

Economy – Year 2 Delivery Plan

Outcome 13: A growing economy and thriving local businesses, supported by a community wealthbuilding approach

Objective a) Maximise the benefits of council, other public sector funding and private investment for the local area

Delivery priorities	Progress made in Year 1 (2019-20)	Year 2 Delivery (2020-21)		Plans for Years 3 and 4 (2021-23)
		High-level Milestones	Comments/budget considerations	
<p>13.1 Implementation of a new procurement strategy</p> <p>Cabinet Lead: Cabinet Member for Local Investment and Economic Growth</p> <p>Officer Lead: Director of Environment and Neighbourhoods, and Head of Procurement</p>	<p>Procurement Strategy approved by Cabinet in October</p>	<p>Annual measures of success around community benefits – social value and engaging local small and medium sized enterprises (aligned to National Procurement Strategy) to be set out in Strategy</p>	<p>Procurement function within existing budgets, dependent on achieving £1m p.a. revenue</p>	<p>Delivery framework outlined in Procurement Strategy along with measures of success.</p>
<p>13.2 Development of an in-sourcing methodology and toolkit (also sits in Your Council Priority)</p> <p>Cabinet Lead: Leader of the Council</p> <p>Officer Lead: Director of Environment and Neighbourhoods, and Head of Procurement</p>	<p>Insourcing policy approved by Cabinet in October 2019</p> <p>Testing of methodology has taken place and the Council's Forward Plan for insourcing activity to be approved by Cabinet in March 2020</p>	<p>Insourcing toolkit in place</p>	<p>Development of toolkit to be managed within service budget; however exceptional funding may be sought if technology enablers are required.</p> <p>Tool kit to be refined as the organisation becomes more mature in bringing services back in-house.</p>	<p>Ongoing refinement of toolkit</p>

Objective b) Make it easier to do business in Haringey

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
<p>13.3 Adoption of an Economic Development Strategy</p> <p>Cabinet Lead: Cabinet Member for Local Investment and Economic Growth</p> <p>Officer Lead: Assistant Director for Regeneration and Economic Development</p>	<p>Research has been commissioned. Engagement has started. Consultation document due to go to Cabinet in March 2020, with associated consultation plan.</p>	<p>Strategy agreed by Cabinet – July 2020</p>	<p>To be met from existing resources or by attracting additional funding, but precise requirements to be further scoped as work progresses</p>	

<p>13.4 Develop an approach to Community Wealth Building</p> <p>Cabinet Lead: Cabinet Member for Local Investment and Economic Growth</p> <p>Officer Lead: Assistant Director for Regeneration and Economic Development</p>	<p>Engagement with anchor organisations. Community Wealth Building (CWB) approach approved by Cabinet in October 2019.</p>	<p>Focus moves onto delivering key aspects such as the Economic Development Strategy. Some of the actions from CWB fall outside the scope of the Economy priority. Actions are outlined in the October 2019 Cabinet paper</p>	<p>The approach will be developed within existing resources</p>	
<p>13.5 Haringey Business Pledge</p> <p>Cabinet Lead: Cabinet Member for Local Investment and Economic Growth</p> <p>Officer Lead: Assistant Director for Regeneration and Economic Development</p>	<p>Launch of the Pledge and commissioning of workstreams. Full calendar of business events. Business Web site pages refresh. Further business session to be held linked to a Meet the Buyer style event for the Leader to highlight activities delivered or in train that support Business Pledge premises</p>	<p>My Account for business rolled out by end 2020.</p>	<p>Transformation budget/IT budgets</p>	

Objective c) Increase the numbers of entrepreneurs who develop new start-ups in the Borough and who choose Haringey as a place to grow their businesses.
d) Provide affordable business space across the borough

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
<p>13.6 Launch the Productive Valley Fund (PVF)</p> <p>Cabinet Lead: Cabinet Member for Local Investment and Economic Growth</p> <p>Officer Lead: Assistant Director for Regeneration and Economic Development</p>	<p>Launch of the Productive Valley Fund held in October 2019, website now live. Re-launch of Opportunity Investment Fund (OIF) following approval to expand to Wood Green at Cabinet.</p>	<p>Up to £1.7M PVF loans awarded by end of Year 2</p>	<p>OIF - £3.4m capital fund for investment in businesses (£2.4m from GLA, £1m LBH) PVF - £3m Strategic Investment Pot funding (Haringey as accountable borough, Enfield and Waltham Forest)</p>	<p>By end of Year 3:</p> <ul style="list-style-type: none"> £2.7M PVF loan fund – all initial grant funding awarded as loans. Boroughs to review continuation of PVF. <p>Recycled OIF loan repayments continue to provide funding to businesses</p>
<p>13.7 Launch targeted business support initiatives</p> <p>Cabinet Lead: Cabinet Member for Local Investment and Economic Growth</p> <p>Officer Lead: Assistant Director for Regeneration and Economic Development</p>	<p>Launched Start-ups in London Libraries (partnership with British Library) - May 2019. Wayra Tottenham opened – September 2019 Haringey Entrepreneurs Development Programme (HEDP) – October 2019 Service level agreements with Trampery & other business support agencies Broadband for Business Programme Launch</p>	<p>Haringey Enterprise Network created involving all start-up and enterprise advisors linking up with London and GLA enterprise support networks. Broadband for Business Roll-out of fibre beginning. Further initiatives and targeted support activity will be developed in line with the Economic Development Strategy</p>	<p>SiLL: British Library matched by existing LBH staff time Wayra: New Homes Bonus funding secured HEDP: Employment Resilience Fund secured/committed SLAs: no funding required Broadband: SIP Local London/Bexley accountable body.</p>	

Objective e) Support our town centres and high streets to thrive in a changeable economy

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
<p>13.8 Develop a toolkit to support high streets across the borough</p> <p>Cabinet Lead: Cabinet Member for Local Investment and Economic Growth</p> <p>Officer Lead: Assistant Director for Regeneration and Economic Development</p>	<p>Consultation and development of online toolkit to continue as part of Economic Development Strategy work and Business Pledge commitment</p>	<p>Implementation of toolkit – Year 2</p>	<p>To be developed within existing resources, further budget considerations to be developed as work progresses</p>	
<p>13.9 To continue to build the evidence base and focus work on Tottenham and Wood Green High Roads to support town centres and high streets to thrive in a changing economy</p> <p>Cabinet Lead: Cabinet Member for Local Investment and Economic Growth</p> <p>Officer Lead: Assistant Director for Regeneration and Economic Development</p>	<p>Tottenham Tottenham High Road Retail Study completed and results feeding into Future High Street Fund bid work Evening Economy work programme developed with a focus on Business Crime. Bruce Grove business support programme underway. Expanded Winter Festival events as part of Small Business Saturday. Delivery commences on Pride in the High Road through the Tottenham Good Growth Fund. Tottenham Heritage Action Zone Fund bid submitted in December 2019.</p> <p>Wood Green Wood Green and Turnpike Lane Placemaking Manual – draft December 2019 Improvement Plan for Turnpike Lane underway.</p>	<p>Tottenham Interventions developed to support findings of Tottenham High Road Retail study/Future High Streets Fund bid Implement Business Crime Reduction/Evening Economy programme of support and promote sector with active involvement from business community Tailored 1-2-1 support delivered to 100 Bruce Grove businesses by end of programme. Future High Street Fund bid to be submitted in April 2020. Tottenham Heritage Action Zone Fund delivery phase from 2020 to 24.</p> <p>Wood Green Continuing work on the Improvement Plan for Turnpike Lane. Future Wood Green and Haringey Town Centre Positioning Study – June 2020</p>	<p>Tottenham Evening Economy work programme part funded by New Homes Bonus and part dependent upon Future High Street Fund bid outcome. Seek further funding to roll out to other town centres in future years. First phase to be funded from Capital Budget. Implementation stage a mix of S106 and GLA Good Growth Fund (TBC)</p> <p>Wood Green GLA Good Growth Fund 3 final proposal to be submitted February 2020 to seek funding for Turnpike Lane improvements and for Wood Green High Road</p>	

Outcome 14: A borough where all residents have access to training and skills development opportunities and more people are supported into work

Objective a) Enable all residents to access opportunities to develop their skills, so that they can compete effectively for high quality jobs in the local and London labour market

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
<p>14.1 Working with partners, develop a borough-wide English for Speakers of Other Languages (ESOL) strategy</p> <p>Cabinet Lead: Cabinet Member for Local Investment and Economic Growth</p> <p>Officer Lead: Assistant Director for Regeneration and Economic Development</p>	<p>Consultation with partners as part of ESOL Coordination project. Progress to July 2019:</p> <ul style="list-style-type: none"> • 235 residents engaged and assessed • Mapping identified 140+ ESOL providers in the borough • Borough ESOL network established, two meetings held • 40 voluntary and community sector organisations signed up to project • training offer for voluntary and community sector organisations 	<p>Strategy Developed by Year 2</p> <p>Draft Strategy for sign off May 2020</p>	<p>Funding is for 18 months and is from the Ministry of Housing, Communities and Local Government.</p>	
<p>14.2 Develop a strategic approach to skills and employment through the Economic Development Strategy (EDS)</p> <p>Cabinet Lead: Cabinet Member for Local Investment and Economic Growth</p> <p>Officer Lead: Assistant Director for Regeneration and Economic Development</p>	<p>Required research commissioned and engagement completed (see EDS points above)</p> <p>Research in progress, stakeholder events have been held with service users, young carers, skills and training providers. Draft Priorities identified November 2019</p>	<p>Strategy agreed with Cabinet – July 2020.</p>	<p>Through existing resources</p>	

Objective b) Increase the number of Haringey residents, especially from disadvantaged background and/or with additional needs, securing quality employment

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
<p>14.3 Develop a Special Education Needs and Disability (SEND) supported employment</p>	<p>SEND supported employment programme developed – July 2019.</p> <p>Project Search launched July 2019 as a pilot for one year.</p>	<p>Partnerships with employers created.</p> <p>LBH pledges to accept SEND placements within selected teams/departments.</p>	<p>Existing budgets</p> <p>Bid for transformation funding has been secured</p>	<p>Expand Project Search Pilot and increase numbers of young people entering the programme from Haringey</p> <p>Deliver new specialist provision from</p>

<p>and internship programme</p> <p>Cabinet Lead: Cabinet Member for Local Investment and Economic Growth (with Cabinet Member for Children and Families)</p> <p>Officer Lead: Assistant Director for Regeneration and Economic Development</p>	<p>Transformation Proposal currently being drafted for a specialist supported employment resource in Haringey Works from April 2020 MyAFK employment support programme has commenced employment support for residents with SEND</p>	<p>Supported employment team in place April 2020 Extension of Project Search Pilot agreed with clearer pathway for Haringey Residents</p>		<p>Haringey Works</p>
<p>14.4 Care Leavers Employment Programme</p> <p>Cabinet Lead: Cabinet Member for Local Investment and Economic Growth (with Cabinet Member for Children and Families)</p> <p>Officer Lead: Assistant Director for Regeneration and Economic Development</p>	<p>A business case to support targeted support to Care Leavers – December 2019</p>	<p>TBC</p>	<p>Proposal to use Labour Market Resilience Reserve funded for 2 years. Service area to confirm funding but approximately 104k</p>	<p>Deliver additional support</p>
<p>14.5 Haringey Adult Learning Service (HALS) progression programme</p> <p>Cabinet Lead: Cabinet Member for Local Investment and Economic Growth</p> <p>Officer Lead: Assistant Director for Regeneration and Economic Development</p>	<p>Provide employment and progression support for learners at HALS to ensure they link with employment programmes and opportunities.</p> <ul style="list-style-type: none"> • Santander work placement for bookkeeping students July 2019 • HALS Careers Carousel Employers Event November 2019 • Business In The Community mentoring Programme commenced October 2019 	<p>Seek to embed via Haringey’s contribution to Adult Education Budget (AEB) budget review by Mayor.</p>	<p>Adult Education Budget / GLA</p>	
<p>14.6 Haringey Higher Levels Skills programme which also seeks to support</p>	<p>Programme launched in November 2019 with GLA and North London Partnership Consortium and delivery commenced First contract monitoring December 2019</p>	<p>Higher Level skill progression monitoring report produced.</p>	<p>GLA/LBH</p>	

<p>residents progress in work</p> <p>Cabinet Lead: Cabinet Member for Local Investment and Economic Growth</p> <p>Officer Lead: Assistant Director for Regeneration and Economic Development</p>				
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Objective c) Support higher numbers of local residents, in particular those from disadvantaged backgrounds, to secure quality apprenticeships

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
<p>14.7 Develop the Council's apprenticeship action plan (shared with Your Council Priority)</p> <p>Cabinet Lead: Cabinet Member for Corporate and Civic Services (with Cabinet Member for Local Investment and Economic Growth)</p> <p>Officer Lead: Assistant Director for Regeneration and Economic Development and Chief People Officer</p>	<p>This work is being led by HR. Team fed into internal presentation in October 2019.</p>	<p>Ongoing implementation of In-house apprenticeship strategy following restructure of HR function</p>	<p>In-house apprenticeship strategy will require resource – Your Council. Restructure of HR required with new resources to support new programme.</p>	
<p>14.8 Develop borough-wide apprenticeship action plan</p> <p>Cabinet Lead: Cabinet Member for Local Investment and Economic Growth</p> <p>Officer Lead: Assistant Director for Regeneration and Economic Development</p>	<p>Borough-wide Apprenticeship Action Plan developed. Apprenticeship Forum (LBH currently) extended to include CONEL/ Haringey Education Partnership (HEP) and other partners This area of work is being reviewed via a review of Haringey Works and will be picked up via relevant recommendations</p>	<p>Major employers brought into the borough to recruit: TfL, OpenReach, BT, BBC, Met Police etc.</p>		

<p>14.9 Haringey Higher Levels Skills programme which also seeks to support residents progress in work</p> <p>Cabinet Lead: Cabinet Member for Local Investment and Economic Growth</p> <p>Officer Lead: Assistant Director for Regeneration and Economic Development</p>	<p>Launched in November 2019 with GLA and NLPC</p> <p>See above</p>	<p>Higher Level skill progression monitoring report produced.</p>	<p>GLA/LBH budget</p>	
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Outcome 15: A borough with more quality jobs with opportunities for progression

Objective a) Ensure investment in the borough increases the number of quality jobs for local people

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
<p>15.1 Re-focus the Haringey Works Team to focus on quality jobs and new opportunities. (also supports Outcome 14 a, b)</p> <p>Cabinet Lead: Cabinet Member for Local Investment and Economic Growth</p> <p>Officer Lead: Assistant Director for Regeneration and Economic Development</p>	<p>Expand remit of the Haringey Works team to include skilled employment engagement function to attract opportunities from major employers inside and outside of the borough, as well as strengthening apprenticeship capacity.</p> <p>Review of current Haringey Works service model commenced with recommendation to be considered.</p> <p>Work underway to secure London Construction Programme (LCP) levy to support structured employer engagement function</p>	<p>Subject to funding implementation of action plan. First job opportunities secured and filled.</p> <p>Integrate Haringey Works fully into Communities First Programme – with geographic focus and cohort focus to future work priorities.</p>	<p>Resource required for Employer Engagement role – to be funded from existing resources (internal levy)</p> <p>Labour Market Resilience Reserve Bid for LCP funding Dec 2019 this funding will be available end of financial year 20/21</p>	
<p>15.2 Ensure Local Plan plans for the right amount of employment space, of the right type, in the right places to maximise jobs and the economy in Haringey</p> <p>Cabinet Lead: Cabinet Member for Climate Change and Sustainability (with Cabinet Member for Local Investment and Economic Growth)</p> <p>Officer Lead: Assistant Director for Planning, Building Standards and Sustainability</p>	<p>Initial Local Plan engagement (March – May 2020)</p>	<p>Commission and publish Employment Land Review (ELR) as part of Local Plan evidence base and consultations</p>	<p>Subject to agreed budget for Local Plan</p>	<p>Year 3 Proposed Submission Local Plan consultation, Submission, Examination and Adoption</p>

Objective b) We will become a London Living Wage Borough (LLW) and use our own purchasing power to promote quality jobs

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	

<p>15.3 Use Council purchasing power to promote quality jobs</p> <p>Cabinet Lead: Cabinet Member for Local Investment and Economic Growth (with Leader of the Council)</p> <p>Officer Lead: Director of Environment and Neighbourhoods, and Head of Procurement</p>	<p>Jobs opportunities embedded in procurement strategy. Developing social value tool kit to support procurement activity and embed requirements.</p> <p>Proposal developed to enable tracking of social value in procurement/commissioning activity</p>	<p>Monitoring and evaluation programme created. Introduce new technology that will enable the Council to track social value in our procurement/commissioning activity.</p> <p>Introduction of London Living Wage (LLW) and enhanced working conditions to be a contractual requirement across the supply chain</p>	<p>Introduction of LLW and enhanced working practices will need to be managed and tailored according to sectors.</p>	<p>Review progress to date, measure success and amend approach where required to improve outcomes/targets</p>
<p>15.4 Use the Council's leverage through grant-funded programmes to promote the creation of London Living Wage jobs</p> <p>Cabinet Lead: Cabinet Member for Local Investment and Economic Growth</p> <p>Officer Lead: Assistant Director for Regeneration and Economic Development</p>	<p>Launch Productive Valley Fund and re-launch Opportunity Investment Fund –October 2019. All businesses sign up to provide jobs at LLW as minimum. Creative Enterprise Zone European Social Fund strand to promote careers in the creative sectors.</p>	<p>Embed LLW jobs in future grant-funded programmes.</p> <p>Delivery of CEZ ESF programme</p>	<p>OIF - £3.4m capital fund PVF - £2.7m between 3 boroughs</p> <p>CEZ/ESF - £500k</p>	<p>CEZ ESF is a 3-year programme.</p>
<p>15.5 Work with the Council's strategic partners to promote quality jobs and London Living Wage</p> <p>Cabinet Lead: Cabinet Member for Local Investment and Economic Growth</p> <p>Officer Lead: Assistant Director for Regeneration and Economic Development</p>	<p>Started engagement with Council's strategic partners – create more links with major London employers through Haringey networks and working with bodies such as Business in the Community.</p> <p>Haringey Construction Partnership engagement with developers on S106 delivery</p> <p>Business Pledge being led by Policy Team</p>			

<p>15.6 Capital Programme Construction Jobs Programme (part of Haringey Construction Partnership)</p> <p>Cabinet Lead: Cabinet Member for Local Investment and Economic Growth</p> <p>Officer Lead: Assistant Director for Regeneration and Economic Development</p>	<p>Forms of contract agreed including jobs targets for all capital programme contacts. New s106 skills and training contract clauses implemented for developers subject to s106 obligation Rolling out employment and skills template to LCP opportunities Exploring expansion of LCP performance management system to capture s106 employment and skills obligations</p>	<p>Full programme of job pledges feeding into Haringey Construction Partnership programme.</p>	<p>Capital Programme</p>	<p>Agree outcomes and measures for success with partners Suicide prevention initiative Meet the buyer events</p>
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Objective c) Help grow those sectors of the economy which offer the best opportunities for our residents

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
<p>15.7 Encourage growth of key sectors of the economy by building on existing strengths and identifying new/strategic sectors through the Economic Development Strategy</p> <p>Cabinet Lead: Cabinet Member for Local Investment and Economic Growth</p> <p>Officer Lead: Assistant Director for Regeneration and Economic Development</p>	<p>Development of the Economic Development Strategy</p>	<p>Sectoral focus to be developed through the Economic Development Strategy</p>		
<p>15.8 Tailoring Academy/Fashion Enter</p> <p>Cabinet Lead: Cabinet Member for Local Investment and Economic Growth</p> <p>Officer Lead: Assistant Director for Regeneration and Economic Development</p>	<p>Tailoring Academy launch event held November 2019; joint event also launching the Creative Enterprise Zone</p>	<p>Full operation and training programme from 2020</p>	<p>New Homes Bonus / GLA funded</p>	

<p>15.9 Tech/Digital Sector Programme</p> <p>Cabinet Lead: Cabinet Member for Local Investment and Economic Growth</p> <p>Officer Lead: Assistant Director for Regeneration and Economic Development</p>	<p>Wayra Launch Autumn 2019</p>	<p>First business to be supported by investment</p>	<p>New Homes Bonus / GLA funded</p>	
<p>15.10 Creative Sector</p> <p>Cabinet Lead: Cabinet Member for Local Investment and Economic Growth (with Cabinet Member for Corporate and Civic Services)</p> <p>Officer Lead: Assistant Director for Regeneration and Economic Development</p>	<p>Launch the Creative Enterprise Zone – Autumn 2019 and Music Industry Strategy</p>	<p>Programme of support developed.</p>	<p>GLA/LBH match.</p>	

Objective d) Use direct delivery to promote quality local employment and community prosperity.

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
<p>15.11 Haringey Construction Partnership (HCP)</p> <p>Cabinet Lead: Cabinet Member for Local Investment and Economic Growth</p> <p>Officer Lead: Assistant Director for Regeneration and Economic Development</p>	<p>Haringey Construction Partnership officially launched – July 2019</p> <p>First set of residents complete training programme</p> <p>First training programme underway at Conel Construction Academy</p> <p>Agreement secured with neighbouring boroughs to move apprentices across sites</p>	<p>First set of apprentices complete apprenticeships</p> <p>More residents access Haringey Construction Partnership commissioned training allowing for residents to compete in the wider labour market</p> <p>Cross-borough partnership established, allowing for residents to access quality jobs in neighbouring boroughs</p>	<p>Length of apprenticeships vary dependent on level and trade</p> <p>Cost implications for training potentially leveraging in external funding</p>	
<p>15.12 Work with partners and major employers in the borough to target</p>	<p>In partnership with Tottenham Hotspur Foundation/ Tottenham Hotspur Football Club, jobs fair launched at THFC Stadium</p>	<p>As above</p>	<p>Resource required for Employer Engagement role – to be funded from existing resources.</p> <p>HHLSP – GLA European Social Funding matched by</p>	<p>Deliver targeted employer engagement</p>

<p>opportunities to local residents</p> <p>Cabinet Lead: Cabinet Member for Local Investment and Economic Growth (with Leader of the Council)</p> <p>Officer Lead: Assistant Director for Regeneration and Economic Development</p>	<p>Launch the Haringey Higher Levels Skills programme (HHLSP) which also seeks to support residents progress in work.</p> <p>Bid for funding for Employer Engagement work via LCP levy submitted</p> <p>HHLSP programme</p>		<p>LBH reserves – committed and contracted.</p>	
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Outcome 16: Regeneration with social and economic renewal at its heart, focused on Tottenham and Wood Green

Objective a) Regeneration for the benefit of our communities within Tottenham and Wood Green

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
<p>16.1 Development of estate improvement plans for Northumberland Park and Broadwater Farm</p> <p>Cabinet Lead: Cabinet Member for Housing and Estate Renewal</p> <p>Officer Lead: Assistant Director for Regeneration and Economic Development</p>	<p>Engagement with local residents from Summer 2019 (Northumberland Park) followed by Broadwater Farm</p> <p>Appointment of design team for Broadwater Farm Q3 2019/20</p> <p>Appointment of design team for Northumberland Park Q4 2019/20</p> <p>Scoping early improvement actions for Northumberland Park ongoing from Q2 2019/20</p>	<p>Delivery of early wins for Northumberland Park-2020/21</p> <p>Design options for new homes for Broadwater Farm 2020</p> <p>Agreed improvement plans for both estates – 2021</p>	<p>Dependent on capital bid /GLA Good Growth Fund development support bid for Northumberland Park public realm and HRA funding for Broadwater Farm</p>	
<p>16.2 Delivery of capital projects in Tottenham and Wood Green</p> <p>Cabinet Lead: Cabinet Member for Finance and Strategic Regeneration</p> <p>Officer Lead: Assistant Director for Regeneration and Economic Development</p>	<p>Tottenham Delivery commences on GLA funded Good Growth Fund 2 projects in Tottenham (improved local commercial spaces at 551B Tottenham High Road and at remodelled former Bruce Grove Public Convenience (BGPC) Social Value Lease, The Trampery Tottenham, Pride in the High Road, Business Support)</p> <p>Secured £2m High Street Heritage Action Zone Funding. Submitted Stage 1 application of the Future High Streets Fund (FHSF)</p> <p>Liveable Seven Sisters contractor procurement by Spring 2020.</p> <p>Housing Zone – Tottenham Hale infrastructure works on site</p> <p>Tottenham Hale capital projects – Chesnut Road, on site, completion in 2019</p> <p>Ferry Lane and Broad Lane Gateway – on site March 2020</p>	<p>551B Tottenham High Road – Viability report to inform design development – completed December 2019</p> <p>Former Bruce Grove Public Convenience – planning submitted November 2019, operator procurement progressed, aim to start on site in Autumn 2020,</p> <p>The Trampery – design team procurement underway.</p> <p>Pride in the High Road (PiTHR)- Design Brief developed.</p> <p>Business Support-over 100 businesses engaged</p> <p>Police Station/Reynardson Court/Car Parks-feasibility study completed, parking study expected December 2019.</p> <p>Gourley Triangle – Capacity study commissioned</p> <p>Tottenham Green Phase 2 – Start on Site Spring 2020</p> <p>Improvements to Down Lane Park and the Paddock – Scheme development and engagement from 2020</p>	<p>Tottenham Tottenham GGF - £2m GLA grant funding</p> <p>Budget shortfall – 551B and BGPC, proposed re-profiling from FHSF and High Streets Heritage Action Zones respectively</p> <p>Housing Zones - £100m GLA funding, including infrastructure funding</p> <p>Tottenham Hale DCF Projects - £39m total programme, including S106 and external grant</p>	<p>551B Tottenham High Road – deliver on site by January 2021</p> <p>Former Bruce Grove Public Convenience - deliver on site by January 2021 with Social Value Lease in place.</p> <p>The Trampery – deliver Phase 1 by winter 2020</p> <p>PiTHR-deliver project in Summer 2020</p> <p>Police Station/Reynardson Court/Car Parks-deliver new homes on car park sites in Phase 1 to allow for single move from Reynardson Court</p> <p>Gourley Triangle – Cabinet report for land assembly strategy – February 2020</p>

	<p>Wood Green Delivery underway of GLA funded Good Growth Fund 1 projects in Wood Green: Refurbished commercial spaces at Clarendon Yards (complete), Penstock Tunnel improvements, public realm improvements in Wood Green</p> <p>Scoping work underway for Bury Rd Car Park – key part of the council accommodation strategy and a new health centre for Wood Green</p>		<p>Wood Green Wood Green Good Growth Fund - £2.2m with £900k GLA grant funding. Penstock Tunnel requiring additional S106 funds (£255k). Part of Bury Rd to be funded by the new GGF bid;</p>	
<p>16.3 Continue to work with strategic partners to identify and bid for new funding opportunities</p> <p>Cabinet Lead: Cabinet Member for Local Investment and Economic Growth</p> <p>Officer Lead: Assistant Director for Regeneration and Economic Development</p>	<p>Future High Streets Fund: Tottenham High Road shortlisted in summer 2019 to progress to Stage 2; preparation of detailed proposals underway for submission April 2020.</p> <p>Heritage Action Zone bid for Tottenham successful, final proposal submitted December 2019 focused on Bruce Grove.</p> <p>Strategic Investment Pot Round 2 bid submitted in Summer 2019. Consultation report issued which recommends inclusive growth bid (workspace and business support) be allocated funding, exact amount TBC.</p> <p>GLA Good Growth Fund 3 – Wood Green and Turnpike Lane improvements bid progressed to Stage 2 December 2019.</p>	Delivery of newly funded projects, dependent on bid outcome	New projects dependent on new external funding sources	

Objective b) Take account of how people feel about the way their local areas are changing, building cohesive and resilient communities

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
<p>16.4 Ensure that social and community infrastructure is delivered alongside development sites and that it is supported by a robust evidence base and aligned to Council strategies</p> <p>Cabinet Lead: Cabinet Member for Finance and Strategic Regeneration</p> <p>Officer Lead: Assistant Director for Planning, Building Standards and Sustainability</p>	<p>Construction of Welbourne Health Centre commenced Approach agreed for the delivery of further health centre</p> <p>Community Infrastructure Levy (CIL) Partial Review Draft Charging Schedule (DCS) approved by Cabinet in November 2019 for consultation in 2019/20</p>	<p>Opening of Welbourne Health Centre Commencement of delivery of further health centres</p> <p>CIL Partial Review Summer 2020: Submission and Examination Approval & Effect: Early 2021</p> <p>Infrastructure Funding Statement (IFS) December 2020: Published. Sets out income and expenditure for CIL and Section 106 obligations (S106s)</p>	<p>Opening subject to approval of Final Business Case Funding to be determined</p> <p>CIL Partial Review Sets increased CIL rates for the Eastern zone of the borough, resulting in increased income for the Council</p>	<p>Infrastructure Funding Statement Required to be published on an annual basis</p>

<p>16.5 Review, agree and embed Social Impact Indicators across the Regeneration programme</p> <p>Cabinet Lead: Cabinet Member for Finance and Strategic Regeneration</p> <p>Officer Lead: Assistant Director for Regeneration and Economic Development</p>	<p>Social Impact indicators embedded across programme - Summer 2019</p>			
<p>16.6 Maximise employment outcomes from social value activities through the Tottenham Charter Employment/Haringey Construction Partnership</p> <p>Cabinet Lead: Cabinet Member for Local Investment and Economic Growth</p> <p>Officer Lead: Assistant Director for Regeneration and Economic Development</p>	<p>Tottenham Charter Event held November 2019 celebrating success and communicating proposed changes and development following completion of external evaluation</p> <p>Haringey Construction Partnership launched July 2019</p> <p>S106 Employment and Skills plans embedded with all major contractors</p> <p>S106 Employment and Skills outcomes strengthened through improved S106 clauses, including punitive measures for failing to meet apprenticeship targets</p>	<p>Implement model for expanding Charter to Wood Green.</p> <p>Extend Haringey Construction Partnership to all Capital Programme projects – including schools contractors, house building programme contractors.</p>	<p>Expansion of the Tottenham Charter to Wood Green could require further resource – development plan to determine funding sources for this e.g. external funding bids.</p> <p>Haringey Construction Partnership – s106 funding plus funding from HRA and Capital Programme for programme management – or charge to capital – further work required to identify resources.</p>	<p>Expand s106 skills and training collaboration with neighbouring boroughs</p>

Objective c) Use council land and assets to promote improved outcomes for residents

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
<p>16.7 Identify strategy for Council Owned Sites in Wood Green, including new Council Accommodation; adopt the Wood Green Area Action Plan</p> <p>Cabinet Lead: Cabinet Member for Finance and Strategic Regeneration</p>	<p>Cabinet decision to consolidate council accommodation to a reduced number of sites – July 2019.</p> <p>Wood Green AAP – Regulation 19 proposed submission consultation early 2020 subject to the above</p>	<p>Cabinet decision on preferred site/ sites for council accommodation - May 2020.</p> <p>Council Owned Sites in Wood Green Strategy approved – 2020/21</p> <p>Start on site for new council accommodation building/ buildings – 2021/22</p> <p>Wood Green AAP submission and examination 2020/21, subject to above</p>		

Officer Lead: Assistant Director for Regeneration and Economic Development				
<p>16.8 Commercial Review of Property Portfolio - to achieve a more balanced portfolio and link tenants with business support programmes to help them grow and create more jobs</p> <p>Cabinet Lead: Cabinet Member for Finance and Strategic Regeneration</p> <p>Officer Lead: Assistant Director for Capital and Major Projects</p>	<p>Strategic Review of Commercial portfolio completed, due to be reported to Cabinet in March 2020</p> <p>Preparation of Asset Management Plan, due to be considered by Cabinet in February 2020, taking into account findings of strategic review</p> <p>Landlord review – to arise from commercial review by end 2019/20.</p> <p>Carry out major repairs and investment on industrial estates owned by Council – full landlord obligations to be identified, costed and works programmed</p>	<p>Maintain balanced portfolio through strategic acquisitions and disposals</p> <p>Full programme of repairs across all portfolio and divest of non-core stock</p>	<p>Proposed Headlease acquisitions comprised in MTFS savings proposal; Capital bid made for refurbishment and remedial works on multi-let and other commercial properties for implementation in 2020</p>	<p>Proposed acquisition of headleases to continue in line with MTFS savings proposal. Further capital spend on commercial portfolio to improve condition and letting potential to be ongoing</p>
<p>16.9 Asset Management Plan. Including Review of Community Based Assets, Adults/Children also Corporate Assets</p> <p>Cabinet Lead: Cabinet Member for Finance and Strategic Regeneration</p> <p>Officer Lead: Assistant Director for Capital and Major Projects</p>	<p>Asset Management Plan (AMP) to be considered by Cabinet in February 2020 for Budget input. Schools AMP finalised.</p>	<p>Asset Management Plan Investment Strategy long term.</p>	<p>Existing budgets and MTFS. Merging of AMP and Capital Strategy to align both documents.</p>	<p>AMP fully aligned with Capital Programme, so all property investment prioritised as a programme within full year capital investment limits.</p>
Objective d) Bring the physical and social infrastructure that growing communities need.				
Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
<p>16.10 Pilot new approaches to community hubs and spaces to deliver new community infrastructure and housing on council owned sites</p>	<p>Selby Urban Village masterplanners appointed October 2019 and commenced November 2019</p>	<p>Selby – Delivery to commence 2022</p> <p>WICC – Delivery to commence 2022</p>	<p>Masterplanning and viability work from existing budgets.</p> <p>Delivery dependent on further capital funding</p>	

<p>Cabinet Lead: Cabinet Member for Finance and Strategic Regeneration</p> <p>Officer Lead: Assistant Director for Regeneration and Economic Development</p>				
<p>16.11 Continue to work with partners in the rail and transport industry to ensure that strategic transport projects are delivered</p> <p>Cabinet Lead: Cabinet Member for Finance and Strategic Regeneration and Leader of the Council</p> <p>Officer Lead: Assistant Director for Planning, Building Standards and Sustainability</p>	<p>White Hart Lane station works complete Tottenham Hale Station upgrade – completion Spring 2020</p>	<p>Ongoing lobbying in support of Crossrail 2</p> <p>Engagement with emerging London Rail Strategy</p>	<p>Delivery by third parties</p>	
<p>16.12 Implement policies and ensure up-to-date methodology for child-yield to plan for high-quality play spaces and green spaces as part of new developments</p> <p>Cabinet Lead: Cabinet Member for Climate Change and Sustainability</p> <p>Officer Lead: Assistant Director for Planning, Building Standards and Sustainability</p>	<p>Use latest GLA methodology and calculator (May 2019, completed)</p> <p>Report went to Housing and Regeneration Scrutiny Panel (June 2019) setting out latest approach</p>	<p>Monitor new MHCLG methodology and guidance and ensure best approach in Local Plan</p>	<p>Within existing staff budgets, unless specialist research needs to be commissioned</p>	
<p>16.13 Continue to work with partners to ensure that there is a thriving market at Wards Corner</p> <p>Cabinet Lead: Cabinet Member for Finance and Strategic Regeneration</p>	<p>Judicial Review – October 2019 Housing and Regeneration Scrutiny Panel and Policy Advisory Group reports sent to Cabinet for consideration – October 2019</p> <p>October 2019 - Legal challenge by market traders of Secretary of State’s decision to confirm the Compulsory Purchase Order (CPO)</p>	<p>Apex House completion, market traders supported to relocate – 2020</p> <p>March 2020 – Decision made by Court of Appeal on the market traders request for permission to make an appeal against the High Court judgement. CPO implementation by December 2020.</p>	<p>Within existing budgets</p> <p>Within existing budgets</p>	<p>December 2023 – Completion of Wards Corner development.</p> <p>January 2024 – Market traders supported to move from the temporary market to the new market.</p>

<p>Officer Lead: Assistant Director for Regeneration and Economic Development</p>	<p>dismissed by the High Court.</p> <p>October 2019 – Housing and Regeneration Scrutiny Panel/Overview and Scrutiny Committee report and recommendations published. Responses to recommendations to be considered by Cabinet in January 2020.</p> <p>January 2020 – Report and recommendations of the independent consultant’s review of the viable options for the future management/operation of the Seven Sisters Market considered by Policy Advisory Group.</p>	<p>June 2020 – Apex Gardens development completed.</p> <p>December 2020/January 2021 – Market traders supported to move to the temporary market at Apex Gardens.</p>		
<p>16.14 Consult on Neighbourhood Community Infrastructure Levy (CIL) allocation proposals, and align Strategic CIL spending with the existing Local Plan</p> <p>Cabinet Lead: Cabinet Member for Climate Change and Sustainability</p> <p>Officer Lead: Assistant Director for Planning, Building Standards and Sustainability</p>	<p>Neighbourhood Community Infrastructure Levy (NCIL)</p> <p>Early 2020: Round 1 Consultation (2018) projects approved for spend</p> <p>Early 2020: Round 2 Consultation commences</p> <p>Strategic Community Infrastructure Levy (SCIL)</p> <p>Updated income and spend figures published in CIL Annual Report (December 2019)</p>	<p>NCIL</p> <p>Late 2020 / early 2021: Round 2 Consultation projects approved for spend</p> <p>SCIL</p> <p>Updated income and spend figures published in Infrastructure Funding Statement (IFS) (December 2020)</p>	<p>NCIL</p> <p>Involves spending, as required by legislation</p> <p>Additional staff resource needed, to be self-funded through CIL administration expenses</p> <p>SCIL</p> <p>Spend to be decided as part of Capital Programme</p>	<p>SCIL and NCIL rolls over every year</p>
<p>16.15 Deliver new homes and jobs on High Road West (HRW), securing substantial community benefits through the process</p> <p>Cabinet Lead: Cabinet Member for Housing and Estate Renewal4ew</p> <p>Officer Lead: Assistant Director for Regeneration and Economic Development</p>	<p>Work to review the High Road West scheme</p> <p>Development of Business Case for bid to the GLA’s Affordable Housing Programme</p>	<p>Subject to Year 1 review</p> <p>Summer 2020: Cabinet decision regarding Landlord Offer and Resident Offers followed by Ballot</p> <p>If Ballot confirms agreement to proceed – commencement of Planning process</p>	<p>£131.3m funding in capital programme for HRW</p> <p>Capital cash flow of above funding agreed with Finance based on anticipated land assembly programme and phasing in accordance with the business case.</p> <p>Seeking Cabinet approval of the new Financial Proposal in Summer 2020</p>	<p>21/22: Confirm Planning consent</p> <p>By end of Year 3, aim to start on site</p> <p>Year 4: Progress delivery of next phase(s)</p>