



MEETING: Haringey Strategic Partnership - 11 February 2008

Title: Haringey Regeneration Strategy

1. Purpose:

To outline the Regeneration Strategy for Haringey

To seek endorsement from Haringey Strategic Partnership (HSP) members for the Strategy & explain the key role of the HSP in its delivery.

2. Recommendations:

It is recommended that:

- Members of the HSP endorse the Regeneration Strategy
- The Delivery Plan, through which the strategy will be delivered, is brought to the HSP for endorsement by the end of March 2008.
- The HSP acts as the key mechanism for providing strategic co-ordination and input into delivery of the strategy from Partners
- The Theme Boards be asked to take responsibility for overseeing relevant streams of the regeneration programme.

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3. Executive Summary

3.1 Haringey Council Cabinet approved a new Regeneration Strategy at its meeting of the 22nd January 2008. Prior to approval, the Draft Strategy was subjected to considerable consultation. This included a major

regeneration conference. Comments received from the consultation were included in the final revised Strategy document.

- 3.2 The report outlines the key elements of the Regeneration Strategy for Haringey. The vision for the Regeneration Strategy is;

Transform the Borough and the way in which it is perceived by creating economic vitality and prosperity for all through exploitation of Haringey's strategic location in a global city, major development site opportunities and by developing the Boroughs 21st century business economy

- 3.3 The three key objectives at the heart of the strategy are;

People

To unlock the potential of Haringey residents through increasing skill levels, and raising employment so that they can contribute to and benefit from being part of one of the most successful cities in the world.

Places

To transform Haringey into a place in which more people want to live and invest by using the opportunity of major sites and key locations to create positive change.

Prosperity

To develop a 21st century business economy that offers opportunities for sustainable employment and enterprise, to help make Haringey a place that people want to work and visit.

4. Context

- 4.1 The council and its partners have been pursuing an active regeneration programme for many years. When the first Community Strategy was created in 2003 it was felt that regeneration was the main objective of the Council. Consequently the Community Strategy 2003-2007 acted as the Council's regeneration strategy. Following adoption of the Community Strategy we have made major steps forward in regeneration including major applications on key sites and the development of innovative employment and training initiatives, including the Haringey Guarantee.
- 4.2 Despite great individual project successes, it is felt that greater benefits could be derived through 'joined up' working between projects. Putting a clear regeneration strategy in place will address this. The development of the strategy also builds upon the thinking behind the creation of the Urban Environment Department which integrates environmental, planning and regeneration services.
- 4.3 The recently adopted Community Strategy (2007-2016) sets out the overarching approach the Borough will take to maintaining and improving Haringey. The Regeneration Strategy has been designed as a principal

component in the delivery of the Community Strategy objective 'economic vitality and prosperity shared by all'.

5 The Purpose of the Regeneration Strategy

5.1 The Regeneration Strategy is intended to be a concise summary of the regeneration priorities for the Borough. In order to achieve this, and maximise the chances that the strategy will be read and utilised by partners, the Regeneration Strategy has been designed to be short and easy to read and comprehend. It will eventually be accompanied by a three year action plan outlining projects and key milestones.

5.2 The focus of the strategy is very clearly on economic regeneration. Whilst there are a wide variety of local authority activities that contribute to regeneration, including all of them within the Strategy would dilute the focus of the plan and risk creating an alternative Community Strategy. For example, housing will have a key role to play in realising the development of major sites. However, the regeneration strategy is not the housing strategy for Haringey. The strategy is a subset of our community strategy and explains how we will deliver parts of it.

5.3 The strategy is a deliberate attempt to move away from the kind of document that lists everything that could be done to impact on the regeneration of the Borough. Instead, it states clearly the areas we intend concentrating on and avoids listing areas that, whilst of concern do not constitute priorities.

5.4 The Strategy will help;

- To ensure we have a clear idea of how regeneration activity will contribute to the goals of the Community Strategy.
- To have a clear vision so that partners, neighbouring boroughs and regional bodies can see how we will work together to regenerate Haringey.
- To have a clear direction for regeneration activity so that mainstream council services can be clear how they can contribute to it.
- To ensure individual regeneration projects can clearly be designed and delivered so they contribute to core objectives.
- To ensure the impact of all regeneration activity is greater than its individual components.

6. Strategic Implications

6.1 The Strategy has been designed as a principal component in the delivery of the Council's Community Strategy objective 'economic vitality and

prosperity shared by all'. The Strategy can be seen as a subset of the Community Strategy - explaining how we will deliver parts of it.

- 6.2 The Strategy complements and is consistent with Government Office for London's (GOL) recently launched 'Development Investment Framework', the London Development Agencies (LDA) priorities for Haringey and the wider London region and the North London Strategic Alliance (NLSA) vision for the Upper Lee Valley.
- 6.3 Delivery of the Strategy will be key in meeting both LAA mandatory outcomes (reduction in benefits claim rates and a reduction in the difference between claim rates for England and wards in Haringey with the worst initial position) and stretch targets (reduction in the number of number of people from priority neighbourhoods helped into sustained work and a reduction in the number of residents on Incapacity Benefit).
- 6.4 The Strategy also reflects and will contribute to achieving the national floor targets relevant to enterprise and employment and skills. These are increasing Haringey's overall employment rate, increasing the employment rate of target groups, increasing the number of new VAT registrations and increasing the self employment rate.

7. Consultation

- 7.1 Following agreement of the Draft Statement by Haringey Councils Cabinet on the 20th September 2007, formal consultation with partners and stakeholders commenced.
- 7.2 Central to consultation efforts was a major 'People, Places, Prosperity' conference held on October 29th 2007 at the Bernie Grant Arts Centre. The conference was successful in attracting over 150 delegates from a broad range of public, private and voluntary sector backgrounds.
- 7.3 The purpose of the Conference was to;
 - Provide an opportunity for a wide cross section of our partners to contribute to the development of the statement and to create ownership of the final document
 - Showcase what is going on in Haringey to the sub regional agencies such as the LDA and GLA
 - Bring together all the people involved in regeneration to help them to understand the connections between their area of work and other regeneration projects and programmes.
- 7.4 The Conference included presentations on the national and regional context in which the Regeneration Strategy was developed and touched on key issues, such as inclusion and place-making. This was used as the

backdrop for lengthy group discussions amongst participants on the broad strategic themes of the Strategy and key issues within them.

- 7.5 The Draft Strategy and the Conference was also publicised through the local media. This was linked to the availability of the strategy on the Haringey website.
- 7.6 HSP partners were circulated with copies of the Draft Strategy and many attended the conference. The Draft Strategy was discussed at the Enterprise Theme Board.
- 7.7 Over 40 comments on the strategy were generated by the conference, emails and the return of reply slips included as part of the published draft strategy document. It is of note that the majority of respondents considered the brevity and focus of the strategy to be a very positive aspect of the document.
- 7.8 Care has been taken throughout the consultation process to resist adding into the strategy everything that could be done to impact on the regeneration of the Borough. To do so would result not in a short concise statement of priorities, but in a rival Community Strategy.

8. Delivery Arrangements

- 8.1 Subject to agreement, the HSP will act as the key mechanism for providing strategic co-ordination and input from Partners. The HSP Theme Boards will be asked to take responsibility for overseeing relevant streams of the regeneration programme.
- 8.2 Following endorsement by the HSP, a Delivery Plan will be prepared. The Plan will set out in detail the way in which the vision will be turned into action. The Delivery Plan will be a rolling 3-year document and will be reviewed and updated annually. It will set out by theme the key initiatives that will deliver the strategy, a timetable for delivery, detail funding and resourcing implications and include measurable milestone and outcome targets. The targets will reflect and be complement LAA and national economic development targets. It will be against these indicators that the success of the strategy will be gauged. The Plan will also set out clear Haringey Council and / or partner leads for each programme stream or project.
- 8.3 Responsibility for overseeing implementation will be taken by the Council's Regeneration Stream Board. This will deal with strategic programme delivery issues and receive detailed half-yearly monitoring reports on progress. Annual reports on progress will be presented to Cabinet.
- 8.4 The Council already monitors key regeneration indicators including unemployment, NEETS, VAT registrations, etc. This information will be

used to assess the broad impact of the Regeneration Strategy over the long term.

9 Conclusion

- 9.1 The Regeneration Strategy marks a significant step forward in thinking about regeneration in Haringey. Whilst in the past the Council has pursued a wide range of successful projects, it has not always maximised benefit through 'joining' them up. By providing a framework which better ties together activities and gives them clear focus, Haringey will be well placed to capitalise on the major opportunities that currently present themselves.

10 Recommendation

It is recommended that;

- 10.1 The Haringey Strategic Partnership endorse the Regeneration Strategy
- 10.2 The Delivery Plan through which the strategy will be delivered, is brought to the HSP for endorsement by the end of March 2008.

The HSP agree to act as the key mechanism for providing strategic co-ordination and input from Partners & the Theme Boards be asked to take responsibility for overseeing relevant streams of the regeneration programme.

11 Appendices

- 11.1 The Regeneration Strategy is attached in Appendix 1.

APPENDIX 1

The Haringey Regeneration Strategy

Introduction

Haringey is part of London - one of the world's most successful global cities. As a consequence of its success, London faces major pressures. Government has identified the shortage of housing and set ambitious targets. The match between skills of residents and the skills needed by the economy is poor. Five of the eight local authority areas with employment below the EU average are located in the capital. Traditional employment is being squeezed out by rising costs and globalisation. These are the challenges that London Boroughs must face up to.

The Haringey Context

- Haringey is strategically located in the London-Stansted growth corridor. With strong links to the City, West End and Stansted Airport the Borough is very well placed for both business and commuting.
- We are part of an economic powerhouse. The area of Inner London, which includes Haringey, generates 12% of the UK's wealth.
- By 2016 approximately 350,000 new London jobs will have been created within one hours commuting time of Haringey. These include the exciting new opportunities being created at Stratford City and the Olympic 2012, accessible by rail in 15 minutes from Tottenham Hale.
- The Upper Lee Valley (ULV), including major sites around Tottenham Hale, forms the largest Opportunity Area in London as defined in the London Plan. The London Plan targets the provision of 25,000 new homes in the ULV by 2016.
- Haringey Heartlands and Tottenham Hale are defined as Key Growth Locations in the London Plan. Between them, these sites alone could generate over 900 new jobs and 8000 new homes. They present a 'once in a lifetime' opportunity for the Borough.
- Despite its major advantages, 28% of Haringey residents live in areas that are amongst the 10% most deprived in the country. 90% of these deprived areas in Haringey are in Tottenham.
- The employment rate in Haringey is 69% compared to 74% nationally. There are 47,000 workless residents in Haringey, of whom 12,150 people are in receipt of Incapacity Benefit, 6,720 people in receipt of JSA. 1,800 workless residents would like to find work.
- Government has an aspirational target for full employment of 80%. This sets a target for Haringey of 16,600 extra people into employment – *getting those who want to work into work*. This presents a huge, but not insurmountable, challenge.

- Haringey's high levels of worklessness are linked to housing tenure. The 2001 Census found that the employment rate in Haringey amongst those aged 16 to 74 of the population living in social housing was only 36% compared to 56% for all people aged 16 to 74 living in the borough.
- Haringey is characterised by its polarised skills base. Some 21% of the Borough's working age population has a level 1 or below qualification while 40% have a level 4 or above qualification.
- The level of qualifications held by Haringey's working age population varies significantly between the east and west of the Borough. In Hornsey and Wood Green only 6.8% of residents have no qualifications compared with 22% in Tottenham. Some 54% of Hornsey and Wood Green residents have a level 4 or above qualifications compared with just under 25% in Tottenham. Currently 43% of jobs in London are filled by employees with level 4 (degree level) and above qualifications. GLA Economics forecasts that by 2020, the demand for highly skilled workers will increase to the extent that 50% of employees in London will have a level 4 qualification.
- Haringey is home to 8,500 businesses that together employ 61,000 people. The Borough accounts for 2.2 per cent of all business in London and 2.2 per cent of all employment across London.
- The public sector is the biggest employer in the borough accounting for 27.9 per cent of all employment.
- The share of manufacturing employment in Haringey has declined from 12.7 per cent in 1998 to 7.5 per cent in 2006.
- 22% of Haringey businesses cite the size of their current premises as a 'major problem'.
- The Haringey business community is dominated by microbusinesses. 77% employ between 1 and 4 people, 13% more than the national average.
- Across Haringey rates of self-employment, a useful barometer in identifying trends in entrepreneurship and enterprise, are rising and currently stand at 18%. However, levels in Tottenham are very low at just 5.2% and even lower in certain deprived areas and sections of the community.
- Haringey benefits from the activities of many enterprising and economically active individuals who work within the voluntary and community sector but who do not perceive themselves working within 'enterprises'. There are 754 known organisations within this sector in the Borough, the majority based in Tottenham.

Why do we need a Strategy?

Our Regeneration Strategy will ensure that maximum regeneration impact is realised from the major development projects within the Borough, making certain that individual regeneration projects are designed and delivered so that they contribute to core objectives. It will also ensure that links are forged with the opportunities that are being created in the wider London region and that mainstream Council services are oriented to best serve Haringey's regeneration objectives.

A clear strategic vision will help partners, neighbouring boroughs and regional bodies to understand how we can work together to regenerate Haringey. It will ensure that the impact of all regeneration activity is greater than the sum of its individual components.

The strategy brings together work already underway - for example, The Haringey Guarantee - with new areas of activity - for example, working more closely with mainstream Children Services. It has been designed as a principal component in the delivery of the Council's Community Strategy objective 'economic vitality and prosperity shared by all'.

The Strategy covers the period 2008 to 2016.

The Haringey Track Record

Regeneration is at the heart of Haringey Council activities and we have a strong track record to build on.

- We have succeeded in our ambition to create a thriving creative and cultural industries cluster in Wood Green, based around the revitalisation of the nationally renowned Chocolate Factory
- We have taken major steps towards the re-development of Haringey Heartlands. Implementation of the First Phase has already delivered 622 new homes as part of the New River development.
- From completion of masterplanning for Tottenham Hale, we agreed outline planning applications for Tottenham Hale within a 12 month period. Whilst this was not an 'easy option', the Council recognised that important opportunities such as this need to be driven forward with determination.
- The Council was a pivotal element of the partnership that delivered the impressive Bernie Grant Arts and Cultural Centre. The Council saw the potential of this project as a key element in the strategy to revitalise the High Road and the east of the Borough. It provides a focal point for life on the High Road, brings new visitors to the area and challenges perceptions of Tottenham.
- We have launched the innovative, employer-led Haringey Guarantee offering clear pathways into work. Since its launch in the summer of 2006, 149 people have been helped into sustained employment. Our approach has attracted widespread acclaim. Currently focused on 12 wards, the programme will be rolled out across the Borough.
- Haringey recognises that regeneration is about more than just 'projects'. It must also be about shaping mainstream activities to ensure they make the maximum contribution to our objectives. Here to, the Council has made excellent recent progress. Our efforts to raise educational attainment, for example, have made Northumberland Park School one of the fastest improving schools in the country and have led to a dramatic turnaround in performance across the Borough. In an increasingly knowledge based economy we will continue to make the most of our biggest regeneration asset – Haringey people.

The Haringey Vision

To transform the Borough and the way in which it is perceived by creating economic vitality and prosperity for all through exploitation of Haringey's strategic location in a global city, major development site opportunities and by developing the Boroughs 21st century business economy.

Objective 1: People

To unlock the potential of Haringey residents through increasing skill levels, and raising employment so that they can contribute to and benefit from being part of one of the most successful cities in the world.

Priorities

This objective will be achieved through innovation in the way in which we develop and implement projects and by challenging established ways of working that do not deliver long-term sustainable outcomes. To support this evaluation will be embedded across the programme to assess the impact of activities. Emphasis will be placed on initiatives that add value to existing services and which are easily replicated and up-scaled.

Our key priorities are;

- Creating strong links with Central London and major opportunity areas where significant job growth is projected including Stratford and the Olympic 2012, Brent Cross and Stansted Airport.
- Position key developments in the Borough to ensure they create jobs for local people
- Reducing worklessness through needs driven, employer-led programmes such as the Haringey Guarantee.
- Focusing skills development on key growth sectors, ensuring that employers have access to the skills they require.
- Raising educational attainment at school to ensure people have the skills and aptitude for work in an increasingly knowledge based economy.
- Targeting of key groups; young people, Incapacity Benefit claimants, users of Council Services and the low skilled.
- Ensure mainstream services, such as childcare and nursery provision, are clearly focused on the challenge of worklessness.
- Ensure clear, co-ordinated 'packages' of services – benefits advice, childcare, etc - are offered to help people into and to stay in employment

Objective 2: Places

To transform Haringey into a place in which more people want to live and invest by using the opportunity of major sites and key locations to create positive change.

Priorities

This objective will be achieved by bringing forward ambitious, mixed use flagship schemes. These will create attractive sites for new business, drive the growth our key sectors and provide high quality living opportunities and new employment.

Underpinning these bold developments will be an emphasis on sustainability and quality, promotion of mixed and balanced communities, improved diversity of housing opportunity and the need to improve the supply of high-quality office and workspace in the borough.

Our key priorities are;

- Transforming Tottenham through one of London's biggest place-making schemes. This includes delivery of a new town centre and major waterside residential development at Tottenham Hale, re-vitalising the area around Seven Sisters and maximising gateway opportunities centred on Tottenham Hotspurs FC to the north of the High Rd.
- Securing the position of Wood Green at the heart of the North London economy by driving forward major mixed use development on the Haringey Heartlands east and west sites. The new development will closely complement Wood Greens existing facilities, creating an urban centre for the 21st century.
- Transforming the Lee Valley by taking full advantage of its status as one of the major business and housing growth locations for London. Working closely with partners in Enfield and Waltham Forest, our focus will be on delivering of the ambitious North London Strategic Alliance (NLSA) vision for the area.
- Recapturing the Victorian vision for Alexandra Palace as a cultural, leisure and entertainment centre for the benefit of London.
- Maximising the potential of cultural landmarks to create a place in which people want to live and work. This will include the redevelopment of Hornsey Town Hall as a centre-piece for the town centre in Crouch End.
- Ensuring that those neighbourhoods in Haringey that suffer acute long term poverty and deprivation are linked and integrated with the bold, new developments and the opportunities they offer, to create places in which people want to live and stay.
- Attracting investment from central and regional government for improvements to transport & infrastructure to support the development of sites and ensure transport routes effectively connect people to key job growth locations

Objective 3: Prosperity

To develop a 21st century business economy that offers opportunities for sustainable employment and enterprise, to help make Haringey a place people want to work, visit and invest in.

Priorities

This objective will be achieved by recognising the needs and aspirations of businesses, investors and consumers. Our programme will provide the necessary support and infrastructure with which businesses can grow and develop within the Borough and offer investors and consumers attractive opportunities to engage with the Haringey economy.

Our key priorities are;

- Unlocking the entrepreneurial talent in our most successful growth sectors. These are;
 - cultural & creative industries
 - food and drink production and distribution
 - professional services
 - hospitality, leisure & tourism
 - retail

- Making full use of the opportunities offered by new developments in the Borough to create business space that better matches the needs of business, in particular our growth sectors.

- Provision of good quality, simple to access, business support that businesses want and value.

- Capitalising on Haringey's locational advantages and the exciting new developments in the Borough by marketing a dynamic, changing Haringey in order to generate new investment.

- Delivering high quality Town Centres to ensure they thrive in a changing leisure and retail environment and meet the needs of ever-more demanding consumers.

- Building on Haringey's young, ethnically diverse community to take full advantage of innovation and global trade opportunities and promote entrepreneurialism

- Make the relationship with the Council an *asset* for business by improving the quality & responsiveness of Council services. This will help both retain existing businesses and encourage new ones to invest in the Borough.

- Using the enormous procurement and purchasing power of businesses, especially the public sector, to create opportunities for local businesses including social enterprise businesses.