of life
- Extend the "Eazycard" scheme, and increase access to sports activity.
- Develop tourism initiatives in Wood Green/Green Lanes and the Lee Valley Park.

A sustainable cultural economy
- Actively develop the Wood Green Cultural Quarter.
- Promote the creation of a new cultural cluster in Tottenham by working with partners including Middlesex University, Tottenham Football Club, Bernie Grant Trust and by developing small units in Tottenham for creative businesses and artists.
- Cultural businesses drive a business support strategy for their sector as part of Haringey’s City Growth Strategy programme and the LDA’s clusters initiative.

Culture, education, training and jobs
- Schools residencies programme and after-school clubs further developed in regeneration areas.
- Training programme with the Bernie Grant Centre, Haringey Arts Council, Learning and Skills Council, College of North East London, Middlesex University and others.
Jobs in Small and Medium Enterprises (SMEs) supported by business development initiatives.

Signatories to the Cultural Strategy
The local authority has worked in partnership with the following stakeholders and agencies to produce this strategy, and they will be invited to sign up to the final document: Haringey Arts Council, Mountview Theatre School, Jackson's Lane Community Centre, Wood Green Town Centre Steering Group, Bruce Castle Museum, Middlesex University, College of North East London, Bernie Grant Trust, Lee Valley Regional Park Authority, Digital Arts Centre, North London Performing Arts Centre, Arts Council, North London Learning Skills Council, London Development Agency, and the Greater London Authority.

We will also invite the Leader of the Council, Cllr. George Meehan, the Lead Member for Regeneration, Cllr. Denis Dillon, the Chief Executive, David Warwick, and Haringey’s M.P.s to endorse the Cultural Strategy.

Introduction
Culture is about how we feel as an individual within the community and how we relate to our neighbours, friends and family. It's about how we live and enjoy life; going out to see films and plays, recreation and leisure, music events, literature, art, dance, taking part in sport, and celebrating at festivals. In Haringey, culture is also about the history of the area we live and work in, not just the heritage of the borough, but the many and diverse histories we have all brought here. Through these, through participating and creating, we demonstrate our cultural identity, and understand our similarities and differences within the world at large. We recognise that people need to value their own beliefs and traditions, in order to celebrate and understand those from other cultures.

Regeneration in Haringey is a key factor. Significant funding has been awarded to areas such as Seven Sisters, Wood Green and Tottenham, and some major site proposals are at various stages of development. The London Development Agency has highlighted the Lee Valley Corridor as a strategic geographic area for regeneration in Greater London. The strategy identifies how culture can be, and is, central to driving forward social, economic
and infrastructure regeneration, and puts forward proposals addressing local needs and priorities, through working with communities and partners in priority neighbourhoods.

The Cultural Strategy examines how different agencies and organisations are working together to develop the range and quality of cultural activity in Haringey over the next five years. It looks at how we can grow the creative economy, increase the range of opportunity for creative activity, and, finally, we understand that culture is also about having fun.

**The Economic Potential**

In London the cultural and creative industries generate £25-29 billion per annum, that is about 30% of total UK revenues in this economic sector, and employs 20% of the capital's workforce. Overall in the UK, cultural and creative activity and industries contribute over 4% to the country's GDP. Since 1991, employment in this sector has expanded by 17.5%, with the resultant increase in creativity and vitality.

Culture has an increasingly important role to play in the economy of Haringey, London and the whole country. Culture, creative industries and activity, are widely regarded as a central element in the profile and strength of local economies. Research undertaken for the "Haringey City Growth Strategy" has identified significant creative industry clusters in fashion and textiles, jewellery manufacture, printing/publishing and computing, where Haringey has higher employment than nationally (see table). Statistics from 2000 give a figure of 3,100 people working in the creative industries in Haringey, but there will have been some growth since then. The Learning and Skills Council have commissioned research into more up to date figures focusing solely on the cultural and creative industries, which will be ready later this year.

<table>
<thead>
<tr>
<th>Sector</th>
<th>Haringey City Growth Area</th>
<th>Great Britain (1.00 represents national average).</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clothing and Fashion</td>
<td>19.89</td>
<td>1.00</td>
</tr>
<tr>
<td>Restaurants</td>
<td>1.30</td>
<td>1.00</td>
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</table>
The Cultural Quarter in Wood Green has flourished in recent years. This vibrant example of cultural industries with its multitude of micro-businesses is an important pointer to the future to be cherished and nurtured.

Public Opinion and Demand

People want arts and creative activity. They want it for themselves and their children. A MORI poll, Public Attitudes to the Arts, commissioned by the Arts Council for England in May 2000, showed that:

♦ 78% of people believe that arts play a valuable role in the life of this country;
♦ 82% believe the arts are helpful in children's education;
♦ 95% want children to have more experience of the arts in school; and
♦ 63% believe that their lives are richer for the arts.

Discussions with educational and voluntary sector partners, and surveys of local opinion have also confirmed that demand. Through questionnaires and interviews, 130 responses were collated in 2000. Results showed, for example, that 71% of respondents wanted more community arts projects, 64% were concerned about lack of venues, and 89% concerned about the need for information sharing and networking.

As an example, within the borough creative facilities and participation in cultural activities often run at or near capacity. At Jackson's Lane, events and performances regularly operate at capacity, annually attracting nearly 17,000 people as audiences to 262 live events, with a major strand of disability arts programming.

Another example, the studios and creative business units managed by Haringey Arts Council at the Chocolate Factory in the Wood Green Cultural Quarter, have over 100
artists and creative businesses, but there is a waiting list of over 400 individuals and businesses, all based in Haringey.

**Haringey - History and Diversity**

The Borough is home to over 234,000 people, with significant African, African-Caribbean, Greek and Turkish Cypriot, and Asian communities, but also people from a whole range of minority ethnic groups, including recent refugee and asylum seeker communities. Together they make Haringey one of the most diverse boroughs in London and the UK, with over 190 languages spoken locally.

The borough has always worked at embracing these communities, through celebrating cultural diversity, and aiming to develop the opportunities that will support and encourage those communities. Local cultural events, where communities can help develop work that reflects and shares that diversity, are now happening regularly, and projects for Black History Month, for example, now reach a whole range of minority ethnic groups. This plan aims to provide a framework and focus for investing in this innate potential. For example, creating more opportunities for networking between communities, and acting as a rationale for fundraising, to deliver more events and projects by and for local people.

Haringey has the fifth highest population of people under 24 year olds in London, with 34% of people in that range. Research in the Seven Sisters area has shown that people under 24 years old make up 40% of the population in that one area alone. Haringey Strategic partnership has identified a strategic focus on youth, in particular actions to divert young people from crime and creating opportunities for young people to contribute to economic and social life. This strategy will play a strong supporting role in taking forward this overarching objective.
The Cultural Strategy should help to create a framework to support cultural development within the emerging Local Strategic Partnership, and the North London Strategic Alliance, strategic bodies in Haringey and North London. Partners in these bodies include...
Middlesex University, Haringey, Enfield, Barnet and Waltham Forest Councils, and the local Primary Care Trusts.

The Community Plan, the Unitary Development Plan, Local Agenda 21, and the Council's Regeneration Strategy, are all Council plans which will form the background for setting the agenda for the cultural strategy, where culture must be an integral part of community planning.

Haringey's Cultural Strategy will also tie in with the Mayor's Cultural Strategy for London, currently being developed by the Greater London Authority, and the Department of Culture, Media and Sports own "Culture and Creativity - The Next Ten Years" (2001). The London Development Agencies (LDA) "Economic Development Plan" (July 2001) highlights culture and creative industries as a major area of growth, and an area suitable for funding support to realise potential.

Central to all the above is the Neighbourhood Renewal Strategy. This will drive forward the Councils agenda for effective local working, in partnership with local people, and delivering community support through combating exclusion.
## SWOT Analysis

This SWOT analysis was developed through research and initial consultation with key partners and stakeholders.

<table>
<thead>
<tr>
<th>Strengths.</th>
<th>Weaknesses.</th>
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| ♦ Strong and active voluntary sector organisations, including Haringey Arts Council, Jackson's Lane, Digital Arts Centre, Mountview Theatre School, North London Performing Arts Centre.  
♦ The Chocolate Factory and the Wood Green Cultural Quarter partnership.  
♦ Culturally diverse community.  
♦ Cultural Industry training at Haringey Arts Council, College of North East London and Middlesex University.  
♦ Nationally significant built heritage of Bruce Castle Museum and Alexandra Palace.  
♦ Strengthening cross-sector partnerships.  
♦ Community festivals programme and local celebrations.  
♦ North London Cultural Industries Development Partnership. | ♦ Negative perception of Haringey.  
♦ Lack of infrastructure (venues).  
♦ Low levels of development funding  
♦ Few or no rehearsal spaces at affordable rates.  
♦ No business/private sponsorship policy or programme.  
♦ No comprehensive policy on tourism and the development of positive marketing of arts and cultural visitor attractions.  
♦ Responsibilities for delivering cultural activity spread across all service areas of the Council.  
♦ Poor revenue funding for groups.  
♦ Lack of post-college and post-training business support.  
♦ Need to build on the networking structures.  
♦ Need for more collaborative projects aimed at building capacity. |

<table>
<thead>
<tr>
<th>Opportunities.</th>
<th>Threats.</th>
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| ♦ Haringey Heartland’s development in Wood Green.  
♦ Other major sites: Bernie Grant Centre, Hornsey Waterworks, Tottenham Hotspurs and Tottenham Hale.  
♦ Growing inter-borough partnerships and regional strategies.  
♦ Developing cross-Borough linkages, including | ♦ Stronger venue infrastructure in some neighbouring Boroughs.  
♦ Poor cross-service co-ordination within the Council.  
♦ Lack of innovation at policy level.  
♦ Disenfranchisement of, and lack of engagement with, culturally diverse community.  
♦ Transportation exacerbating the East/West |
| Outreach to regeneration neighbourhoods. |
| The library network as way of engaging and accessing communities. |
| Role of schools as venues, Northumberland Park school theatre and Hornsey and Highgate Wood schools as centres of excellence. |
| Further developing Bruce Castle Museum and Alexandra Palace as visitor attractions. |
| Regeneration programmes in Northumberland Park and across Tottenham, and in Finsbury Park, West Green, Seven Sisters New Deal for Communities and Wood Green areas. |
| Higher arts and culture profile in the Mayor's Assembly and Greater London Authority. |
| Entrepreneurial community. |
| Smaller, community based Lottery programmes being introduced. |
| European Social and Regional Development funding programmes extended. |
| Divide. |
| Voluntary sector under stress due to complexities of, and difficulties in accessing, external funds. |
| Lack of opportunity for creative business expansion, contributing to a skills drain from Haringey. |
| Lower levels of Lottery funds available for cultural projects and groups. |

PRIORITIES AND ACTIONS

The issues raised before the SWOT analysis have helped to inform the following priorities and actions. The priorities reflect current thinking and projects in development, and areas where cultural and creative activity requires support. The actions will provide a framework to encourage the growth of the cultural sector, in a proactive and sustainable way, and will support an effective partnership working environment that will drive that growth. These priorities and actions, as well as being defined by local need, sit with the regional and national priorities of the London Development Agency, the Greater London Authority, the Arts Council, Sport England, lottery boards, and the Dept. of Culture, Media and Sport.

1. Culture and Diversity

Haringey has a higher than London average of young people, many from minority ethnic backgrounds, and from refugee and asylum seeker communities, now estimated at
speaking over 190 different languages. That mix of young people can create a vibrancy and richness of diversity that can be a cause for celebration. However, these communities can also include a level of deprivation that in some cases can contribute to social exclusion. Recent surveys to support the Haringey bid for New Deal for Communities funds for the Seven Sisters area, identified the concerns that the young people in that area have. Street crime, community safety, youth-on-youth crime figure highly. Haringey also has an increasing number of elderly people from minority ethnic communities, and mental health problems can be higher amongst the African and Afro-Caribbean communities.

Government research highlights the role that involvement in arts and sport can play in helping to address some of these issues, through providing a sense of self-worth, belonging, and personal empowerment. Projects that work positively with those communities need to be supported, and the Cultural Strategy will provide a framework for that activity.

**Projects Celebrating Diversity**

In Haringey, many voluntary sector organisations develop and deliver projects and programmes that work with these communities, to address their diversity and the issues arising from that.

Horn Reflections is one of the few arts and training organisations in London set up and run by people from a refugee community. They work with people from the Horn of Africa, running outreach performance projects, and developing new plays from their community and others, including the Afghani community. Jackson's Lane run a large workshop and outreach programme for young people across Haringey and North London, the most extensive for a venue of its size in London, and have a nationally renowned disability arts programme. Haringey Arts Council runs a music business course for young people from Tottenham, and many other training programmes and arts projects.

The strategy aims to build on the success of these projects but also to widen the range of activities in the borough. A strategic focus will be to actively encourage such developments in the east of the borough, where the ethnic mix is more diverse. The future
development of the Bernie Grant Centre presents a unique opportunity to support black-led performing arts groups, both locally and across the region but will also provide an economic generator for the surrounding area of Tottenham.

Events

There are a growing number of local events and festivals in Haringey. Some of these have been growing in size and scale, especially the Tottenham Carnival and Wood Green Festival, and are continuing to do so. Many events are managed entirely by committees of local people, and have a long history in the borough: Hornsey Carnival, the Muswell Hill, and Crouch End festivals for example. Tottenham Carnival is also managed by local people. Others are jointly managed by, amongst others, local Neighbourhood Management teams, and are recent additions to the festival calendar, i.e. West Green festival, where capacity is being built for local people to take over the running of such events.

The planned Wood Green Arts Festival, co-ordinated by Haringey Arts Council and with the support of local businesses, will be a major event, "animating" the streets, shops, and shop fronts, with a film festival, and a big top on Ducketts Common.

The Council also supports major music events in Finsbury Park, including the Fleadh and last years Respect Festival. These events are well attended and enjoyed by residents of the borough, London and further afield. Although these major events can have an impact on local people, they provide income to help maintain the borough's parks, and give a London wide and national profile to Haringey.

Increasing Access to Culture

Access to information and publicity are key factors. People cannot attend cultural events and participate in cultural activity, if they do not know that they exist. Utilising the library network in the borough will be central to this, because aside from the core role Library Services has, of providing access to literature, films and music, they represent one of the main public faces of the council as points of disseminating information. They provide a point for displaying publicity material, i.e. posters and leaflets, and provide Internet access
to the public who can then view the Council website. Library Services also play an important role in directly developing and supporting cultural projects. For example, they work proactively in partnership with Haringey Arts Council on creating the annual literature festival, directly develop and support projects for Black History Month, and utilise spaces in the main libraries in Wood Green and Crouch End, for exhibiting visual art.

The SWOT analysis identified many strengths, especially in the areas of diversity of communities, voluntary sector and growing partnership working. However, there are significant weaknesses that the following actions, and the Action Plan, will seek to address. Perhaps the most significant is the negative perception of Haringey, and therefore the need to celebrate positive aspects, to market the strengths, and to build local capacity with individuals and groups to help this process. This needs to include further developing use of, and access to, key heritage assets in the borough, Alexandra Palace and Bruce Castle Museum for example.

The partners to this strategy will celebrate Haringey’s diversity through the following activities.

**Actively Promoting & Celebrating Diversity in the East of the Borough**
- Move forward the development of the Bernie Grant Centre as a major focus for black performing arts.
- Actively increasing the numbers of venues and access to them
- Working through the current regeneration partnerships to place culture at the centre of project planning and activity.
- Working with local people to develop cultural, leisure and educational activities at a neighbourhood level as part of Haringey’s Neighbourhood Renewal Strategy and to increase participation in planning, delivery and enjoyment of culture.

**Supporting Local Events**
- Celebrating culture and cultural diversity through delivering an increased range of events and cultural venues.
Supporting the Tottenham, Wood Green, and other local festivals, which are vibrant events offering opportunities for fun, celebration and community cohesion.

Increasing access to Culture

Improving publicity of activities and access to information about cultural and leisure opportunities through Library Services and other partners.

2. Quality of Life

Sports and Leisure

Haringey has a ‘Recreation Plan 2000 – 2005’, where sport, leisure and healthy living is discussed in depth. The plan includes its own research and action plan. From the perspective of the Cultural Strategy, since the Recreation Plan is still a live document, we flag it up here as a piece of work to refer to, and that the cultural strategy will aim to reinforce and emphasise aspects of the recreation plan. Key aspects are increasing the leisure facilities user numbers through the "Eazycard" scheme, and the management of those leisure centres.

Parks and Green Spaces

Haringey is well served for parks and green spaces, and there has been a recognised improvement in the quality of these spaces. The strategy needs to provide support for projects that increase use and access to these areas, whilst being aware that there are some issues over how those spaces are effectively maintained. Recreation Services have worked proactively with local people to create "Friends of Parks" groups, so as to grow community interest and involvement into how the Council manages and uses its portfolio of green spaces. Some Council resources were made available so as the groups could access external funding to develop projects, including events. This strategy supports this work and encourages further projects, for example public art in open spaces and green corridors that enable wider use of the parks.

Marketing for Tourism and Visitors

More effectively marketing the opportunities in the borough for tourism and as a visitor destination can bring many benefits to local people. Especially so, if the diversity of people
in Haringey, i.e. the Greek and Turkish Cypriot communities of Green Lanes, is used positively. The variety of retail and dining out possibilities can be promoted as a reason for visiting. So too, can the leisure facilities in Wood Green Town Centre, the evening economy represented by the two cinemas, and the restaurant sector developing there, building on the linkages with the Cultural Quarter. The Cultural Quarter and the Chocolate Factory is now marketing itself as a visitor destination, through events, open studios, and the growing reputation of the Mozaica Restaurant. This strategy supports the move towards a 24 hour economy in the cultural quarter.

Many of the most important buildings in Haringey, Alexandra Palace and Bruce Castle Museum for example, are visitor attractions in their own right. How they are used, both for the benefit of local people, and to attract visitors, and how the borough uses and celebrates its built heritage, are key issues. The industrial heritage of the area has also been identified as a potential attraction for visitors to the Upper Lee.

The partners in this strategy will improve the quality of life for people in Haringey through the following activities.

**Sports and Leisure**

♦ Working to increase access to sports across communities, particularly for residents of regeneration areas.

♦ Supporting Recreation Services in expanding the "Eazycard" scheme.

**Parks and Green Spaces**

♦ Increasing the quality and the use of Haringey's green spaces and parks, including better access to the Lee Valley Park and Tottenham Marshes.

**Marketing for Tourism and Visitors**

♦ Working with the Mayor’s office, the GLA, the Lee Valley Regional Park Authority (LVRPA), the police and transport providers, to market the potential of Haringey and North London as a visitor destination, focusing on Wood Green and Green Lanes, and nationally significant venues such as Alexandra Palace and Bruce Castle Museum.
♦ Encouraging restaurants, bars, and cafes in new developments and in priority areas, to develop the evening economy, especially focused on Wood Green town centre and proposed Tottenham Hale campus as possible 24-hour economies.
♦ Promote Haringey Green Lanes as a cultural area for shopping and eating.
♦ Working towards easy, affordable access to local attractions and events.
♦ Supporting the proposal for an industrial heritage strategy to encourage tourism along the Lee Valley Corridor, with the GLA, LVRPA and neighbouring boroughs.

3. A Sustainable Cultural Economy

Geographical Economy
This strategy prioritizes two geographical focuses for cultural clusters in Haringey. In these areas the Council and its partners will actively promote and ensure the creation of a vibrant and sustainable creative economy. The cultural industries will be a cornerstone for the regeneration activity in these areas. These areas are Wood Green and Tottenham.

Wood Green
The Cultural Quarter in Wood Green has at its core the Chocolate Factory, a former Barratt's sweet factory, now a complex of 80 plus artists studios and small business units, with over 100 creative individuals and organisations working there. It is North London's largest creative enterprise centre. The Wood Green Cultural Quarter development is currently expanding, with the potential for further growth as the Haringey Heartland's scheme develops. This expansion includes a possible major new building for Mountview Theatre School, of up to 4,000 sq.m, including two new performance spaces. Creative business units, a new UKOnline Centre, and a Multimedia Centre, are being developed and managed by Haringey Arts Council, who secured Clusters funding from the LDA, to create what will be a major resource for local people and creative businesses.

The other partners in this venture include Haringey Council, Middlesex University, Urban Futures, the College of North East London, Alexandra School, the Decorium and the Workspace Group. This partnership is creating training projects in music video and digital technologies, and is a major resource for the creative community and local people.
Proposals submitted by developers for the Hornsey Waterworks site include plans for an exhibition space managed in partnership with the Royal Academy. If planning permission is secured by the developers this will be a major boost to the cultural regeneration of the area and extending to Hornsey High Street.

**Tottenham**

At Tottenham Hale, Middlesex University is intending to develop a potential 10,000+ per year student campus site, with much of its provision, including some design and arts, transferred to one site. There is strong potential for this development to act as a catalyst for the wider regeneration of the area. Complementary uses would include lively local shops, bars and entertainment venues and the young, academic population could attract new creative businesses. Partnerships between the university and business sectors would be encouraged, for example sharing research and development, to provide wider benefits to the local economy.

Tottenham Hotspur recently announced proposals for a new stadium and mixed use development on their current site, keeping them in Haringey. We will develop a partnership approach with them to ensure access and opportunity is considered for local artists and communities.

The Bernie Grant Centre at the Clyde Road depot site in Tottenham, behind the old baths building, is a potential 300 seat theatre space with associated training facilities in the media and performing arts. This will provide a venue and showcase for black and minority ethnic led performing arts groups and projects, with a local, regional and national profile. The wider site offers an opportunity for the creation of business space, which would meet a growing need amongst creative and other businesses in the area for high quality premises.

The LDA views the Lee valley Corridor as an area with potential for economic growth, and are actively supporting with funds the Bernie Grant Centre. They are also encouraging
work on different models of funding and business support, utilising Single Pot, European Objective 2 funds, and other government funds.

**Networking and Business Support**

The cultural strategy should function as a mechanism for creating an environment of business support, growth and sustainability, and for supporting creative businesses in securing external funding. Economic growth can be linked to a number of major site developments at various stages of progress within the borough at the moment, all of which have direct implications for the cultural life of Haringey. The Council has also secured funding through the City Growth Strategy, which is about creating models for business development in inner city area. Local businesses drive the strategy development and the creative industries will be a key driver of the programme. City Growth Strategy is also an important mechanism for ensuring that this Cultural Strategy meets the needs of new and growing businesses in this sector in the medium to long term.

There is a cross-borough partnership, the North London Cultural Industries Development Partnership, covering the North London sub-region, and based on the area which includes the London Boroughs of Haringey, Enfield, Barnet, and Waltham Forest. The partnership includes organisations from the voluntary sector (Haringey Arts Council) and the further education sector, the College of North East London and Barnet College, and higher education sector – Middlesex University.

The partnership takes a strategic overview of the creative industries in the area, co-ordinates activity on major funding applications (i.e. for European programmes), and works to ensure that different developments are complementary and avoid duplication of projects and effort. Central to this overview are the resources creative SME's need to survive and flourish, and the need for small business units as start-up spaces, and larger units as businesses grow. Given the number of industrial units in the borough, there is a shortage of this type of space (see above, Wood Green Cultural Quarter), and the Cultural Strategy will suggest ways of addressing this.

Haringey also has the underused resource of Hornsey Town Hall, with other smaller buildings across the borough, and the issue of how to fully utilise the potential benefits of
Alexandra Palace. The Cultural Strategy will function as a mechanism for considering ideas and proposals.

The major infrastructure developments planned and shown in the SWOT as opportunities, will all improve the cultural infrastructure of Haringey, and fill many of the current gaps in provision. However, there will still be threats from neighbouring boroughs with similar plans, i.e. the Art Depot arts centre in Barnet, or recently completed venues vying for similar markets, for example, the Ocean in Hackney. There is still work to be done in coordinating and funding arts project development, and of achieving the necessary support structure for the development and support of creative businesses and cultural activity.

The partners to this strategy will promote a sustainable cultural economy through the following actions.

**Geographical Economy - Wood Green**
- Actively develop the Wood Green Cultural Quarter as a place for growing enterprises and for the enjoyment of arts and culture, providing more cultural facilities, including new theatre, retail, library, gallery spaces, and studios/creative business units as starter and move on spaces.
- Work with St James Homes and the Royal Academy, subject to a successful planning application, to ensure that the proposed new Royal Academy Gallery on the Western Utility Lands is linked to the wider cultural quarter and provides opportunities for local residents to benefit from potential jobs, learning experiences and public gallery
- Ensuring a high standard of new built environment, including provision of public art.

**Geographical Economy - Tottenham**
- Work with Middlesex University to maximise cultural and creative benefits from their decision to locate in Tottenham Hale and supporting growth of cultural enterprises in this area.
- Redevelop the wider Tottenham International area including the development of the remainder of the Clyde Road site.
- Work with Tottenham Hotspur FC, to take forward their plans for White Hart Lane and use this as a catalyst to promote Tottenham as a cultural quarter
♦ Work to take forward the development of the Bernie Grant Centre at the Clyde Road depot in Tottenham.

♦ Ensure an appropriate range of affordable, serviced creative business units and artists studios in the east of Haringey, for growing cultural businesses or other cultural uses.

♦ Ensuring these developments offer a high standard of new built environment and better access to Lee Valley Park, other green spaces and the canal

Networking and Business Support

♦ Working with the LDA, Haringey Arts Council, other local authorities, the Small Business Service, Middlesex University, and the College of North East London (CoNEL), develop a business support strategy for the growth of the creative industries sector, as part of the City Growth Strategy (CGS) programme.

♦ Work with the Mayor for London and the Greater London Assembly to ensure Haringey plays a full part in taking forward the Mayor’s Cultural Strategy for London.

♦ Improving cultural networks to develop new partnerships, including the North London Cultural Industries Development Partnership.

4. Culture, Education, Training and Jobs

We want to invest in the future of Haringey by developing and strengthening the links between all the educational services and the culture of the Borough. In particular, enabling the schools to play their full part as centres of the community, developing closer links with youth services and Connexions, and targeting further training opportunities at young people at risk of exclusion.

We also want to enable people of all ages to access and enjoy participation in culture in all its forms, which can include working with our partners to increase provision of after-school clubs, post-school training and adult education classes. The library network and Haringey Adult Learning Services are playing key roles in achieving this goal, and have the potential to do more (for libraries especially see under access to information, pp 15).
The strategy needs to consider the fact that over 50% of long term unemployed suffer from some form of mental health problem, and support schemes that work to address this issue. People with disabilities are also often excluded from cultural training and continuing education, and the proposed cultural audit should look at provision and gaps.

As the creative and cultural industries are an expanding sector of the economy, there will be increasing demand for people with skills for working in the areas of new media, film and video production, website design. We will also be working, through marketing with key partners, to increase the demand for more traditional skills and product (i.e. furniture, jewellery, ceramics), and hence demand for training and re-training. In addition, increasingly, non-creative businesses want a workforce with the skills in non-traditional, lateral thinking that comes from a background of creative training and working.

Through key partners such as Haringey Arts Council, Jackson's Lane Community Centre, Haringey Adult Learning Services, Haringey Library Services, CoNEL, Middlesex University and the Digital Arts Centre, training in the creative industries and arts education are identified in the SWOT as a strength in Haringey. However, more needs to be done for post training support, especially for those within the community to secure employment in the cultural sector. And, although some of the borough's secondary schools have achieved specialist status in the arts, more opportunity needs to be created for young people to experience the range of culture, both in the formal and informal areas of education.

**Actions:**
The partners to this strategy, in particular the Learning and Skills Council, local authority, employers, schools and colleges and business support services will work together to:

- Create an atmosphere of lifelong learning in the community Work with partners to develop further life-long learning opportunities for the whole community.
- Develop the use of information and communication technologies by residents, public agencies and local businesses, by improving public access to and involvement in the Internet.
- Forge better links between training providers and cultural employers CGS/ LSC.
♦ Work with libraries to build linkages with the educational sector and cultural businesses.

♦ Support and market the arts and cultural courses at Haringey Arts Council, Middlesex University and the College of North East London.
# ACTION PLAN

**STRATEGIC PRIORITY: USING CULTURAL ACTIVITY TO CELEBRATE DIVERSITY.**

<table>
<thead>
<tr>
<th>KEY ACTION.</th>
<th>PARTNERS. (<strong>LEAD PARTNER</strong>).</th>
<th>RESOURCES.</th>
<th>BY WHEN.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support the Tottenham Carnival and Festival as a major community event.</td>
<td><strong>Tottenham Carnival and Festival Committee</strong>, Haringey Arts Council, Bruce Castle Museum, Parks Department, local traders.</td>
<td>Local traders, HAC Officer time, LBH Officer time.</td>
<td>June 2002 and annually.</td>
</tr>
<tr>
<td>Work to deliver a major arts and cultural festival for Wood Green, including developing a film festival for North London, showing new films from minority ethnic filmmakers.</td>
<td><strong>Haringey Arts Council</strong>, Wood Green retail businesses including Shopping City, Wood Green Town Centre Manager, Cineworld, Urban Futures, London Tourist Board.</td>
<td>Business sponsorship, Single Regeneration Budget, LBH officer time, HAC officer time.</td>
<td>September 2002 and annually.</td>
</tr>
<tr>
<td>Aim to place arts development workers within</td>
<td><strong>Neighbourhood Management</strong>.</td>
<td>Neighbourhood Renewal Fund,</td>
<td>End 2002.</td>
</tr>
<tr>
<td>Activity Description</td>
<td>Stakeholders and Partners</td>
<td>Funding Details</td>
<td>Start Date</td>
</tr>
<tr>
<td>----------------------</td>
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</tr>
<tr>
<td>the key priority areas of Seven Sisters and Northumberland Park, as a part of neighbourhood working and local community development.</td>
<td></td>
<td>regeneration funds, LBH Officer time.</td>
<td></td>
</tr>
<tr>
<td>Develop a cultural audit of activity and users in the borough, and make it available as a database.</td>
<td>All LBH directorates and relevant services, voluntary sector groups, HE and FE sector, schools, private sector.</td>
<td>Bid to Neighbourhood Renewal Fund, LBH officer time.</td>
<td>Early 2003.</td>
</tr>
<tr>
<td>Create an awards ceremony to celebrate creative achievement and ideas by young people.</td>
<td>Haringey and Connexions Youth Services, voluntary sector groups, schools.</td>
<td>LBH officer time, possibly funds from Youth Services.</td>
<td>Early 2003.</td>
</tr>
<tr>
<td>Work to improve information and publicity in libraries about cultural events and activities.</td>
<td>Library Services, other partners.</td>
<td>LBH Officer time.</td>
<td>Ongoing.</td>
</tr>
<tr>
<td>Work to develop capacity building and mentoring projects to support the aspirations of young people from minority ethnic backgrounds.</td>
<td>Youth Services, Connexions, Haringey Arts Council, Jackson's Lane, Urban Futures.</td>
<td>Bids to London Arts, Arts Council, trusts, Regeneration Partnerships.</td>
<td>Start end 2002.</td>
</tr>
<tr>
<td>Support the Friends of the Alexandra Palace Theatre group, to develop the theatre as key venue in London.</td>
<td>Friends of Alexandra Palace Theatre, English Heritage.</td>
<td>Bids to English Heritage and Heritage Lottery Fund, LBH Officer time.</td>
<td>Ongoing.</td>
</tr>
</tbody>
</table>
### STRATEGIC PRIORITY: IMPROVING QUALITY OF LIFE THROUGH CULTURE

<table>
<thead>
<tr>
<th>KEY ACTION.</th>
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<th>BY WHEN.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work to support and extend the development of the Friends of Parks group</td>
<td>Recreation Services, local communities.</td>
<td>LBH Officer time and budget.</td>
<td>Ongoing.</td>
</tr>
<tr>
<td>Work to support the Conservation Area Partnership scheme along Tottenham High Road.</td>
<td>Neighbourhood Management, English Heritage, local traders and owners.</td>
<td>English Heritage, European Funding, SRB.</td>
<td>Ongoing.</td>
</tr>
<tr>
<td>Develop a public and community arts project for improving rail bridges in the Seven Sisters New Deal for Communities area.</td>
<td>Seven Sisters NDC, Railtrack, WAGN, Haringey and Connexions Youth Services, local schools and youth groups.</td>
<td>Bid to NDC and arts lottery, LBH officer time, Railtrack in kind, WAGN in kind.</td>
<td>End 2003.</td>
</tr>
<tr>
<td>Work to highlight the value of the evening</td>
<td>Policy and Planning team, Licensing</td>
<td>LBH Officer time.</td>
<td>Ongoing.</td>
</tr>
</tbody>
</table>
STRATEGIC PRIORITY: SUPPORTING THE GROWTH OF A SUSTAINABLE CULTURAL ECONOMY.

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Start to plan to create a series of cultural networking conferences.</td>
<td><strong>Key stakeholders from LBH</strong>, voluntary, HE, FE and private sectors.</td>
<td>LBH officer time, CES budget.</td>
<td>Early 2003.</td>
</tr>
<tr>
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</tr>
<tr>
<td>Work to ensure high quality urban and architectural design is encouraged for all proposed major developments, especially the Bernie Grant Centre and Haringey Heartland’s.</td>
<td><strong>Development Control, Policy and Planning</strong>, public and private sector developers.</td>
<td>LBH Officer time.</td>
<td>Ongoing.</td>
</tr>
<tr>
<td>Work on policy position and partnership support, ensuring local opportunities for exhibiting, and widest access possible, to gallery proposal on Hornsey Waterworks site (assuming permission planning is granted).</td>
<td><strong>Royal Academy of Arts, St.James Homes</strong>, voluntary sector.</td>
<td>LBH officer time.</td>
<td>Ongoing.</td>
</tr>
</tbody>
</table>
STRATEGIC PRIORITY: INCREASING ACCESS TO CULTURAL EDUCATION, TRAINING AND EMPLOYMENT OPPORTUNITIES.

<table>
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</thead>
<tbody>
<tr>
<td>Support partners in extending access and provision in cultural and creative industry training, for the young and people from minority ethnic communities.</td>
<td>Haringey Arts Council, Jackson's Lane, College of North East London, Middlesex University, Mountview Theatre School, Bernie Grant Trust, Haringey Library Services, Haringey Adult Learning Services, Bruce Castle Museum, Digital Arts Centre.</td>
<td>LBH officer and partners time, Lottery, Dept. for Education and Skills, European funds.</td>
<td>Ongoing.</td>
</tr>
<tr>
<td>Aim to develop projects in partnership with the West Green Learning Resource Centre and Park View Academy.</td>
<td>West Green Learning Resource Centre, Park View Academy, voluntary sector arts groups.</td>
<td>Bids for SRB 5, LBH Officer time.</td>
<td>Ongoing.</td>
</tr>
<tr>
<td>Work to develop increased life-long learning opportunities for all the communities of Haringey.</td>
<td>As for the above two Key Actions.</td>
<td>As above.</td>
<td>Ongoing.</td>
</tr>
<tr>
<td>Work to support the HAC UK OnLine Centre in the Cultural Quarter.</td>
<td>Haringey Arts Council, Urban Futures, Dept. of Culture, Media and Sport</td>
<td>London Development Agency, New Opportunities Fund,</td>
<td>End 2002.</td>
</tr>
<tr>
<td>Work to support Library Services in developing Learn Direct Centres, as part of the National Grid for Learning.</td>
<td>Library Services, Dept. of Culture, Media and Sport.</td>
<td>LBH Officers time, Lottery (New Opportunities Fund).</td>
<td>Ongoing.</td>
</tr>
</tbody>
</table>
Feedback and Evaluation

Feedback and evaluation will be encouraged through the following means:
♦ Local neighbourhood assemblies.
♦ Through the scrutiny of the Community Plan and the Neighbourhood Renewal Strategy.
♦ Convening a cross-service officers group to review the Action Plan annually.
♦ Annual networking sessions with key stakeholders.

Questions.

| Question 1: There are many opportunities outlined, but also weaknesses. From your knowledge and day to day experience, are we being to optimistic, or to pessimistic, and why? |
| Question 2: Do you agree with these themes and priorities? Do you feel that they should be expanded, and that other areas of work should be mentioned? |
| Question 3: Do you endorse the actions attached to the strategic priorities, and are you working on an action we have not included? |
| Question 4: Are the evaluation and feedback mechanisms adequate, and how would you like to feedback? |

If you have any additional information outside of the scope of these questions, please do not hesitate to provide it, and any other general thoughts.
Please respond to:
Martin Charter, Arts, Culture and Tourism Officer,  
Haringey Council,  
Room 3.06,  
Civic Centre,  
High Road Wood Green,  
Wood Green,  
N22 8LE.
Email: martin.charter@haringey.gov.uk