



GROUNDWORK IN HARINGEY

A proposal made by Haringey Council and Groundwork

A partnership of the public, private, voluntary and community sectors for the sustainable development of Groundwork in Haringey

Final Draft October 2006

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FOREWORD

Support by a prominent local person for the proposal.

Suggest this is either Cllr Lorna Reith, Cllr Amin, Cllr Brian Haley? LBH to advise.

EXECUTIVE SUMMARY

This report concludes the feasibility study for developing Groundwork services in Haringey. The Phase 1 document supported the need for establishing Groundwork in the Borough and this report demonstrates that there is a sound business case and viability to those operations, highlighting the way in which Groundwork will complement existing provision and how the new services will be delivered and managed.

Haringey Council's Economic Regeneration Unit first approached Groundwork to investigate the development of services in the borough just over two years ago. In Spring 2005, a widespread stakeholder consultation and desk research study were undertaken to test the role and need for Groundwork services in the borough. The outcome of which was extremely positive, so subsequently the phase 2 process over the last year has developed a business plan for Groundwork in Haringey, amongst existing organisations and regeneration initiatives.

There is a wealth of regeneration initiatives in the borough that have been driven through the various regeneration programmes via the Council and other strategic/local partnerships. BTCV are the main environmental sector focusing on conservation activities. Overall, it has been clearly demonstrated that Groundwork's ability to deliver and add capacity will complement and join up existing work in the borough. The report also recommends that there are sufficient resources via programmes and alternative funding sources to support this delivery of services into Haringey. There is currently no one organisation fulfilling Groundwork's ability to tackle social and economic challenges through local environmental regeneration.

Groundwork in Haringey will add value in Haringey by contributing to the following:

- **EMPLOYMENT:** reducing levels of worklessness and increasing environmental training opportunities
- **BUSINESS:** increasing small business engagement in environmental management good practice, local environmental regeneration and Corporate Social Responsibility
- **YOUTH:** increasing youth inclusion and engagement in environmental / neighbourhood regeneration initiatives
- **EDUCATION:** raising educational achievement and opportunities through environmental initiatives and training
- **COMMUNITIES:** improving the environment on housing estates to increase quality of life for local residents - adding capacity to local community development and helping to reduce health inequalities particularly between east and west of the borough
- **LAND:** delivering physical environmental improvements – contract management, design and implementation of community-led land improvement schemes to improve public spaces, community facilities and landscape schemes

The Operations Plan highlights the forecasted projects that Groundwork will deliver in Haringey under each of these 6 programme objectives and outputs, including the relevant partners and resources required for their success. Groundwork's attraction is in 'joining-up' these programmes – offering the opportunity to bring together the expertise of Groundwork's Landscape, Community, Youth and Employment Teams to deliver in a holistic way – focusing on the greatest areas of need in the borough. The Groundwork style of working will ensure that local people are fully engaged in the planning and designing of their neighbourhood environments. The pilot projects have demonstrated the way Groundwork engages with businesses and local residents to improve their local area – through neighbourhood planning, new provision of community facilities and improving open spaces.

In order to deliver new services in Haringey, Groundwork has reviewed human resources, legal and governance structures. The best approach would be to utilise the services of Groundwork North London – who have delivered the successful demonstration projects and are the adjacent Trust. It is important to the DCLG, Groundwork UK and local partners that the delivery of services is resourced now and in the future. The financial programme forecast is estimated at £3,619,000 over 6 years – with predicted annual Groundwork investment (including DCLG, private & other income) of £70,000 and LBH investment in the region of £70,000 per year for 6 years - subject to relevant approvals.

This report has been developed in partnership with LBH, Groundwork UK and strategic partners within the Borough, overseen by a Strategic Development Group (Steering Group).

SECTION 1: INTRODUCTION

This is a proposal to deliver Groundwork services to the London Borough of Haringey. Haringey Council has decided to investigate if Groundwork in the Borough would assist it and its partners in its work in continually improving the Borough and the lives of those who live and work in or visit the Borough.

To establish Groundwork in any part of the UK a process has to be undertaken involving, normally, six stages these are:

1. Initial enquiry
2. Research into the potential role and niche for Groundwork then, assuming the conclusions of 2 are positive;
3. Building support
4. Establishing a steering group
5. Formulating a proposal to Groundwork UK and DCLG
6. Assuming that 5 above results in approval; formation of Groundwork Trust or new services

This report addresses stage 5 above.

The methodology used in this study has been a detailed policy and data analysis coupled with a wide-ranging stakeholder consultation. This study set out to investigate if there was a need in Haringey in terms of deprivation, environmental and social inclusion work and for additional capacity; and would it broadly be welcomed and how could it enhance existing activity.

The research findings are summarised in the body of this report¹, and it is clear from the local, sub-regional and London policy contexts that Groundwork can enhance Haringey Council's and other organisations' efforts to continue to improve the local environment and quality of life of local communities including a reduction in crime, improved health and greater community cohesion.

Groundwork in Haringey will add value to borough and sub-regional priorities by: adding to and strengthening capacity; attracting and investing resources; and developing new ways of creating sustainable projects.

1.1 The Strategic Development Group (Steering Group)

1.2 Role of Steering Group

A Steering Group was set up to oversee the research process in March 2005 to progress the findings of the feasibility study and generate this proposal in accordance with the requirements of the prescribed process of Groundwork Trust development. The Group will continue to oversee the development of Groundwork services in the Borough.

The key roles for the Steering Group

- a) Brings to bear a range of local knowledge and stakeholder views.
- b) Introduces an element of partnership and openness about the process.
- c) Enables probing and searching of the emerging findings to test out the robustness of the work.

Generally speaking the Steering Group is not there to decide if it wants Groundwork or not but to ensure that a good research and consultation process is undertaken so that when the Council, its partners, Groundwork and the DCLG make the decision they have the right information and range of views in front of them.

1.3 Membership of Steering Group

A full list of Steering Group members is attached in Appendix 1. A range of organisations is represented including the Council, and the private and voluntary sectors.

¹ The full documentation of the research and data/policy analysis is contained in what is referred to as the Phase One report – available separately. The findings are summarized in this report.

1.31 Letters of Support

Letters of support awaited from:

- Haringey TPCT
- North London Ltd
- Tottenham Hotspurs
- Lee Valley Regional Park Authority
- North London Chamber of Commerce: Huw Jones
- London Waste: David Sargent

SECTION 2: STRATEGIC CONTEXT

2.1 Strategic Regeneration Framework for area: Directions and Priorities

Policies for building a society of sustainable communities include the DCLG's *Sustainable Communities and the Liveability Agenda*: the DCLG's aim is to create prosperous, inclusive and sustainable communities for the 21st century, places where people want to live, that promote opportunity and a better quality of life for all. Almost thirty per cent of Haringey residents live in areas amongst the 10 per cent most deprived in England. Haringey's level of deprivation is the 10th most extensive in England. The Haringey Neighbourhood Renewal Strategy aims to improve these deprived areas over the next decade – linked to the programmes supported through *Neighbourhood Renewal Funds* and *Safer Stronger Communities Funding* in the area.

Sub-regional and Borough level framework into which Groundwork will fit

Haringey is a London borough, which is part of the North London sub-region as identified in the London Plan. This grouping comprises the boroughs of Barnet, Enfield, Haringey and Waltham Forest and has a population of approximately 1.1 million. Thirty percent of the sub-region's population comes from a black or minority ethnic background, making North London one of the most multicultural in London and the UK as a whole. There is a significant need for regeneration in the area, and it contains a number of *strategic growth sites* that have been identified in the London Plan. Along its eastern side, the Upper Lee Valley contains one of London's largest concentrations of manufacturing industries and is a key development zone. Other major development opportunities exist in Haringey – the Haringey Heartlands development, which includes Wood Green town centre. North London has had mixed economic success recently, with some strong jobs growth, but some areas of continued decline and deprivation, such as in the Upper Lee Valley.

One of the principal market drivers in North London is the creative sports/leisure and emerging green industries - a sector with strong growth potential. This is reflected in the strategies developed for the sub-region by the *North London Strategic Alliance (NLSA)* – a key focus is developing tourism and building on the area's industrial and cultural heritage. (Flagships of North London include Alexandra Palace in Haringey, the William Morris Gallery in Waltham Forest and Lee Valley Regional Park).

Strategic priorities for the North London sub-region as outlined in the London Plan:

- Priority of the *London-Stansted-Cambridge corridor* (which passes through Haringey) for development, regeneration and transport improvement, while recognising the links with other parts of the corridor (mainly the Thames Gateway development area.)
- Accommodation of new job and housing opportunities and appropriate mixed-use development. This is especially important in relation to the Upper Lee Valley and other *Opportunity Areas* and *Areas for Intensification*, in Haringey this covers the Haringey Heartlands/Wood Green town centres.
- The Upper Lee Valley Area Partnership covers parts of Haringey, and the area is identified as a priority area by the London Development Agency within the European Structural Funds programme. Objective 2 of the European Structural Funds aims to revitalise all areas facing structural difficulties, whether industrial, rural, urban or dependent on fisheries. There is a focus on different types of socio-economic difficulties that are often the source of high unemployment.
- Open spaces – parkland, woodland, nature trails - and Blue Ribbon Networks are key features, in particular the Lee Valley Regional Park
- An important stimulus to the regeneration of the Lee Valley, is the London 2012 Olympic Games.

2.2 Introduction to Groundwork and its Strategy for London

Establishing the first inner-city Groundwork Trusts in the early 1990's, Groundwork across London has built productive relationships with local regional and national authorities and agencies at strategic levels. In the past three years in particular, this positioning has helped Groundwork contribute to Greater London Authority (GLA) and Government policy on spatial planning, liveability and sustainable communities. It has also allowed the London Trusts to make a great impact on the capital by working effectively together. Partnerships are a key delivery principle in order to address the issues set out in the Government's policies and the London Plan and are a key element of Groundwork's approach.

A Strategic Plan 2006-09 has been agreed by Groundwork nationally which reflect the organization's overall strategic priorities. Nationally, sustainable development is at the core of the Groundwork's strategic aims, and the objectives focus on achieving excellence in delivery, improving quality, effectively measuring our impact by building wide-ranging partnerships and programmes.

Groundwork's purpose and practice is to deliver local environmental projects in partnership with communities in need – and to continue to be valuable, viable and relevant.

Regional strategic priorities mirror these national objectives, and Groundwork has a strong track record in delivering pan-London programmes - in order to better address London-wide issues.

A key cornerstone of the Groundwork London strategy is to ensure services are delivered across the capital by 2007. This will ensure that Groundwork operations are able to target all of the capital's most deprived communities and neighbourhoods. This provides the strategic backdrop to this proposal to expand Groundwork to cover the London Borough of Haringey. Groundwork North London as the neighbouring Trust would be delivering in Haringey if the proposal is successful. Currently Groundwork is moving towards more sub-regional working (e.g. Groundwork North London are now also delivering in the City of Westminster); however Groundwork will always maintain local Borough accountability.

In summary, Groundwork's Strategic Objectives for London focus on key regional issues, which include:

- Delivering the London Plan
- Delivering and contributing to the liveability agenda and the Sustainable Communities Action Programme
- Working in partnership to deliver this work

Working in Partnership - The principles behind this proposal

Groundwork recognises the importance of working in partnership with existing players in the area. Behind this proposal are the following principles:

- Adding value to the work of existing organisations
- Learning from, and working in partnership with those who are already delivering in the area.
- Increasing the overall level of resources for projects and programmes in the area.
- Sharing in the collective mission to build up the capacity of communities and the voluntary sector in particular so that local people can sustainably run things themselves

In summary, Groundwork aims to position itself as a strategic delivery partner to organisations currently working in Haringey – the Local Authority and other partners – to deliver the targets and priorities for Haringey.

This is also reflected in the principles of expanding Groundwork's services into a new area - as highlighted in Groundwork's Corporate Plan and the DCLG Grant Memorandum. Paragraph 50 of the Grant Memorandum states:

The criteria that shall be used by Groundwork UK in considering the establishment of each new Trust or borough shall be that:

- i. the Trust will further the Government's aim of improving the quality of life for the people in towns and cities by securing environmental improvements through the formation of local partnerships, combining public, private and voluntary sector support;*
- ii. having regard to the level of deprivation and environmental decline there is demonstrable need for the services to be provided by the creation of the proposed Trust, which will complement the work of these organisations;*
- iii. there are opportunities to attract sufficient alternative resources from other sources, including the private sector.*

SECTION 3: AREA PROFILE

The London Borough of Haringey covers 11.5 square miles and is home to over 200,000 people. Haringey is an ethnically diverse borough - around 193 languages are spoken locally, and almost half of Haringey's residents come from ethnic minority groups including Greek and Turkish Cypriot, African, African Caribbean, Indian, Pakistani and Bangladeshi, and Irish. More recently, Kurdish and Somali refugee communities have settled in Haringey. It is primarily residential, with some light industry in the eastern part of the borough. The largest employer in the Borough is the Council. Some of Haringey's landmarks are well known, including the extensively restored and renovated Alexandra Palace.

3.1 Summary of Demographic Trends and Inequalities within the Borough

Although Haringey is considered geographically to be an outer-London borough, it has many of the social and economic characteristics of the inner city. It has significant disparities in relation to income, wealth, housing, and employment within its boundaries. For more than 10 years, the Tottenham area has had one of the highest rates of unemployment in the country, at 16.1 per cent. Haringey's high position in deprivation rankings in the previously used Indices of Multiple Deprivation 2000, and currently in the IMD 2004, have led the provision of government Neighbourhood Renewal Funds and European funding streams. From 2001-08 the NRF in Haringey will have been worth over 44m.

There is a sizeable social and economic gap between the 'east' and the 'west' of the borough – the deprivation patterns are strongly linked to geography. The 'east' side of the borough experiences high levels of unemployment, poverty and related disadvantages, whilst the 'west' enjoys greater levels of economic prosperity. Health inequalities also mirror this pattern – health deprivation is higher in White Hart Lane, Tottenham Green, Noel Park and Northumberland Park.

The West side of the borough includes some of the most affluent areas in London - Highgate, Crouch End, Muswell Hill, whilst in the East are located nine of the 10% most deprived wards in the country. Some of these wards are in the worst 5% nationally on average for housing conditions, child poverty, and income, and within the worst 10% on employment and the multiple index.

7.1% Haringey residents were claiming Job Seekers allowance in November 2003 compared to the Greater London average of 4.9% and in some parts of Tottenham it is as high as 14.3%. Average earnings are also below that for London as a whole.

Wood Green is the commercial centre of Haringey, and has been the focus of a master-planning exercise focusing on town centre renewal. There are approximately 7700 businesses in Haringey that employ over 60,000 people, and over 95% of these businesses employ 24 people or less.

Haringey is one of seven nationwide pilots for a *City Growth Strategy (CGS)*. This is a strategy model which focuses on competitive advantages of inner cities, as a way of tackling deprivation, and concentrates on developing the eleven wards to the east of the borough through focusing on their economic advantages rather than their social disadvantages.

For Haringey the Indices of Multiple Deprivation (2004) has further recognized the extent of deprivation in the Borough. The IMD 2004 found that Haringey is the 10th most deprived district in England, as measured by both the average of ward ranks and the extent of deprivation. Approximately 30% of Haringey Super Output Areas (SOAs) are amongst the 10% most deprived in the country, and these SOAs are concentrated in the east of the borough mainly in White Hart Lane and Northumberland Park. Comparative to London, Haringey is the 5th most deprived district in London after Tower Hamlets, Hackney, Islington and Newham.

Major environmental issues facing the most deprived neighbourhoods include:

- Enviro-crime and poor environment due to litter, dumping, abandoned vehicles, graffiti and vandalism and associated high petty crime levels
- Lack of civic pride
- Poor air quality, road traffic accidents and heavy traffic congestion
- Poor access to quality public transport

Residents' views² include:

- Lack of open space and gardens
- Lack of control over decisions affecting the neighbourhood
- Crowding and over-development
- Lack of facilities and resources – e.g. meeting places

3.2 Summary of challenges facing Haringey:

- Haringey is geographically split between the relatively prosperous West and the disadvantaged wards in the East and centre.
- Worklessness is disproportionately high in particular sections of the community including black and ethnic minorities, the young and lone parents. Unemployment is high in the borough as a whole and even higher in the 20% most deprived wards. Long term unemployment is noticeably high.
- Two thirds of the Borough population commute to work elsewhere, and people commuting in take one half of the jobs.
- Haringey is an ethnically diverse borough, and the diversity is increasing. Research on social exclusion highlights that these groups are often vulnerable and it is very important to address potential inequalities between service uptake of different groups.
- This is a Borough with a transient population. In-migration has been associated with substantial population mobility. People who stay on a temporary basis may not have the opportunity to build a local commitment.
- Educational achievement is below national standards. Whilst evidence shows that standards are improving at more than twice the national rate and rapidly closing the gap, many leave school without adequate skills.
- Unemployed people often face a number of other issues such as housing, healthcare, childcare and language barriers.
- Liveability is a key issue for Haringey – many of the wards to the east suffer from higher perceptions of crime and a neglected environment.
- The demand for decent housing exceeds the supply and the demand for social housing needs to be managed.
- Health inequalities across the Borough need to be addressed, particularly the needs of priority groups
- Residents views on challenges include the need for substantial additional investment in housing, open spaces, street scene, community facilities and services, as well as :
- Over development and increase in the Borough's population, putting strain on already-existing lack of social infrastructure.
- Loss of informal green spaces, including 'backland' sites and front gardens.

² Received through the Haringey Federation of Residents' Associations

3.3 Summary of the regeneration framework and existing organisations

Haringey Community Strategy 2003 -2007

The purpose of the Haringey Community Strategy is to make changes that will improve the quality of life for people in Haringey. The Haringey Strategic Partnership, which brings together the Council and statutory organizations with local businesses, community and voluntary organisations and other partners, produced this strategy and is responsible for its implementation. This is also the overarching Strategy for the Borough.

New community Strategy 2007-2016

Consultation on a new Community Strategy has taken place throughout July and August 2006. The information will be used by the Haringey Strategic Partnership to develop the next Community Strategy for Haringey (2007-2016).

Priority Neighbourhoods highlighted in the Neighbourhood Renewal Strategy

- **South Tottenham** – east of the old Tottenham Central wards running into Seven Sisters wards. *The Seven Sisters Bridge New Deal for Communities programme is focused in this area and is the major neighbourhood renewal project. Other major development opportunities exist in Tottenham Green, Clyde Road and Bernie Grant Centre³.*
- **Northumberland Park** – centred on Coleraine ward and including part of Park ward, with some overlap with Bruce Grove and High Cross. *Joining Up Northumberland Park SRB is the major project in this area.*
- **White Hart Lane** ward – *the emphasis is on community development work by the Council's Neighbourhood Management Service and through Sure Start outreach activities.*
- **Wood Green town centre** – centred on Noel Park ward and including parts of Woodside. *The Haringey Heartlands SRB has been the major regeneration programme in this area for some years. Further work will be carried out by the Noel Park Estate Neighbourhood Management to continue community engagement.*
- **Mid-Tottenham** – centred on Bruce Grove and High Cross wards and also including the Broadwater Farm Estate. *Development of neighbourhood management on the Broadwater Farm Estate, as well as Sure Start outreach work are key projects.*

Haringey Local Area Agreement

Haringey is a third-round Local Authority and are currently in the process of drawing up its Local Area Agreement (which will run from 2007 to 2010).

A Local Area Agreement (LAA) is a three year agreement that is based on an area's local Sustainable Community Strategy, and it sets out the priorities for a local area. These priorities have to be agreed between Central Government and the Council usually with the involvement of partners through the Local Strategic Partnership. Haringey's LAA is currently being drafted and the final document will be submitted to Government in January 2007. The Haringey Strategic Partnership which was responsible for the Community Strategy is also responsible for drawing up the LAA. There are four 'blocks' or core areas around which the LAA will focus :-

- **Children & Young People's Service:** Informed by the priorities identified in the newly developed Children and Young People's Plan, and consultation with children, young people, parents, professionals, schools and the voluntary sector.
- **Safer & Stronger Communities:** Involves reviewing and strengthening of the arrangements already in place for the Stronger and Safer Communities Fund around issues of crime, community engagement, neighbourhood working and the environment.

³ A £14 million funding package including £6 million from the Millennium Commission and £3.5 million from LDA was approved in Nov. 2004 to transform the former Tottenham swimming baths into a major performance and education centre fostering and showcasing local and national artistic talent.

- **Healthier Communities and Older people:** Reflects the priorities, strategic objectives and outcomes of the Well-being Partnership – one of the thematic partnerships within the HSP – as well as the Supporting People Strategy 2005-2010. Another relevant strategy is Experience Counts: Haringey's Strategy for improving the quality of life for older people 2005 – 2010, which was developed to tackle discrimination and to promote positive attitudes towards ageing in Haringey so that by 2010 "older people are enabled to be as informed, active, healthy and independent as possible and empowered citizens at the heart of the community."
- **Economic Development and Enterprise:** Focuses on the key economic issues for the Borough such as increasing levels of employment and skills and business activity, specifically for core groups such as young people. Also draws on the City Growth Strategy which focuses on economic renewal and improving the business environment and opportunities in the Borough. The neighbourhood element of the Safer and Stronger Communities Fund will also inform this block with key objectives of tackling worklessness and improving the employability of vulnerable people in the community.

3.3.1 The major regeneration programme opportunities are as follows:

- **The Bridge New Deal for Communities** – a £50 million regeneration programme based in the South Tottenham and Seven Sisters area, which started in April 2001 and runs for ten years until 2011. The NDC is just beginning its capital programme, in the next few years we will be investing £5m to refurbish local estates, local buildings and create new community facilities. A major re-development is planned for Wards Corner and the NDC are exploring the possibilities for what can be done with the Seven Sisters / St Ann's Road bridge, Chestnuts, Pulford Road, Triangle Centre and Plevna Under 5s Nursery.
- **Haringey Heartlands and key development sites**– potential scope in Groundwork contributing as a strategic player in development sites within the borough; Haringey Heartlands being one of the major development areas identified in the UDP. The Community Infrastructure Fund (part of Growth Areas Fund – see below) programme includes improvements for pedestrians and cyclists. *Groundwork can provide landscape design and stakeholder consultation skills for vision planning or for more specific environmental/public realm design and build.*
- **Neighbourhood Renewal Fund (including Safer Stronger Communities Fund)** – The Neighbourhood Renewal Fund (NRF) is a Government funding programme available to 86 local authorities in England with the 10% most deprived wards. Eight of Haringey's wards are within the 10% most deprived and include:
 - Bruce Grove
 - Noel Park
 - Northumberland Park
 - Seven Sisters
 - St Ann's
 - Tottenham Green
 - Tottenham Hale
 - White Hart Lane

The NRF is being used in Haringey to improve services and narrow the gap between the most deprived areas and the rest of the borough. This is done by focusing the NRF on priorities within the Haringey Neighbourhood Renewal Strategy (HNRS) and the national deprivation related floor targets. It is administered and approved by the Haringey Strategic Partnership. This is a key source of funding for supporting Groundwork activities in the borough in areas of greatest need.

The Safer Stronger Communities Fund in July 2005 merged existing DCLG and Home Office funding streams that shared a number of closely related objectives. These are aimed at tackling crime, reducing the harm caused by illegal drugs, addressing anti-social behaviour, improving the poor condition of streets and other public spaces; in particular for deprived neighbourhoods where these issues are often more prevalent.

The NRF and SSCF allocations for 2006/7 and 2007/8 for Haringey are as follows:

- NRF - £ 8,214,164 for 2006/7 and £7,485,974 for 2007/8
- 2006/7 Neighbourhood Element of the SSCF funds - £412,800 and for 2007/8 - £516,000

- The Cleaner, Greener, Safer Element of the SSCF funds for 2006/7 - £970,000 and for 2007/8 - £1,130,000
- **Haringey City Growth Strategy** – The strategy was launched in 2003, prepared by EDAW Consultants on behalf of North London Ltd. In May 2006 the CGS Board agreed the strategy's implementation plan and Groundwork have been welcomed by LBH and North London Ltd to become an environmental partner in delivering and developing the green economy cluster – providing both environmental business services alongside physical environmental improvements to key businesses and industrial estates in the borough.
- **London, Stansted, Cambridge Peterborough Growth Area** - Haringey lies within London Stansted Peterborough Cambridge Growth Area – the associated financial income has supported schemes including Hale Wharf redevelopment studies (Tottenham Hale), Markfield Recreation Ground improvements and accessibility improvements at Tottenham Marshes.
- **Upper Lee Valley (ULV) and Lee Valley Regional Park** - the North London Strategic Alliance has recently commissioned consultants to develop a vision for the Upper Lee Valley. Groundwork has been invited to participate in the Upper Lee Valley Steering Group – to input into discussions in order to inform future green infrastructure and environmental improvements. Groundwork continues to work closely with the Lee Valley Regional Park Authority, who are supportive of the delivery of Groundwork services in the Borough.
- **The Big Lottery Fund and Children's Play Initiative** – The BLF will make available £124 million to local authority areas in England for portfolios of projects that will improve or develop local play provision. Applications for funding are required to come from play partnerships led by the Local Authority who will develop children's play strategies for their area. BLF will fund projects that respond to the needs identified in these strategies, which create, improve and develop free local play spaces and services for children and young people. The grant will be awarded to the local authority to manage.

The aim of the Haringey Play Strategy is to generate a commitment to ensuring that all children have access to a range of rich, stimulating and fun play environments, which are free from unacceptable risk, embrace diversity and encourage inclusion of all children. Play must also encompass the 3 Free's – free to choose, free of charge and free to come and go.

The four key objectives identified by the Play Strategy:

- To raise awareness and understanding of play, children's needs and rights to play within Haringey.
- To increase participation of children and parents/carers and other stakeholders, in planning and decision making about play.
- To increase the amount and range of local play provision
- To improve and ensure consistency of quality in local play provision

Haringey's application will be successful if the Council and partners can demonstrate that the range of projects will make a difference to the lives of children and young people.

- **Children's Fund** - The Children's Fund is a government initiative intended to prevent social exclusion. The aim is to fund projects that run activities and provide support to children and young people aged between 5 to 13 who need it the most. An emphasis is placed on:
 - Children, young people and families most at risk of exclusion through poverty and disadvantage.
 - Adding value to, build on or link with existing Government initiatives or local projects.
 - Promoting the participation of local families, children & young people in the design and working of the programme.
 - Being culturally appropriate and sensitive to particular needs.
 - Minimising local bureaucracy by building on suitable existing local partnerships which reflects improved joint working and co-ordination between sectors.

70% of the Children's Fund allocation for Haringey is targeted on the Neighbourhood Renewal Fund wards in the east of the Borough. The Children's Fund Budget is 100% externally funded through

the Department for Education and Skills, Children, Young People and Families Directorate (DfES CYPFD). Funding has also been committed for a Junior Youth Inclusion Programme (JYIP) and a Youth Inclusion Support Panel (YISP). The activities that the Children's Fund has developed and supported are grouped together under four key themes:

- Play & Creativity - after-school and weekend play provision
- Language & Literacy - curriculum activities for children whose first language is not English
- Self & Others - helping children develop their social communication skills.
- Voice - giving children and young people a say in the way their services are planned and delivered; celebrating their achievements



- **Sure Start in Haringey** - Sure Start is a government funded programme to improve services for children from 0 - 4 and their families. They encourage local agencies groups and parents to work together to provide services. The main aim is to improve the health and well being of children so they are ready to flourish when they start school. Help is provided to services to identify children who need extra help at an earlier age and support parents.

There are 5 local Sure Start programmes across Haringey – mostly concentrated in the East of the Borough: High Cross, Noel Park, Roundway, Park Lane, West Green & Chestnuts.

In June 2006, Haringey's SureStart month included Campsbourne Playground opening, Broadwater Farm Children's Centre Mini-beasts

carnival, the launch of West Green and Chestnuts After-School Club and Noel Parks Children's Centre Information and careers day.

Sure Start Local Programmes are operating in areas of greatest challenge and need within the Borough. The Council's Children Centre strategy mirrors the Sure Start agenda, and the core offer of the children centres includes much of the type of work being undertaken by Sure Start Programmes. Recently recommendations have been made regarding close collaboration between the Sure Start programmes and the Children Centres, to ensure effective learning of what has worked in Sure Start is incorporated, and where appropriate – to encourage and facilitate joint working.

Groundwork has been encouraged to develop opportunities for young children and families in Haringey – engaging young people and families in improving their neighbourhood environments – working in partnership with the Sure Start teams and hopefully supported by the Children's Fund.

Homes for Haringey – Haringey's ALMO: In 2005, Haringey's tenants and leaseholders voted for an Arms Length Management Organization to run and manage the Council's housing stock. Homes for Haringey have started operating from April 2006, and although the Council still own the stock and take responsibility for housing policy and strategy, Homes for Haringey are responsible for management and service improvement programmes – including responsibility for the Better Haringey Estates Improvement Programme. They are also in the process of applying for funds to bring the housing stock upto the Government's 2010 Decent Homes Standard.

3.3.2 Other neighbourhood level initiatives/sites of regeneration include:

- Broadwater Farm
- Hornsey Town Hall Community Partnership
- Bruce Grove
- Green Lanes
- Noel Park
- Northumberland Park
- New Deal for Communities West Green White Hart Lane
- Tottenham High Road Regeneration
- Neighbourhood Wardens
- Neighbourhood Renewal Fund Poseidon Project
- Haringey Better Estates Improvement Programme

3.3.3 Other Key Policies/Initiatives to note

LEGI: The Council is in the process of bidding for a **Local Enterprise Growth Initiative** (LEGI) to establish a programme to increase enterprise, employment and incomes in the most deprived areas (the Neighbourhood Renewal areas). Even if the bid is not successful, the Council hopes to seek funding from other sources to deliver this initiative. The LEGI was announced in 2005 as a joint initiative between the ODPM, Small Business Service, and the HM Treasury. The aim is to provide flexible investment in a number of deprived areas - determined by the neighbourhood renewal fund areas - to support local proposals to stimulate economic activity. A first round of bidding in 2005 resulted in LEGI's being awarded to 10 areas of the country.

North London Development and Investment Framework: November 2006 sees the launch of the North London Development and Investment Framework responding to the the opportunities and challenges of the North London sub-region. As with the other sub-regions in London, Groundwork would be keen to explore all opportunities to contribute to the delivery of these strategies.

3.4 Conclusions from Phase One Study and Stakeholder Research

As outlined in the introduction, the Phase One study included detailed policy and data analysis (desk research) and a wide ranging stakeholder consultation (primary qualitative research). A summary of the research findings⁴ is presented below. The research was undertaken with key stakeholders in the Borough during the Spring/Summer 2005.

The conclusions of the research are as follows:

- The London Borough of Haringey would benefit from a dedicated Groundwork presence, taking into account the role of other agencies and the views and plans of existing key stakeholders.
- There is a residual need for Groundwork in the London Borough of Haringey based on the views of local stakeholders.
- Groundwork's niche and role is in the provision of environmental expertise – working in partnership with other organisations.
- The feasibility study was welcomed by key stakeholders but Groundwork must continue the dialogue with partners to ensure they do not duplicate the work of existing organisations
- The stakeholders support the establishment and development of Groundwork in Haringey.

Overall, stakeholders agreed, *“There is definitely a need for an organisation with an environmental theme”*.

The key recommendation of the Phase One report was that the Steering Group support the continuation of the feasibility study into Phase Two - to produce a formal proposal (for Groundwork UK and the DCLG) – this report - and business plan for Groundwork in Haringey; and that appropriate pilot projects are delivered in the Borough in the meantime.

As outlined in the introduction to this report, the next stage involved building support in the Borough in terms of Local Authority support, and building partnerships with other organisations – both in the private and voluntary sector, and thereby formulate a proposal for Groundwork services in the Borough. The next chapter outlines the strategic case for Groundwork and the role and niche that Groundwork 's programmes can fulfil.

N.B. Since this stage of the research, certain organisations have been identified as key stakeholders who need to be consulted – one such recommendation is the Haringey Disabled Consortium.

⁴ Full details can be obtained from the Phase One study which is available on request

Haringey and Neighbouring Boroughs



Groundwork North London currently operates in the Boroughs of Westminster (labelled 3 on map) Camden and Islington.

SECTION 4: THE ROLE OF GROUNDWORK

This section identifies the gaps in local activity, funding, delivery or other resources, which it is considered Groundwork will fill. This demonstrates how Groundwork will work with existing organisations and initiatives and how it will add value – the prime example being how Groundwork will strengthen local capacity to deliver environmental regeneration in the borough. This is based on the Phase 1 identification of the needs in Haringey and existing provision, and then identifying the gaps and potential role for Groundwork.

4.1 The background to Groundwork

This year Groundwork celebrates 25 years of engaging and involving communities in practical action to deliver environmental regeneration and promote sustainable development.

Groundwork's vision is of a society of sustainable communities, communities that are vibrant, healthy and safe, which respect the local and global environment and where individuals and enterprise prosper.

Last year, Groundwork Trusts nationally delivered projects to the value of £117 million in neighbourhoods characterised by high unemployment and crime levels, poor public health, run down housing and public spaces, waste ground and struggling local economies. The first Groundwork Trust was established on Merseyside in 1981 and there are now over 50 Trusts in the UK; and Groundwork also works with international partners in Europe, USA and Japan.

Each Groundwork Trust is a partnership between public, private and voluntary sectors with its own board of trustees. National and regional offices of Groundwork UK support the work of the Trusts, by distributing Government funding, securing support for national/regional programmes and promoting good practice. Groundwork works closely with the Government and national and regional assemblies, local authorities, public bodies and the private sector.

Groundwork seeks *“to build sustainable communities in areas of need through joint environmental action”* by getting local people, local businesses and other organisations involved in practical projects that improve the quality of life, bring about regeneration and lay the foundations for sustainable development.

Groundwork London is currently reviewing coverage across London, hence similar development work is underway in the Boroughs of Brent, Wandsworth, Waltham Forest and Redbridge; in addition to recent completion of feasibility studies for the City of Westminster and Lambeth.

Groundwork achieves its purpose through practical projects which are organised into six themes:

- **Communities**
- **Land**
- **Employment**
- **Education**
- **Business**
- **Youth**

4.2 Proposed Groundwork activities

The proposed Groundwork activities in Haringey will be delivered by the neighbouring Groundwork Trust - Groundwork North London - which operates in Camden and Islington and Westminster. (As described in Section 2).

Table 1 overleaf shows the proposed activities that Groundwork intend to deliver in the borough – based on the key issues identified in the Phase 1 research. These programme areas have filtered down through further stakeholder consultation and partnership discussions with key local authority departments as well as local private and community sector organisations – ensuring that Groundwork's activities are aligned with local priorities. The table also demonstrates the wide range of partners and stakeholders that are keen to engage with Groundwork in order to 'join-up' local initiatives, pool resources and deliver in partnership.

TABLE 1: Identifying the role for Groundwork

Outline of residual need as identified by the research study	Suggested Groundwork activity to meet local needs	Key strategies addressed	Result of Consultation - Groundwork's role and purpose of activity	Key Groundwork partners and stakeholders
<p>EMPLOYMENT: Reduce levels of worklessness and increase environmental training opportunities</p>	<p>Green employment/training initiatives (horticultural, landscape and grounds maintenance) in partnership with LBH recreational services and other relevant delivery partners</p> <p>Inclusion of Haringey in Westminster's Vertex LEAP (Local Employment Assistance Programme)</p>	<p>Haringey Employment and Training Strategy</p> <p>Haringey Community Strategy – increasing employment opportunities</p> <p>Haringey Neighbourhood Renewal Strategy – promoting social enterprises and opportunities</p> <p>Haringey City Growth Strategy</p>	<p>Raise the profile and value of environmental training in local regeneration</p> <p>Develop and deliver local environmental training – linked to local employment opportunities</p>	<p>Haringey Employment Partnership</p> <p>JobCentre Plus</p> <p>Haringey Council</p> <p>Haringey Training Network</p> <p>Learning & Skills Council London North (LSC)</p> <p>Urban Futures</p> <p>LVRPA</p> <p>LDA</p>
<p>BUSINESS: Increasing small business engagement in environmental management good practice, local environmental regeneration and Corporate Social Responsibility</p>	<p>Groundwork Environmental Business Services - environmental management advice in collaboration with CESMB</p> <p>Recycling/waste minimisation initiatives</p> <p>Environmental improvements to business/industrial areas – physical environmental work e.g. signage, landscaping, access/safety (LDA Green Business Park Specialist Assistance Package)</p>	<p>Haringey City Growth Strategy</p> <p>Haringey Neighbourhood Renewal Strategy – improving the local economy</p> <p>Haringey Community Strategy – environment and sustainable development</p>	<p>Build capacity to engage the private sector more fully in environmental regeneration / Stewardship</p> <p>To assist businesses to improve their individual economic and environmental performance and reduce the environmental impact of the industrial estate/business area</p>	<p>CESMB</p> <p>North London Chamber of Commerce</p> <p>North London Ltd</p> <p>Business Link London North</p> <p>Haringey Council</p> <p>Local businesses</p>

	Corporate Social Responsibility - community/business engagement across all programmes including corporate volunteering			FinFuture Ltd
YOUTH: Increase youth inclusion and engagement in environmental / neighbourhood regeneration initiatives	Engage young people in physical improvement projects Environmental initiatives with young people that raise their awareness of environmental regeneration and enable them to play a role in it. Environmental training initiatives Youth diversionary activities seeking to reduce anti-social behaviour initiatives on estates as part of neighbourhood regeneration	Haringey City Growth – skills training Haringey Community Strategy – raising achievements Haringey Employment and Training Strategy Safer Communities Strategy	Add capacity to existing youth agencies – using environmental expertise as niche. Work in partnership with lead role in engaging young people using environment as a tool	Haringey Council – including the Children & Young People’s Service Schools/youth clubs LSC Connexions Local training organisations Haringey Play Association Young people Community Groups
EDUCATION: Raise educational achievement and opportunities through environmental initiatives and training	Environmental education including global/local citizenship (including teacher training/resources) Improving school grounds/play areas Pre-16 work experience/environmental placements	Haringey Community Strategy and Better Haringey Haringey’s The Children and Young People’s Plan Haringey Healthy Schools team	Provide additional capacity in environmental schools projects – including landscape/outdoor design expertise Provide work experience for young people/pupils	Haringey Council Local schools Haringey Education Business Partnership Haringey Play Association BTCV

<p>COMMUNITIES:</p> <p>Improve the environment on housing estates to increase quality of life for local residents</p> <p>Adding capacity to local community development</p> <p>Need to reduce health inequalities particularly between east and west of the borough</p>	<p>Work with residents and key stakeholders to identify, design and implement improvements to external spaces on housing estates to complement wider regeneration schemes, e.g.</p> <ul style="list-style-type: none"> - Community engagement - Community safety - Landscape design and master planning - Community gardening - Fundraising - Community waste and recycling 	<p>Haringey Neighbourhood Renewal Strategy</p> <p>Haringey Housing Strategy/Homes for Haringey</p> <p>Better Haringey</p> <p>Haringey Open Spaces Strategy</p> <p>Safer Communities</p> <p>Haringey Community Strategy</p>		<p>Homes for Haringey</p> <p>Housing Associations</p> <p>Haringey Council</p> <p>Local TRAs</p> <p>Metropolitan Police</p>
	<ul style="list-style-type: none"> - Community Volunteering - Project fundraising assistance - Community consultation expertise - Feasibility and research studies - Outreach and community awareness - Environmental work experience/voluntary placements - Community development 			<p>HAVCO</p> <p>HARCEN</p> <p>Haringey Council</p> <p>BTCV</p> <p>Selby Trust</p> <p>TRA's & Community Groups</p>
	<p>Delivery of health and environment projects in priority neighbourhoods</p> <p>Contribute to Healthy Schools Programme</p> <p>Community gardeners schemes and horticultural therapy initiatives</p>	<p>Haringey Health Improvement Plan</p> <p>Haringey Community Strategy – tackling health inequalities</p> <p>Better Haringey</p>	<p>Provide environmental and community expertise to local health initiatives</p>	<p>Haringey TPCT and Strategic Health Authority</p> <p>Haringey Council</p> <p>BTCV</p>

<p>LAND: Physical land improvements, community facilities and landscape schemes</p>	<p>Deliver physical environmental improvements to public spaces – contract management, design and implementation of community-led land improvement schemes:</p> <ul style="list-style-type: none"> - Landscape design services - Access and routeways - Open spaces, parks, play areas - Streetscene improvements - New youth facilities - Sustainable transport/ AQMAs - Fundraising - Surveys/Audits 	<p>Haringey Neighbourhood Renewal Strategy</p> <p>Haringey Open Spaces Strategy</p> <p>Haringey Play Strategy</p>		<p>Haringey Council LVRPA BW HAVCO/HARCEN Sustrans Friends of Parks Haringey Play Assoc. BTCV</p>
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4.3 Complementary Providers

Organisations who already deliver projects similar or related to Groundwork activities and programmes:

Organisation	Activities that relate to Groundwork services	Way in which Groundwork can complement or add value
British Trust for Conservation Volunteers	Environmental conservation volunteering activities – improving health, active citizenship, employment and life skill development, alongside local biodiversity and environment.	Groundwork's strength is in regeneration project management and not specifically in volunteering programmes – hence bringing added skills and capacity to the borough, such as landscape design and youth work. Both organisations fulfil a different role in joint efforts to improve the local environment.
Lee Valley Regional Park Authority	The Authority was established to regenerate the Lea Valley from a neglected back yard into a "green wedge" extending right into the inner parts of east London – building on its achievements to improve the environment, deliver first class sports and leisure facilities and as a 2012 Olympics delivery partner.	Groundwork has been working alongside the LVRPA for a number of years – particularly in Hertfordshire – delivering landscape design and project management. However, Groundwork and LVRPA are also working closely as part of the green infrastructure improvements as part of the Growth Areas Fund from DCLG.
Lee Rivers Trust	LRT is a water related charity, based in the Lee Valley and East London - working through partnerships to promote, protect and enhance the waterway environment. The charity deliver several business, education and heritage education programmes.	Groundwork has a wealth of expertise in waterway programmes – particularly via the London Waterways Partnership SRB6 programme. However, Groundwork would deliver waterways projects in Haringey where extra capacity or physical works are required in order to not duplicate the efforts of LRT and seek to work in partnership where possible. LRT have also worked alongside Gwk East London and other Trusts as part of the SRB6 programme.
British Waterways	British Waterways is a UK-wide public corporation – in Haringey they manage and care for the River Lee Navigation and adjacent properties including the community building at Tottenham Marshes – they aim to blend best commercial practice with public sector values to earn and increase income to conserve and enhance the waterways.	Groundwork has collaborated with BW on a number of initiatives in London. Groundwork fulfils a delivery role and therefore would complement or add value to any developments or programmes that BW deliver in the future related to Lee Navigation and its hinterlands. Gwk has worked in partnership with BW in Camden & Islington for over 10 years.
Haringey Young Paddlers	This active Young Paddlers group in the Lee Valley catchment area in Enfield and Haringey delivers water safety and environmental education initiatives – often as part of British Waterways and	Groundwork would gain from the complementary nature of the Young Paddlers activities alongside wider environmental projects along the waterways and would ensure that any

	LVRPA Education Programmes.	environmental education programmes did not duplicate their efforts.
Area-based regeneration programmes: e.g. NDC The Bridge, Joining-up Northumberland Park, Finsbury Park SRB	Several regeneration programmes have generated a number of environmental initiatives – including those delivered by BTCV in the key neighbourhoods. The Bridge NDC continues until 2011 – whilst most of the other programmes finished in March 2006.	The regeneration programmes have been well-regarded and successful in their aims to improve neighbourhood management and regeneration the most needy communities in the borough – Groundwork has the opportunity to continue this work and to build on the success of the past by adding new skills and expertise to the regeneration effort in Haringey. E.g. working with FinFuture to help them fundraise now they have no SRB funding.
CESMB (Middlesex University)	CESMB has a specialist team who deliver environmental management advice and training, e.g. policy and legislation, ISO 14001 implementation and auditing. The Centre carries out its consultancy, development projects, training and research independently and is recognised as providing high quality and innovative approaches to meet business needs.	Groundwork EBS also provides environmental management advice to businesses – and so both organisations are keen to collaborate rather than compete. Groundwork’s USP is in landscaping and physical improvements to private and public spaces – as part of a package of environmental services to the business community – particularly in the Lee Valley industrial estates.
Housing Associations E.g. Family HA, Circle Anglia and Metropolitan Housing Trust.	Circle Anglia, Family and Metropolitan Housing Groups are keen to improve the public spaces and amenities around their housing areas. The Decent Homes initiatives provide a catalyst to this work – prioritising the environmental conditions around housing – tackling community safety, play facilities and environmental quality etc.	Groundwork has a good track record of delivering environmental improvements to housing estates – bringing landscape expertise and added community development capacity to the HA teams. A number of potential sites and issues have been highlighted for future Groundwork efforts in the borough. Groundwork has worked with a number of HA’s across Camden & Islington to regenerate external spaces on housing estates.

Haringey Play Association	HarPA actively promote children's play - raising awareness and understanding of the fundamental importance of play in a child's life. They develop and support a diverse range of children's play provision and are committed to improving the quality of play experience in Haringey.	HarPA success in developing Somerford Grove Play Area is a good example of their success in the borough – but also demonstrates that Groundwork must ensure that any new play provision or facilities take into account the role and capacity of HarPA and work in partnership to achieve greatest impact. Groundwork's community development and youth workers would add capacity to existing resources but must ensure project sustainability after completion.
Haringey Education Business Partnership	HEBP working in partnership with Haringey Council to give school students an opportunity to have a work placement at the Council and with local companies in the borough. Work experience helps these students gain employment by learning about work in a "real life" situation. Specific HEBP programmes are also delivered at Tottenham Green Enterprise Centre – assisting young people to gain an understanding of business enterprise, creativity and innovation.	Groundwork could provide complementary environmental training alongside HEBP – in the secondary schools in the borough. The horticultural and landscape industries would expand the opportunities available.
KIS Training	Keeping It Simple Training is a DTI-approved and LSC Work-Based Learning training and enterprise agency, based in Tottenham. They deliver elements of the Princes Trust programmes for young people. Elements of their projects have included regenerating neighbourhoods – including art and music. The agency offers a range of training, advisory and support services to help people achieve their personal, employment and business goals – designed to tackle social exclusion and to contribute to local regeneration, employment development and business support initiatives.	Groundwork's ability to combine employment training needs with environmental regeneration skills is welcomed within the borough. KIS Training are interested in potential collaboration in the future – to benefit from Groundwork's environmental expertise. Groundwork's environmental training programmes would be a unique addition to employment training available in the borough.

FinFuture	FinFuture is the organisation that has taken over the duties of Finsbury Park Partnership as of March 2006. A variety of initiatives are led by FinFuture – including community policing, streetscene management, community safety, environment, community involvement and services, as well as Business Forums.	Groundwork is already working in partnership with FinFuture – looking for funding opportunities to implement environmental and streetscene improvements within the area. Our fundraising and project management expertise and range of services are suited to such local improvement projects.
Haringey Federation of Residents Association	<p>Play an active role in Haringey LSP – including Better Places Partnership.</p> <p>There are over 140 RA's throughout Haringey, and local projects in their communities need to arise from or develop in conjunction with their concerns and membership – and aim to add capacity.</p>	Interested in working with Groundwork to ensure residents are driving regeneration and involved rather than simply 'consulted'. As they provide a voice for the numerous RA's in the Borough – they are a good organization to partner with.
Friends of Parks Forum	<p>Provide a forum for the many Friends of Parks groups in the Borough</p> <p>Play an active role in Haringey LSP – including Better Places Partnership</p>	Provide a useful point to collaborate with the many Friends of Parks groups and ensure local priorities are driving open space improvements and projects.
Haringey Local Agenda 21 Community Group	Active role in Haringey LSP – including Better Places Partnership	Areas of overlap with regards to an over-arching environmental focus – and a useful partner to ascertain local environmental issues.
Tottenham Hotspur Foundation	Youth inclusion and engagement work in Haringey. Examples of projects delivered include the Kickz project – an estates based football inclusion initiative. They engage with over 100 children per week on this project. A focus on health, improving quality of life for residents, volunteering and capacity building through people qualifying as FA Level I coaches. Future employment is also available through the Club.	Areas of overlap with regards to youth inclusion /community services including education and employment. Potential partner in programmes focusing on health and sporting activities. Potential for working together on Barclays Spaces for Sports type programmes.

Capel Manor College	HE Institution specializing in Horticulture, Floristry, Garden Design, Equine, Animal Care and Countryside Studies	Possibility in working in partnership to deliver green employment training programmes. Capel Manor would be able to provide access to accredited courses e.g. a horticulture/grounds maintenance certificate.
National Industries Symbiosis Programme	NISP provides free business opportunities by linking up companies across sectors to share material resources, assets, logistics and expertise – and is part-funded by DEFRA's Business Resource Efficiency & Waste (BREW) programme. And part-funded by the LDA. NISP is a national programme delivered regionally and was launched in London in Sept. 2005.	Currently NISP only work with businesses. There is a possibility of partnering with NISP to deliver the benefits of their work to a wider audience. Possibility of working in partnership with NISP businesses to deliver environmental benefits to local areas.

Other organisations that relate to Groundwork's activities and regeneration efforts, include:

- HAVCO
- North London Business Link
- North London Chamber of Commerce
- Urban Futures
- RESTORE Haringey
- Recycling Works Haringey
- Selby Trust
- First Step Trust
- Finsbury Park Horticultural Centre
- Harrington Scheme
- Envirowise
- London Community Recycling Network

Within Haringey Council the main departments that are keen to engage with Groundwork are as follows:

- Chief Executive's Team
- Homes for Haringey
- Environment Services / Recreational Services
- Neighbourhood Management
- Economic regeneration
- Children's Services

4.4 Demonstrating Groundwork's activities

Groundwork and Haringey Council were keen to kick start a small programme of projects in the Borough to demonstrate Groundwork's project delivery and partner engagement. Therefore, in Spring 2005, a number of projects were developed in partnership between the Council, Groundwork and other local organisations. The full pilot programme is documented in Appendix 5 – however below are some brief project outlines:

1. Sustainable Suburbs

Groundwork was asked to test the Mayor's Sustainable Suburbs Toolkit in the Myddleton Rd area. The project has used the Toolkit to act as a framework for reviewing and revising the Myddleton Road Neighbourhood Action Plan. The project value is £10,600 (funded by Groundwork London £5,500 and GLA £5,000) and the additional partners are LDA and Haringey Council.



2. Partridge Way Community Garden

Groundwork produced landscape designs for a community garden on the Partridge Way Estate. The designs are being implemented by LB Haringey, once completed then Groundwork's Community Gardener will help to support local residents to manage the garden. The project value is £2,347 (funded by Haringey Council) and the Community Gardener is funded by Bridge House Estates Trust and Help a London Child.



7. Paignton Park Master Plan & Quick Wins

LB Haringey Parks Department and Friends of Paignton Park have commissioned Groundwork to produce and consult on designs for the improvement of Paignton Park and to identify and implement some quick win improvements. Initial meetings have taken place with LBH Recreation Services and Friends of Group to agree a brief and obtain background information. The budget is yet to be confirmed but is estimated for approximately £24,000. The Bridge NDC is also a partner in this project.



8. Local Employment Action Programme (LEAP)

As part of the Groundwork feasibility planning there has been identified need to provide training and employment opportunities in the horticulture and grounds maintenance sector. Successful LDA and Job CentrePlus funding applications have been submitted which will fund Groundwork to develop employment opportunities across several London borough's, including Haringey. The budget for this project has been identified at £100,000 over 2 years. The contract has just been signed with the LDA so delivery work has not been able to get underway yet. A proposal has been sent to LBH Employment & Skills Team to explore green jobs and other employment projects in Haringey.

9. Happening Horticulture (Community Gardening)

An ongoing project funded by Bridge House Estates Trust and Help a London Child – (along with contributions from groups involved) : Groundwork's Community Gardner is providing a programme of support to local groups wanting to create and maintain new or existing community gardens across Camden, Islington, Westminster & Haringey. The budget is approximately £3,000 for Haringey, and the Community Gardner worked with elderly residents of Stokeley Court sheltered housing to help improve communal areas, this included a planting day with residents in June '06.



SECTION 5: OPERATIONS PLAN

5.1 Groundwork's strategic approach

Groundwork in Haringey will prioritise programmes that contribute to (1) sub-regional strategies particularly within the context of sustainable regeneration of the Lee Valley and (2) narrow the gaps between the east and the west of the borough by focusing on areas of greatest need. Groundwork will add greatest value in Haringey by:

- Brokering partnerships with the private, public and voluntary sector to deliver local environmental regeneration
- Strengthening the capacity of local communities to successfully regenerate their neighbourhoods
- Engaging the private sector more fully in environmental regeneration / stewardship.
- Attracting and investing resources to maximise the impact and targeting of Groundwork activity to areas of need

5.2 Groundwork partnerships

Groundwork will always work in partnership, **Appendix 1** lists some of the main partners with whom Groundwork will work alongside in delivering services in Haringey. Some of the partners listed in this section have been suggested to Groundwork as potential partners due to overlapping areas of interest and further development work would be necessary.

5.3 Groundwork programmes

Groundwork will deliver the following programmes in Haringey over the next six years which will be focused on meeting the identified needs of the area (**refer to Table 1**). However in the first three years – some programmes may still be under development whilst further feasibility work is undertaken.

- Communities - building stronger neighbourhoods
- Land – reconnecting people with their surroundings
- Employment – training for work and stimulating enterprise
- Education – learning, citizenship and sustainability
- Business – integrating the economy and the environment
- Youth – realizing young people's potential

Throughout the feasibility process, Groundwork has been delivering a number of demonstration projects in order to engage and test local partnership-working and service delivery - these pilot programmes have clearly proven that Groundwork services in the borough are viable and are needed in the borough.

5.3.1 LAND

There is a clear need to improve parks and open spaces in Haringey and facilities for the local community (as set out in the objectives in the Open Spaces Strategy). There is a role for Groundwork in working in partnership to reconnect people to their surroundings. The Open Spaces Strategy also indicates that allotments are generally in poor condition and there is a potential for projects which seek to improve these.

Groundwork can bring substantial expertise in this area, as an experienced project manager of land regeneration projects, including public spaces, parks, waterway corridors, play areas and town centres.

BTCV is a key player in the borough in terms of volunteer-based work and projects such as tree-planting, and Groundwork is keen to identify ways of working together and complementing one another's role within the borough.

There is also a potential role for Groundwork to work on projects relating to sustainable transport – through working in partnership with organisations such as Sustrans, Living Streets and Transport for London. This is particularly in the context of the Cleaner, Safer, Greener agenda.

The most substantial land projects are likely to take place on housing estate improvements (e.g. Homes for Haringey – the new ALMO and via Housing Associations) – including new play/leisure facilities, open space and landscaping. Groundwork has a strong track record of project management and contract

management of land improvement schemes – providing fundraising, landscape design and community engagement as a package of project services.

Opportunities for Groundwork:

- Sustainable transport routes– possible work with the Haringey Cycling Campaign
- Housing estate regeneration projects – open spaces, play areas etc, lighting and environmental improvements
- Streetscene improvements – particularly Tottenham High Road
- Community centre gardens
- Renovation/creation of pocket parks and small urban spaces
- New project work with Environment Agency
- AQMAs – tree-planting scheme – links to sustainable transport
- Allotment regeneration and horticultural projects
- Waterways – canal and waterway improvements

Potential partners:

- LBH Recreational Services and Neighbourhood Management
- Homes for Haringey / Housing Associations
- BTCV
- LVRPA
- British Waterways
- Lea Rivers Trust
- FinFuture
- Federation of City Farms and Community Gardens
- National Society of Allotments and Leisure Gardens
- Community Composting Network

Project	Estimated project value	Description	Partners	Progress
<i>Belmont Recreation Ground</i>	£15,000	New community garden / open space and related improvement works	LBH Friends of Belmont Park	Project underway
<i>Priority Neighbourhoods NRF</i>	£430,000	Creation of new play area	LBH recreation Homes for Haringey Residents' Associations	Under development as part of pilot work
<i>Campsbourne Estate (Phase 3)</i>	Costed within HfH housing estate improvements	New community garden / open space and related improvement works	LBH Homes for Haringey Campsbourne Community Residents Association	Under development as part of pilot work
<i>Newton Road Estate</i>	Costed within HfH housing estate improvements	Open space improvements	LBH HfH RA	Concept stage only - needs further development via HfH and TRA.
<i>River and Canal corridor projects</i>	£58,000	No specific projects identified	BW LVRPA LBH Recreation/Planning Friends of New River	
<i>Finfuture –</i>	£30,000	Implementation of	FinFuture	Fundraising underway

Finsbury Park schemes		potential Trim Trail and nature trails	LBH Recreation Friends of Finsbury Park	via Groundwork and FinFuture
Lordship Lane Streetspace	£10,000	Enquiry received from LBH NM for clear up of small 'fly-tipped' streetspace into functional/attractive area	LBH NM Collage Arts Involve nearby RA group if any	Concept stage only - needs further development.
Carbuncle Passage - greening access	£15,000	Potential green chain/alley-way project to create safer environment for pedestrians	LBH NM Econ Regen HfH Ferry Lane Action Group	Concept stage only - needs further development.
High Cross Estate	Costed within HfH housing estate improvements	Environmental Improvements - redevelopment scheduled	HfH	Concept stage only - needs further development via HfH.
LVRPA/LBH The Paddocks	£10,000	Environmental improvements subject to LBH/LVRPA discussions	LVRPA LBH recreation	Concept stage only - needs further development.
Muswell Hill Playing Fields	£30,000	Cross-borough project management for site improvements	LBH recreation Muswell Hill & Fortis Green Association	Concept stage only - needs further development.
Creation of new play/sport facilities	£260,000		Haringey Play Community Sports Network	
Contribution to green infrastructure programmes	Costed within ULV & Growth Areas fund projects	No specific projects identified	LVRPA LBH Recreation Haringey Friends of Parks Forum	
Community Centre Gardens – e.g. Haven & Selby	£35,000	Garden/outdoor area enhancements	Community Centres LBH	Concept stage only - needs further development.
Allotment strategy - delivering projects Allotment /Gardening Programme targeting vulnerable groups and focusing on nutrition	£35,000	Specific project via Eamon? But wider interest from Parks... Involve groups such as the elderly, women otherwise confined to the home, teenage parents, homeless groups, substance misusers etc. and aims are to look at growing food and nutrition and 'cook and eat' type projects.	LBH recreation Allotment Site Committees Haringey Allotments Forum Potential link to Extended Schools Agenda and Children Centres. Also potential link into qualifications and employment	Concept stage only - needs further development – may link to BLF well-being programme Further development work to be done.

A proposal for Groundwork Haringey

<i>Homes for Haringey – Better Haringey Estates Improvement Programme</i>	£420,000	Groundwork delivery of landscaping and play improvements on priority housing estates in partnership with other agencies.	LBH Homes for Haringey (HfH) RA	Development and planning underway – with Housing Area Managers for current spend – but programme ongoing.
<i>Homes for Haringey Decent Homes Standard Programme</i>	£60,000	Working with decent homes contractors to produce investment plans for all estates in the Borough	RA	In development – dependent on HfH Decent Homes programme.
<i>Circle Anglia – estate environmental improvement programme</i>	£300,000	Various estates	Circle Anglia LBH Recreation Services	Nine project proposals received – but no funding secure. Two projects currently under development/fundraising.
<i>Key site redevelopment or renewal</i>	£120,000	Environmental improvements e.g. Brunel Walk etc	LBH Econ Regen	Concept stage only - needs further development – may link to CGS and S106.
<i>ULV & Growth Areas Fund projects</i>	£129,000			
<i>Napier Road Community Garden & Parkland, Bruce Grove</i>	£10,000	Environmental improvements	LBH NM, recreation Bruce Grove Residents Network	Concept stage only - needs further development.
<i>Northumberland Park greenspace</i>	£10,000	Open space improvements	LBH recreation LBH NM Residents' Groups	Concept stage only - needs further development.
<i>TOTAL VALUE</i>	<i>£1,977,000.00</i>			

5.3.2 BUSINESS

An opportunity exists for Groundwork to deliver projects that contribute to the Council’s environmental policy objectives and wider objectives of the Economic Regeneration department. The Haringey City Growth Strategy highlights the importance of encouraging enterprise and inward investment within the Borough. One of the aspects of Groundwork’s future programme of work is providing practical support, advice, information and training to companies on environmental business issues, and the aim is to encourage companies to realise cost savings through improved environmental performance (Environmental Business Services – known as Groundwork EBS). The second aspect is in addition delivering physical environmental improvements within industrial/business areas and in town centres - including streetscene enhancements such as landscaping, as well as improving community safety through better signage and lighting. Many business areas in the borough continue to suffer from “crime and grime” and this remains a major issue for business growth and economic prosperity.

Additionally, there is a significant potential area of work for Groundwork in helping the Council to meet its objectives to reduce waste, improve the management of waste and increase recycling – for businesses in particular. Groundwork has already delivered a pilot initiative on this basis in Wood Green. In Haringey, environmental business services have been largely provided by CESMB – (Centre for Environment and Safety Management for Business - based at Middlesex University) – who are a key player in this area, and Groundwork will be keen to collaborate with CESMB in order to avoid duplication of effort. Another potential partner who are significant in this field particularly in relation to businesses is the National Industrial Symbiosis Programme who bring together companies across many sectors with the aim of improving cross-industry resource efficiency through pooling resources, logistics and expertise.

Opportunities for Groundwork:

- Business site regeneration – environmental/landscape elements of business/industrial areas (consultation, design, delivery), possible business improvement district (BID) initiatives in town centres, environmental regeneration as part of Haringey Heartlands development, green business parks, town-centre/streetscene including shop frontage improvements are all relevant opportunities.
- Groundwork Environmental Business Services (EBS) – general awareness-raising activities as well as more in depth environmental management advice.
- Corporate Social Responsibility – encouraging corporate volunteering and sponsorship opportunities for local environmental projects.

Potential Partners:

- North London Ltd
- Haringey Council
- City Growth Strategy Partnership
- North London Strategic Alliance
- North London Chamber of Commerce
- Business Link London North
- FinFuture Ltd
- CESMB
- North London Waste Authority
- National Industrial Symbiosis Programme

Project	Estimated project value	Description	Partners	Progress
Trade Waste Recycling Campaign – new areas	Costed within the Greening Industrial Estates, Business Areas & Town Centres project below	Waste minimisation awareness for SME’s	LBH Econ Regeneration NLWA CESMB	Currently finalising pilot project before further development.
Haringey PCT EBS	£5,000			

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Haringey CGS delivery plan projects	£120,000			
LDA Green Economy Programme 2006 - 2009	£90,000	Provision of a package of industrial estates improvements – including EBS and landscape design.	NLCC LBH Econ Regen Millmead Business Group CESMB	The suggested project for inclusion is Millmead Industrial Area – under development 07/08.
Greening Industrial Estates, Business Areas & Town Centres	£143,000	Improving business/industrial sites through business engagement in planning, design and implementation of environmental improvements; in addition to provision of EBS. Strong links to Haringey City Growth Strategy implementation plan and Neighbourhood Renewal.	LBH Econ Regen North London Ltd NLCC CESMB	Development in progress – may follow on from LDA pilot above.
Other EBS activity	£70,000	Strategy being written for end of 2006 - require practical delivery of environmental improvements in addition to LVRPA Ongoing discussion re: possibility of partnering to write a Zero-Waste Strategy for the Borough. The concept of zero waste is about moving to 'minimising' waste rather than 'managing' waste and requires involvement across the supply chain.	NLSA LVRPA LBH CESMB	Groundwork is now part of the Vision development. Future projects require development once Vision agreed.
TOTAL VALUE	£428,000.00			

5.3.3 EDUCATION

There is a need in the borough for Groundwork projects that relate to environmental education and sustainable development. However, other organisations including the Council are already delivering a number of schemes. However, there may be a role for Groundwork within this existing provision, such as Education for Sustainable Development, school-business projects, local heritage and travel to school.

There is also much potential to work in school grounds development and refurbishment as there is clearly a need to improve open spaces in the borough. The risk of exclusion of certain groups of children from education and achievement means there is scope for 'pupil inclusion' programmes and/or other informal education programmes and alternative learning approaches for special educational needs.

As there are substantial health inequalities between the east and west of the Borough – health improvement is a key area of work (as highlighted in the HIMP 2003-2005 as well as being a theme within the LA21 Action Plans) and therefore there is a potential role for Groundwork to work on health education projects/sporting activity projects with young people.

There is also a role for Groundwork to work on heritage projects – industrial or cultural heritage projects that encourage children to become more familiar with their surroundings using practical projects such as creating videos, making music and producing artwork.

Groundwork's 'education for sustainable development' focus not only delivers projects, but also leaves a more lasting legacy through teaching resources and teacher training. As projects are often linked to local environmental issues – Groundwork seeks to engage the involvement of the wider school community, particularly parental/family involvement and from local businesses and community leaders.

Opportunities for Groundwork:

- Breakfast clubs, after-school clubs and extended school functions
- School travel plans/Safer Routes to School
- Healthy Schools Programme – NHS/TPCT potential partnership link
- Heritage and Cultural projects (could also be community or land programmes)
- Environmental education in primary & secondary schools including environmental teacher training/teaching resources
- School grounds improvements including 'Building Schools for the Future' programme

Potential Partners:

- LBH Children's and Youth Services and other departments as appropriate
- Sure Start
- Children's Fund
- BTCV
- Learning Through Landscapes
- GLA London Schools Environment Award Team
- Waste Watch
- Parent's Groups, Parent Teacher Associations, School Pupil Councils, Trade Union branches and stewards

Project	Estimated project value	Description	Partners	Progress
<i>After-school and extended school activities</i>	£60,000	General environmental education & potential role in Safer Routes to School; linking schools into local environmental regeneration initiatives	LBH Children's Services	Concept stage only - needs further development
<i>Educational resources and environmental teaching services Site specific education e.g. Tottenham Marshes</i>	£15,000	Developing educational/learning resources for key sites in the borough or local environmental resources for schools	LBH Recreation LVRPA Friends Group BTCV	Awaiting feedback from LVRPA
<i>School grounds improvements</i>	£120,000	Landscape/facility improvements to school premises – creating outdoor classrooms/safe, shaded play	LBH Children's Services Haringey Play Association	Concept stage only - needs further development
<i>Work experience programmes, Sure Start/Children's Fund and Children's Centre programmes</i>	£30,000	Environmental work experience for school pupils – linking to Groundwork activities and local businesses Environmental activities linked to Children's Centres.	LBH Children's Services HEBP Connexions Sure Start	Concept stage only - needs further development
TOTAL VALUE	£225,000.00			

5.3.4 YOUTH

Engaging young people in projects that improve their surroundings can regenerate a renewed sense of community spirit, providing learning and employment opportunities and contributing to the creation of more cohesive and safe neighbourhoods. This is something that is a priority in Haringey and central to Groundwork youth programmes.

Groundwork is a key deliverer of environmental work with young people. Our experience tells us that young people want to see and participate in positive change in their neighbourhoods. They have the most to lose from neighbourhood decline and the most to gain from new facilities and services. Community-based projects enable young people to plan and undertake changes to their surroundings, which can act as a catalyst that kick-starts a change in attitudes and behaviour.

Groundwork's priorities have been highlighted as: working with young people not in education or training (NEET) and raising achievement amongst young people in schools and youth centres – using the environment and local regeneration projects as a tool to engagement.

The Network Learning Communities in Haringey will be fundamental in identifying potential projects and resources to support Groundwork youth projects in the borough.

Groundwork would welcome input from the newly formed Haringey Youth Council.

Opportunities for Groundwork:

- Partnership work with LBH Youth Service and Neighbourhood Management – youth clubs and estate-based work in key neighbourhoods
- School or college projects – inclusion programmes and work experience
- Anti-Social Behaviour and youth crime diversionary projects – by involving young people in environmental projects in their neighbourhood
- Intergenerational projects – particularly teenagers and older people
- Art or media-based youth projects linking to an environmental/regeneration theme
- Work alongside youth training agencies delivering environmental/horticultural training
- Using environment-theme to engage ethnic youth groups

Potential partners:

- KIS Training Ltd (youth training / Prince's Trust projects)
- North London Connexions
- Learning & Skills Council North London
- Haringey Children's & Youth Service
- Haringey Play Association
- Local youth groups including YMCA
- Haringey Neighbourhood Management & regeneration partnerships
- Haringey Education & Business Partnership
- BTCV

Project	Estimated project value	Description	Partners	Progress
<i>BLF - Health projects with young people</i>	£150,000	Using environmental projects to highlight the benefits of healthier lifestyles and activities for young people	Haringey TPCT LBH Children's	Development in progress via Big Lottery Fund Well-being programme
<i>Environmental youth projects – on estates and in schools</i>	£180,000	No specific projects identified – but Groundwork's role should be engaging young people within their neighbourhood with environmental projects Projects should target young people from BME communities	LBH NM LBH Youth Service LBH Recreation Services Homes for Haringey	Concept stage only - needs further development
<i>Cultural projects with young people – art, media, heritage etc</i>	£15,000	Innovative projects to engage young people in heritage and cultural projects	Collage Arts LBH Chocolate Factory? Selby Trust	Concept stage only - needs further development
<i>LBH Children's Services Commissioning projects</i>	£15,000	Environmental projects with children and young people	LBH Children's	Current project search underway
<i>TOTAL VALUE</i>	<i>£360,000.00</i>			

5.3.5 EMPLOYMENT

There is a need for encouraging employment in the borough, especially in the east of the borough. The substantial and widespread efforts already in Haringey could be enhanced through the provision of practical environmental training and 'green' employment initiatives e.g. *Groundwork's Green Employment - Environmental Intermediate Labour Market (ILM) Programmes and related training initiatives*. Groundwork will need to ensure avoiding duplication of the existing efforts and services, and opportunities lie in joining-up or adding to existing schemes.

Groundwork's model aims to support long-term unemployed into employment in the horticulture and landscaping industry through a tailored training programme, including employment search and placements on completion. The ideal option is to combine an ILM with a Transitional Work Programme (TWP). The model above provides vocational training and paid real work experience. The model also provides a resource of a 'green team' that could deliver maintenance and landscape projects in the borough. The initial cost of establishing a 'green team' can be expensive but can be justified with the higher job outcome rates. The ILM/TWP gives those clients who have multiple barriers to employment the skills and qualifications to access the labour market. The model could be a springboard for establishing a local social enterprise that can aim to increase project income and therefore secure long-term sustainability. The costs and project length can be flexible on all options and Groundwork will work to develop an employment initiative that meets funders', employers' and clients' needs. In order to be viable it is likely that this scheme would need to be a partnership across neighbouring boroughs.

The EMPLOY Upper Lee Valley Framework provides potential partnership or tendering opportunity for Groundwork to deliver employment programmes via Urban Futures managed programmes.

The Local Employment Action Programme is a pan-London Groundwork initiative funded by the London Development Agency and Job Centre Plus (£100,000 over 2 years). The Groundwork feasibility planning has identified the need to provide training and employment opportunities in the horticulture and grounds maintenance sector. This successful LDA and Job Centre Plus programme will fund Groundwork to develop employment opportunities across several London borough's, including Haringey. Groundwork has discussed these with the Council's Employment & Skills Team to explore green jobs and other employment projects in Haringey.

Opportunities for Groundwork:

- Develop the concept of a 'Green Team' for Haringey
- Support and strengthen existing skills development and training activities centred around horticultural/environmental centres
- Working in partnership with the Probation Service to deliver specialised training for ex-offenders
- Working in partnership with JobCentre Plus to deliver targeted environmental programmes for BME groups and migrant communities
- Environmental work experience/voluntary placements for young people

Potential Partners:

- KIS Training Ltd
- Urban Futures
- Job Centre Plus North London
- Haringey Employment Partnership
- Haringey Council Economic Regeneration
- Learning & Skills Council North London
- Selby Trust
- Haringey Training Network

Project	Estimated project value	Description	Partners	Progress
<i>Green Team Pilot Programme 07/08</i>	£200,000	Strategy being written for end of 2006 - require practical delivery of environmental improvements in addition to LVRPA? Link to assist existing horticultural centres?	LBH Econ Regen JCP LSC	LBH considering Groundwork proposal
<i>Lone parents teaching assistants programme</i>	£80,000	Existing initiative that could be rolled out in Haringey?	LBH Econ Regen	Concept stage only - needs further development
<i>Specific environmental training targeting BME/migrant community</i>	£90,000	Targeted programme using environmental/landscape training to increase general employment skills – potential inclusion of resettlement of prisoners.	LBH Econ Regen JCP	Concept stage only - requires further development
TOTAL VALUE	£370,000.00			

5.3.6 COMMUNITIES

Fear of crime is a major concern to people in Haringey, especially to the east of the Borough and highlighted in the Crime Reduction Strategy (2005-2008). Community Safety schemes and neighbourhood projects which help to reduce fear of crime are among the recommended measures. Studies indicate enviro-crime is often responsible for increasing the perception of crime. This is an area where there is a potential need for Groundwork projects which address these issues through projects that combat graffiti and improve street lighting, signage and open spaces. Groundwork has the expertise in working with residents and leaseholders in addressing their concerns about their environment through good design. Groundwork would work in partnership with the Better Haringey and Community Safety teams.

There is potential for Groundwork to work on community development projects that focus on environmental regeneration. Such projects would also include consideration of sports and health and social cohesion. Ideally these projects would relate to physical improvement projects and be located in those areas of greatest need.

All those involved in delivering regeneration now agree that a sustainable community is, by definition, a healthy community and that tackling disadvantage is at the root of improving well-being. There are a number of opportunities for Groundwork to create healthier environments and lifestyles in the borough.

Any future work with Neighbourhood Management teams and also the Seven Sisters NDC could also build on the need to keep local residents involved in the regeneration effort. Groundwork's experience in community consultation would come in useful here.

Opportunities for Groundwork:

- Community safety projects
- Community gardener schemes and horticultural therapy (health and environment)
- Community development workers with environmental expertise
- ALMO / Housing services – estate regeneration schemes and resident engagement
- Environmental projects to involve refugees, asylum seekers and BME communities
- Sport projects – complementing sports activities on a neighbourhood level
- Community waste and recycling – raising awareness to increase recycling rates – potential links to local recycling initiatives, including Restore community recycling project and Recycling in Education Initiative.
- Community Centres – assistance in designing and building outdoor areas and gardens.

Potential Partners:

- LBH Neighbourhood Management
- Homes for Haringey
- Haringey TPCT
- Community Safety/Police
- Housing Associations
- Haringey Training Network
- Haringey HAVCO and HARCEN
- Women's Environmental Network
- Residents' Associations
- Community Sports Network

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Project	Estimated project value	Description	Partners	Progress
Mayor's Sustainable Suburbs Toolkit	£4,000	Potential new funding or 'toolkit' training for Neighbourhood Managers. Also NM are keen to see practical work coming out of the learning that has taken place in the Myddleton Rd. area.	LBH NM	
Community Gardener Allotment/Food Growing Project - Possibly around the Tower Garden Estate	£60,000	Help to set up and support community gardening clubs and projects in deprived communities. Mainly on housing estates, schools, community centres. Also link into allotment and gardening work which focuses on nutrition and 'cook & eat' type projects with a target on hard-to-reach communities such as women who are otherwise confined to the home, elderly groups, substance misusers, refugees etc. Can also be linked into qualifications and employment and Children's' Centres	HfH, LBH NM, HA's, BTCV Residents' Associations	
Horticultural Therapy projects - PCT mental health	£60,000	Links to employment programme and existing activities at John Grooms Centre and MHT centre	Haringey TPCT MHT	
Community training and volunteering opportunities	£15,000	Activities linked to local regeneration projects	Haringey Training Network Selby Centre HAVCO	
Balfour Beatty Decent Homes Contract and other Neighbourhood Initiatives	£120,000	If Balfour Beatty are successful in winning Decent Homes contract then Groundwork will help them to deliver community communication and engagement aspects of their work	Balfour Beatty, HfH	
TOTAL VALUE	£259,000.00			

SECTION 6 - Organisational Plan

6.1 Organisational structure and staff resources

The proposed Groundwork services in Haringey will be delivered by the Groundwork North London staff team with the relevant expertise and experience appropriate for the operations outlined in Section 5. The staff resource for the new area will include:

Community Development staff – working with local people, consulting, supporting and building capacity so that residents are able to develop their own ideas and play an active role in improving their own neighbourhoods.

Landscape Architects – translating local ideas into practical schemes that meet community needs, engaging specialist contractors and managing contractors through to completion.

Education – education officers – supporting teachers with practical workshops, training, schools grounds developments and school business links.

Employment – employment practitioners – providing vocational training and work placement opportunities for people finding it difficult to get work.

Business – environmental managers – providing advice to companies and organisations on sustainable procurement, health & safety, waste minimisation, energy-saving and pollution.

Youth – youth workers – involving young people in practical regeneration activities as a way of developing their confidence and skills and helping them realise their potential as positive agents of change.

Fundraising – fundraisers working with other Groundwork staff and community groups to identify sources of funding and submit successful funding applications.

Management – developing and providing supervision, systems and procedures for operational staff to ensure that work is delivered on time, to a high standard and within budget.

Administration – providing administrative and financial support to operational teams to enable them to operate effectively.

These posts will in most instances be drawn from existing expertise in the Trust, depending on the skills and capacity required to deliver the various programmes. However, if additional staff resources are required to fill the skills gaps or add capacity, this will be assessed by Groundwork North London as part of their strategic business planning process.

There is a clear benefit to using experienced Groundwork staff that have been delivering successful programmes in adjacent boroughs. Groundwork London's regional programme staff will also be involved in managing or delivering regional or sub-regional programmes in Haringey. Groundwork will recruit or engage specialist staff, e.g. Environmental Business Advisers, this would be sourced from the network of skills within Groundwork in the London region.

Voluntary posts are not anticipated at this stage, other than local community volunteers on individual projects at a neighbourhood level. All of these staff resources are costed as shown in Section 7.

6.2 Premises

Groundwork North London is currently engaging with property consultants to explore the positive opportunity to purchase premises to best serve their geographical area.

6.3 Governance and legal implications

Groundwork is currently in the process of reviewing the future delivery of services across London in the future, therefore no formal governance arrangements are likely to be possible until March 2007. It is expected that the Council will be invited to participate in the new governance arrangements whether at a sub-regional or regional level.

Subject to Council agreement, Haringey Council will enter into a partnership with Groundwork for the delivery of the agreed Operations Plan. Groundwork's services in Haringey will be delivered by Groundwork North London as of 1st April 2007.

A Haringey Steering Group or Committee will be established to monitor the local delivery of services in the borough and assure that these are attuned to local needs. This mechanism would facilitate engagement with local stakeholders and partners and ensure that local accountability remains with Haringey stakeholders and Groundwork.

6.4 Internal management and evaluation systems

Groundwork ensures that all project delivery is well managed, monitored and their outcomes evaluated with all stakeholders. The Groundwork Project Management System provides an IT-based framework to closely manage projects on time, to budget and to agreed outcomes.

As part of individual projects, Groundwork ensures that its customers have the opportunity to evaluate their performance and the project as a whole. This is achieved through customer satisfaction surveys at the end of all projects with evaluation meetings held for all major projects. In addition the Trust carries out post project (1 year plus) evaluation of a sample projects each year to evaluate their success and learn appropriate lessons. The style in which Groundwork delivers relies on local community stakeholders being fully engaged in planning, design and implementation of the project from the outset and to gain ownership of the projects on completion. Groundwork will also ensure robust maintenance and after-care procedures on all projects – through negotiation with the local community and relevant authorities and landowners.

Groundwork UK has recently commissioned the Centre for Local Economic Strategies to undertake research to find out what difference our projects make to people's quality of life. Initial findings conclude that Groundwork Trusts are having a beneficial impact on neighbourhood satisfaction, liveability, fear of crime, skills development and community empowerment.

6.5 Accreditation and policy framework

Groundwork North London has a robust policy framework including Diversity, HR, Health & Safety, Environment, Business Planning and Finance.

The Board of Trustees has formally constituted Sub Groups for Finance, Business Planning and Human Resources. There is also a sub group for Premises. A Board Trustee is invited to attend the Health & Safety Committee.

The Trust operates a vigorous Business Planning process, involving key partners, external funders, Groundwork UK and other relevant parties. This process approved by the Board of Trustees and in compliance with Groundwork UK and DCLG, drives the organisation forward through the following financial years, determining priority objectives and cascading these down to all the management and staff teams.

All Groundwork operations are also subject to a Comprehensive Business Assessment (CBA). Groundwork North London complies with all recommended external auditing and review processes and in 2005 was audited under a formal Twelve Year Review (as part of the Government's 12 Yr Rule, established in 1996). This was carried out by an external body (URSUS Consulting) in cooperation with Groundwork UK. In 2006 Groundwork North London was reviewed by a Federation appointed Performance and Review (PAR) Team. The Trust will next be assessed under CBA in 2009. These review processes ensure the Trust is operated and managed efficiently and effectively.

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The Groundwork Federation has implemented BETA+ (Business Excellence Through Action) as a total quality management system for all Trusts and regional offices. Groundwork UK has joined the UK Investors in Excellence Recognition Programme which is built around the fundamental concepts of Excellence and the European Foundation for Quality Management (EFQM) Excellence model.

Groundwork North London has achieved accreditation in Investors in Excellence and has 'Investors in People' accreditation.

The Trust operates key working groups to determine policy and procedure. These include:

- Aftercare Working Group
- B.E.T.A Working Group
- Creative consultation Working Group
- Diversity Working Group
- Diversity Working Group
- First Aid Working Group
- Green Group (BS8555)
- Health and Safety Committee
- Quality Working Group
- Staff HR Working Group

The Trust has CHAS (Contractor Health and Safety assessment scheme) accreditation. CHAS compliance means Groundwork North London has demonstrated compliance with current legislation and sound management of Health & Safety. CHAS is recognised by the Local Government Association, Trades Union Congress and the Institution of Occupational Health (IOSH) who have formally endorsed the scheme. Groundwork North London has a Health & Safety Committee, chaired by the Executive Director (with Board Trustee attendance) which meets regularly and reports to the Board of Trustees.

The Trust is currently undergoing the implementation process for BS8555 (Environment) and will complete this accreditation process by March 31st 2007.

6.6 Partner liaison

As well as building a sustainable programme of work that delivers the borough's needs – Groundwork will continue to build relationships with key partners and community stakeholders across all sectors. The development process to date has been extremely positive and partner organisations welcome Groundwork services in the borough. Groundwork must ensure that partner relations are maintained and projects are delivered to a high quality in order to demonstrate and build our profile and reputation within Haringey.

SECTION 7 - Income and expenditure

The Income and Expenditure forecast has been created to anticipate the expected development income, project income and costs, as well as demonstrating the management of the business over the six year period of the projected programme. The income and cost figures have been derived from knowledge available and supported by identified income streams and project initiatives. (See Section 5 Operations Plan).

The financial plans are supported by key London Borough of Haringey partners.

The financial projections are summarised in Table 1.

The financial planning includes cash flow projections, cost projections based on budgets for people and overheads, as well as programme summaries.

The annual contribution requested from the London Borough of Haringey is £70,000. It is noted that there is a match of funding from other areas (DCLG, private sector). This funding is focussed on development, programme and project development and is linked to the ability to deliver the projects and programmes identified in the Operations Plan.

Assumptions:

- The phased build up of the project and programme income and costs reflects the increase in local development knowledge and experience; and will build on the capacity already developed in delivering pilot projects in 2006/07.
- The current Groundwork North London programmes will run in parallel and opportunities to broaden existing programmes will be maximised. The Groundwork year runs from 1 April to 31 March.
- The programme values take account of the information on programmes provided to date by the London Borough of Haringey and other key partners.
- Retained surpluses of fewer than 5% build over the six years to establish a cumulative total in the order of £188k. This annual surplus level is good financial management and contributes to the Trust, supporting its intent to carry unrestricted reserves for the purposes of ongoing working capital.
- Costs have been estimated using the Full Cost Recovery method.

The trends in finance:

- Steady rise in project income as new programmes are developed and implemented
- LB Haringey contribution and DCLG investment are a reducing proportion of the programme over time
- Project costs increase to accommodate increased volume of work
- Staff and support costs increase to accommodate increased volumes and the need to invest in staff skills, development and retention.

Risk Analysis:

With the current status of the data available, it was not considered practical to prepare a detailed sensitivity analysis of the financial projections. Attention is drawn to the following risk factors:

- The assumptions used to prepare the financial projections are based on the experience of Groundwork London generally and Groundwork North London in particular, together with consultations with the London Borough of Haringey and key stakeholders. Hence, the outcomes are dependent upon both the scope and content of the programmes being available for delivery with LB Haringey within the timescales proposed.
- Similarly, the National Performance Measures (NPM's) have been extrapolated from the information available in creating the project programmes. The assumptions used to prepare the NPM's are a mixture of this information and experience of Groundwork London generally and Groundwork North London in particular, together with the consultations with partners. Hence, the outcomes are dependent upon both the scope and content of the programmes being available for delivery with partners within the timescales proposed.

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- The operations programme sets out the priorities of local partners and indicative levels and sources of funding. Until the actual Haringey programme is underway there is a risk that changes in funding regimes may have an adverse effect on income.
- Continuity of programmes and maintenance of payment terms, in respect of cash receipts from programmes.
- The forecast net profit margin is vulnerable to erosion through inflation and non-forecast expenditure.

Groundwork North London has a firm financial position with a large number of regeneration programmes already underway. Their key financial objectives will be to:

- Develop and secure a broad base of operational and development funding to ensure sustainable cash flow across its operations
- Achieve annual surpluses to finance continued development and growth and to ensure long term viability of the Trust
- Maximise the leverage of other sources of funds and secure new sources of funds
- Secure partnerships to spread and manage financial risk and maximise value for money
- Keep overheads to a minimum and optimise the economies of scale available to a larger Trust to benefit the operations
- Maintain financial management systems and ensure there are proper controls in place including project management systems

TABLE 1: INCOME AND EXPENDITURE

	2007/08	2008/09	2009/10	2010/11	2011/2012	2012/2013	6 Years
Development Income							
Predicted Groundwork investment (incl.private, DCLG & other)	70,000	70,000	70,000	70,000	70,000	70,000	420,000
Predicted Haringey Council investment	70,000	70,000	70,000	70,000	70,000	70,000	420,000
	140,000	140,000	140,000	140,000	140,000	140,000	840,000
Project Income	445,000	510,000	590,000	655,000	699,000	720,000	3,619,000
Income growth		14.61%	15.69%	11.02%	6.72%	3.00%	
TOTAL INCOME	585,000	650,000	730,000	795,000	839,000	860,000	4,459,000
Indirect Expenditure							
Staff Costs	70,000	74,000	77,000	80,000	84,000	87,000	472,000
Support costs	45,000	46,350	47,740	49,172	50,647	52,166	291,075
Full cost recovery	115,000	120,350	124,740	129,172	134,647	139,166	763,075
Direct project costs	445,000	503,500	575,000	630,000	669,000	685,000	3,507,500
TOTAL EXPENDITURE	560,000	623,850	699,740	759,172	803,647	824,166	4,270,575
SURPLUS	25,000	26,150	30,260	35,828	35,353	35,834	
Surplus % [Target 5%]	4.27%	4.02%	4.15%	4.51%	4.21%	4.17%	
Cumulative Surplus	25,000	51,150	81,410	117,238	152,591	188,425	

SECTION 8 Outcomes**Table of Outcomes**

Performance Measure	Unit	Totals Years 1 to 3	Estimated Years 4 to 6	Overall Total 6 Years	Estimated Year 6
Physical Environmental Improvement					
Trees planted	No. of trees (000s)	1.5	4	5.5	3.6
Area of land improved	Square metres (000s)	25	85	110	70
Area of land maintained	Square metres (000s)	25	100	125	85
Education and Community Involvement					
Young people actively involved in projects	Person days (000s)	5	8	13	6
Adults actively involved in projects	Person days (000s)	5	8	13	4.5
Schools involved with Groundwork	No. of schools	15	60	75	50
Integrating the Economy and Environment					
Businesses involved with Groundwork	No. of businesses	50	120	170	100
Improvements to environmental performance	No. env. reviews	10	30	40	20
Jobs created	No. of jobs	5	45	50	30
Training weeks provided	No. of weeks (000s)	1	2	3	1.3
Number and Type of Projects					
Total Projects Progressed	No. of projects	90	150	240	90
Physical Environmental Improvements	No. of projects	50	80	130	50
Education and Community Involvement	No. of projects	30	50	80	30
Integrating the Economy and Environment	No. of projects	10	20	30	10

Local performance measures are being developed and explicit outputs are to be agreed with LBH and defined through the Partnership Agreement. This would provide a robust plan which would allow for specific outcomes and for future funding to be tied into performance. One example of relevant local measures that have been suggested are health inequalities targets.

APPENDIX 1

Partners and Steering Group should be listed in the appendices along with formal observations of the major partners. These may be in the form of letters of support.

List of Partners

1 Haringey Council

2 Supporters

a) Voluntary and Community Sector

HAVCO
ReStore
FinFuture
Selby Trust
Lea Rivers Trust

b) Public Sector

Haringey Teaching Primary Care Trust
Lee Valley Regional Park Authority
British Waterways

c) Business Sector

CESMB Middlesex University
London Waste Ltd
Circle Anglia
North London Chamber of Commerce
Tottenham Hotspurs
North London Ltd
Homes for Haringey

d) Other Partners/Supporters

List of Organizations Represented on Steering Group Members

- LBH
- Haringey TPCT
- North London Waste Authority
- LVRPA
- CESMB
- HAVCO
- FinFuture
- Circle Anglia

APPENDIX 2

Key local regeneration/investment initiatives including a list of organisations involved in the residual needs study

Face to face consultees

- Markfield Organisation
- NDC Seven Sisters
- Middlesex University –CESMB
- Haringey Employment Business Partnership
- LBH – Neighbourhood Management Team
- Lee Valley Regional Park
- FinFuture
- Selby Trust
- ReStore Haringey
- Family Housing Association
- British Waterways
- Lea Rivers Trust
- KIS training
- JobCentre Plus
- Business Link for London North
- Circle 33 Housing Association (Circle Anglia)
- Lynne Featherstone MP
- BTCV
- Haringey Play Association
- North London Strategic Alliance
- North London Ltd
- Urban Futures
- London & Quadrant Housing Association
- Family Housing Association
- LBH – Various departments:
 - Environment Directorate
 - Housing/ Housing Strategy
 - Parks
 - Economic Regeneration
 - Neighbourhood Management

- Cllr Brian Haley - Executive Member for Environment & Conservation
- Cllr Lorna Reith – Executive Member for Community Involvement
- Cllr Kawshika Amin - Executive Member for Enterprise and Regeneration

Consultees by Questionnaire/Telephone Interviews

- Haringey Strategic Partnership
- Metropolitan Housing Trust
- Learning and Skills Council – London North
- Haringey Federation of Residents Association
- College of North East London
- Haringey Accord Ltd.
- LA21 Community Steering Group
- WasteWatch

Organisations included in Broadcast Consultation

- Friends of Parks Forum
- Haringey Community Empowerment Network
- Haringey Racial Equality Council

A proposal for Groundwork Haringey

- Haringey Consortium of Disabled People and Carers Consortium
- Haringey Cycling Campaign
- Collage Arts
- Age Concern
- Hornsey YMCA
- Bruce Grove Youth and Community Centre
- The Haringay Club

Community organisations based at the Selby Trust:

- Angolan Community Association
- Black & Ethnic Minority Service
- Cabinda Community Association
- Critical Praxis
- Eritrean Community Centre
- Ethiopian Community Centre
- Haringey Accountancy Project
- Haringey Refugee Consortium
- Kurdish Housing Association
- Mencap
- Social & Community Enterprise
- Uganda Relief Association
- Zairean Community Centre
- Garden Residents' Association

Presentations to

- Healthier Communities Executive
- Better Places Partnership
- Better Haringey Steering Group

APPENDIX 3: PRESS CUTTINGS OF PUBLICITY OF GROUNDWORK PILOT PROJECTS

A proposal for Groundwork Haringey

APPENDIX 4

Groundwork Operations Plan Financial Summary - October 2006

Programme	Project	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	TOTAL	Total prog value
		£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Employment	Green Team Initiative	10	20	20	50	50	50	200	
	Environmental Training/work placements	0	0	30	30	30	0	90	
	Other training - teaching assistants	0	0	0	20	30	30	80	
	Total employment								370
Business	Haringey PCT EBS	5	0	0	0	0	0	5	
	Haringey CGS delivery e.g. Green Cluster, Waste Min etc.	20	20	20	20	20	20	120	
	NLCC/ NL Ltd - industrial estates - Millmead Estate plus...	15	15	15	15	15	15	90	
	Other industrial estates & town centre schemes	0	23	30	30	30	30	143	
	Other EBS activity	0	5	10	15	20	20	70	
	Total business								428
Land	Belmont Recreation Ground Phase 2/3	15	0	0	0	0	0	15	
	Priority Neighbourhoods NRF (e.g. Noel Park, Sandlings etc)	50	50	65	65	100	100	430	
	Canal Project	33	5	5	5	5	5	58	
	FinFuture Projects	15	0	15	0	0	0	30	
	Lordship Lane Streetspace	10	0	0	0	0	0	10	
	Carbuncle Passage - greening access	0	15	0	0	0	0	15	
	LVRPA/LBH The Paddocks	0	10	0	0	0	0	10	
	Muswell Hill Playing Fields	0	0	30	0	0	0	30	
	Creation of new/refurbishment of youth/play/sports facilities	30	0	40	50	70	70	260	
	Community Centre Gardens (e.g. Selby, Haven Centres...)	0	10	0	10	0	15	35	
	Allotment strategy - delivering projects	0	10	0	10	0	15	35	
	HfH housing estate improvements	70	70	70	70	70	70	420	
	Decent Homes Standard	10	10	10	10	10	10	60	
	Housing Association estate improvement projects	50	50	50	50	50	50	300	
	LBH key development sites	0	0	20	20	40	40	120	
	ULV & Growth Areas Fund & Green Infrastructure	0	20	20	20	29	40	129	
Small Open Space/Community Gdns e.g. Napier Rd	0	0	10	0	0	0	10		
Northumberland Park Greenspace	0	0	10	0	0	0	10		
	Total Land								1,977
Education	School-based activities - after-school/extended	0	10	10	10	15	15	60	
	LVRPA Tottenham Marshes - education resource	0	15	0	0	0	0	15	
	School grounds improvements	0	40	0	40	0	40	120	
	Children's & Early Years Programmes	0	10	0	10	0	10	30	
	Total Education								225
Youth	Big Lottery Well-being programme	30	30	30	30	30	0	150	
	Neighbourhood-based youth engagement activities	30	30	30	30	30	30	180	
	Other youth projects	10	0	10	0	10	0	30	
	Total Youth								360
Communities	Sustainable Suburbs - future project	2	2	0	0	0	0	4	
	Community Gardener	10	10	10	10	10	10	60	
	Horticultural Therapy projects - PCT mental health	10	10	10	10	10	10	60	
	Community training and volunteering opportunities	0	0	0	5	5	5	15	
	NDC or other Neighbourhood initiatives - potential delivery	20	20	20	20	20	20	120	
	Total Communities								259
	Year Totals	445	510	590	655	699	720		

Total value of programme over 6 years £3,619