

## **The Haringey Story**

The Haringey story is one of differential settlements, the transition from an agricultural society to one of urban businesses and lifestyles, dating from Roman times. Ours is a history influenced by the inward and outward movement of people and connectivity to London, the regions and globally. The effects of its topography and later the railways on growth and developments are clear.

The growth of public transport both train and tram had an enormous effect on Wood Green, Tottenham, Bounds Green and Stroud Green in the second half of the nineteenth century. This began in 1859 with a station at Wood Green for the Great Northern Railway line from Kings Cross. In 1872 the Enfield to Liverpool Street line was opened it had stations at Seven Sisters, Bruce Grove and White Hart Lane. In 1873, Alexandra Palace opened served by a branch railway from Highgate. In 1891 Tottenham had a population of 71,343. By 1931 Tottenham had a population of 157,772 with a large Jewish and east European Community concentrated around the Hale.

This was the forerunner to the borough wide diversity that we celebrate in Haringey today with over 100 languages in our schools representing the Continents of Europe, Asia, Africa, South and North America and the Islands of the Caribbean.

## **The present place**

The London borough of Haringey consists of the former boroughs of Hornsey, Wood Green and Tottenham which were amalgamated in 1965. Today Haringey reflects its past history of differential growth, its transport and road links, in many instances, reflecting former patterns. The borough retains its pattern of older “village” centres and open spaces alongside more recent development, and is home to the London landmarks of Alexandra Palace, Bruce Castle Museum and Spurs’ White Hart Lane stadium. The Borough stretches from the prosperous neighbourhood of Highgate in the west to Tottenham in the east; one of the most deprived areas in the country, Haringey is a borough of dynamic contrast, of wealth and relative poverty, with a hugely diverse and growing population.

The challenge for Haringey is to find ways of maintaining the distinctiveness of our different centres, make the most of our opportunities, build on our positive achievements of recent years to create a strong, secure, empowered and cohesive community where all can fulfil their potential and make their contribution to the wider community.

We are working in partnership on the development of our spatial and physical assets to enhance community safety, cohesiveness and sustainability. We are also building and investing further in our people so that they achieve health and educational outcomes which give them a wide range of personal choice throughout their life increasing the prosperity of the borough in terms of access to jobs, opportunities to do business and live preferred life styles

Haringey is strategically located in the London-Stansted growth corridor. With excellent transport links to the West End, the City, Stansted itself, Stratford and the Olympics site, the borough is good for business and for commuting – with an

estimated 350,000 new jobs to be created within an hour's travelling distance from the borough by 2016.

The potential of our own major development sites – the extensive former utilities lands of the Haringey Heartlands, and underused waterside light industrial areas of Tottenham Hale – is now being unlocked through an ambitious regeneration strategy, to create 9,000 jobs and 8,000 new mixed tenure homes.

We are well placed to contribute to a resurgent North London economy, and with our neighbours Enfield and Waltham Forest we share the major regional regeneration opportunities and challenges of the Lee Valley.

## **Haringey's People**

The borough has a growing population, that is projected to increase by 23 per cent by 2031, with the numbers of children rising at the fastest rate. Over half our population is under 35; our population aged over 50 is also increasing, from 48,295 in 2001 to an estimated 60,400 in 2021.

Haringey's tradition of diversity continues with some 50 per cent of our population overall, and three-quarters of our young people from ethnic minority groups. Within the borough there is also more than 100 languages spoken.

Our people are entrepreneurial, with global connections. Through raising educational achievement and narrowing the gap between existing skills and the demands of the 21<sup>st</sup> century economy we want to maximise employment opportunities for everyone.

Active citizenship is a key part of our community with some 800 organisations in our voluntary, community and faith sectors, providing a firm basis for extending involvement and cohesion.

We put social justice and equalities at the heart of what we do. Haringey has welcomed new communities over the centuries and we have fostered excellent community relationships. Haringey is a cohesive borough that respects diversity and promotes those values that we hold in common and bind us together. This will bond our community and make Haringey a better place to live.

## **Our Key challenges are to**

- Ensure that we maintain our excellent community relations through building on the shared understanding we have and the positive reasons that have always drawn people to Haringey.
- Encourage inward investment into Haringey to help unlock the potential that exists.
- Meet the demands of a growing population and maximise our opportunities as we need greater investment in services, housing and infrastructure and transport that will improve connectivity with areas of opportunity.
- Tackle deprivation and child poverty; our aim is to minimise the effect that poverty has upon the lives of our children and put in place the opportunities and

encouragement needed such as improved schools and more and better housing to enable our children and their families to overcome the barriers of deprivation.

- Meet the need for growth through sustainable development, tackling the effects of climate change.
- Reduce levels of worklessness through sustainable employment and increased skill levels, particularly in the east of the borough.
- Reduce the fear and incidence of crime through building on locally focused work and intelligence.
- Address health inequalities that exist across the borough to improve the quality of life and extend opportunities for people take greater responsibility for their health and to exercise greater choice over their care and lead fulfilling independent lives.
- Enhance the experience that our residents and stakeholders have within the borough and continue to improve perceptions of existing and potential residents and businesses,
- Encourage more active citizenship and greater involvement of residents in the planning and design of services to the community

Haringey's residents have said that they value the borough's diversity and that Haringey is now a better place to live. We know that the fear of crime has significantly reduced and that perceptions around the repair of roads and pavements, street cleaning and our parks and open spaces have all made exceptional improvements. These factors will provide a firm base to address our key challenges.

## **Haringey's Partnership**

The borough will address these key challenges by working in partnership. The needs and aspirations of our residents will be at the centre of the partnership's activity. Our approach is ambitious and multi-disciplinary integrating spatial planning, transport, social and economic development, housing renewal, active labour market initiatives, a strong cultural policy and a real effort to engage and satisfy internal residents as well as external visitors and investors. All are important to Haringey and this is clearly demonstrated in the membership, vision and priorities our local strategic partnership.

## **Haringey's Sustainable Community Strategy**

### **Our vision**

The Haringey Sustainable Community Strategy was finalised after the most extensive consultation exercise ever mounted in the borough Haringey's citizens told us that what they valued most was the borough's diversity and our vision reflects this.

**"A place for diverse communities that people are proud to belong to".**

Our Local Area Agreement will take forward the six key outcomes set out in the Strategy to deliver that vision:

### **People at the heart of change**

To meet the needs of our growing and changing population, we need more homes, more jobs, more schools and community facilities. Our challenge is to meet this demand by creating cohesive, sustainable and attractive communities, where people want to live, work, invest and do business. Those neighbourhoods that suffer acute

long-term poverty and deprivation will be linked and integrated with the new developments, housing investment and the opportunities this offers, to create places in which people are proud to live and enable them to settle and make a success of their lives.

We will capitalise on our location to generate inward investment, centred on our “clusters” of particularly successful business activity, including cultural and creative industry in Wood Green, and food and drink production. We will improve our transport connections to increase access to the opportunity areas of Stratford and Stansted, as well as the City, so that all our people can share in London’s success.

We have made great strides with our “Better Haringey” environmental clean-up campaign tackling litter, fly-tipping and graffiti, and our parks improvement programme winning eight Green Flags, the joint highest in London.

We want to continue those efforts, using innovation and the support of residents and businesses, so that Haringey’s streets, parks and open spaces are greener, cleaner, more welcoming and safer. Our aim is to ensure that those areas of greatest challenge improve to become as good as the best.

### **A sustainable future**

While we must build to meet need, we must do so in a way that meets the challenge of climate change. Haringey wants to manage its environmental resources more effectively and protect our heritage, biodiversity and open space.

The Haringey Strategic Partnership has begun this effort with the “Greenest Borough” strategy, now being finalised. It sets challenging targets for sustainable development and reducing our carbon footprint, with the council and partners taking the lead.

While encouraging all households to cut energy use, we will continue to tackle fuel poverty, ensuring that the poorest and most vulnerable members of our community get the assistance they need. Our recycling rate has now topped 25 per cent for the first time; we will continue to encourage and support recycling and waste minimisation, ensuring our efforts address the biggest challenges.

We want our children to be Haringey’s first “green generation”. We already have more school travel plans than any other London borough; we will continue to improve public transport and encourage walking and cycling, promoting healthier lifestyles. This will also help tackle social exclusion and make our streets safer; reducing harmful emissions.

### **Economic vitality and prosperity for all**

Too many in our community have not been able to share in the capital’s prosperity. Haringey ranks 13<sup>th</sup> in the latest index of Multiple Deprivation, and poverty and low pay have a particularly high impact upon the life chances of our children and young people. We know that child poverty is an issue for the borough. The Income Deprivation Affecting Children Index 2007 shows that Haringey has the fifth highest level of child poverty across London. We are developing our own child poverty

strategy to support the regional strategy emerging through the 2020 London Child Poverty Commission.

With 69 per cent adult employment, compared with 74 per cent nationally, Haringey has to get 16,600 people into jobs to meet our 80 per cent employment target. We have a significant skills deficit, and although exam results have improved at twice the national average since 2001, there is more to be done to ensure that children and their families are equipped with the right skills and qualifications to help them make a success of their lives. We have begun to tackle these challenges through the innovative “Haringey Guarantee”, a public/private partnership programme where priority groups are targeted for training and guaranteed job interviews with local employers. Families into Work will be a special project of the Haringey Guarantee – a special family focussed dimension to the Guarantee.

The vision for the Families into Work project is to improve the life chances of people in Northumberland Park by working with families to identify and provide the services needed to enable parents to take up paid work and for children to achieve success in education and develop the skills and desire to obtain work with career prospects. Families into Work will be an innovative pilot project focussing on families in a specific neighbourhood. This will test out an approach that is replicable and scaleable, based on better use and co-ordination of neighbourhood assets- schools, children’s centres, community resources.

We will maintain and extend this work, combining our employment and skills programmes to give local people the skills they need to secure sustainable employment. We will also focus on increasing in-work benefit uptake, and on income maximisation, debt counselling and other social inclusion initiatives for those unable to work.

### **Safer for all**

Although recorded crime has fallen by 13.5 per cent over the past year, Haringey remains a high-volume crime area, with burglary, theft from the person and theft from motor vehicles particularly prevalent. Crime is consistently listed as residents’ top concern. We have, however, made exceptional progress on this and our most recent residents survey shows that residents feel safer than in previous years and than the rest of London. Although we also know that young people in Haringey are somewhat more fearful of crime than the rest of London

Whilst the fear of crime has diminished our challenge remains two-fold: To continue to address this perception gap through better and more targeted communications; and to tackle persistent problems, including anti-social behaviour, domestic violence, drugs, violence and acquisitive crime.

We will help vulnerable people with extra security, and make sure that young people are engaged in positive activities with increased education, training and employment opportunities as an alternative to crime. More people are entering drug treatment, and we will encourage that trend.

We will address the under-reporting of crime among certain groups, for example young people, some ethnic minorities and victims of hate crime, and tackle particular issues among the borough's newer communities.

### **Healthier communities with a better quality of life**

On average Haringey residents still die younger than in England as a whole, and there are substantial health inequalities within the borough. In some of our most deprived areas there is a gap of eight years in life expectancy for men, compared to the most affluent areas.

Our Wellbeing Strategic Framework aims to enable people to live longer and healthier lives in all parts of Haringey. We will increase opportunities for older people to live independently, with extra support for carers – some 16,000 people carrying out unpaid work valued at £184.2 million a year.

We will also focus on increasing physical activity, reducing smoking and alcohol-related harm; and improving mental health and developing support services for vulnerable people.

We will also prioritise improving outcomes for young people growing up in households experiencing high levels of poverty.

Housing need has been increasing in Haringey and the levels of homelessness are among the highest in London. We have over 5,000 households in temporary accommodation, and one in five households is overcrowded. The challenge is compounded by high prices and rents. To meet our ambitions and resident aspiration we need to reduce reliance on temporary accommodation. Our priority is therefore to increase the supply of housing, ensuring that there is greater market choice with more family sized and affordable homes. We also want to improve the quality of Haringey's housing stock, achieving the Decent Homes Standard.

### **People and customer focused**

Finally, the council and our partners will continue to transform the borough's services and facilities, focusing on customer aspirations, user experience coupled with a comprehensive assessment of needs and analysis of relevant evidence, to meet the diverse expectations and requirements of our residents.

We will engage in targeted consultation and dialogue, using community participation and civic engagement to ensure that decisions accord with citizen's aspirations. Customer perceptions, user experience and insight, together with supporting data and intelligence, will be at the heart of service transformation and delivering value for money. We will build on initiatives such as our Learning Disabilities partnership, the Older Peoples Forum, with service user representatives, our participatory budgeting exercises at our Area Assemblies and our active Youth Council.

In appropriate areas we will develop individualised budgets and self-directed support.

Haringey has a strong and growing voluntary, community and faith sector, which plays a critical part in our Strategic Partnership and a vital role in connecting with hard to reach communities. Working together we will encourage volunteering and wider

participation in local life, to bring our communities and generations together and impart new skills and wider horizons for the socially isolated and excluded.

## Putting our LAA into action

### **A performance management framework for the Haringey Strategic Partnership**

Haringey's vision and ambitions are supported by a thorough assessment of the borough's needs and a clear understanding of our resident's perceptions. The borough's progress in achieving these ambitions will be considered through an effective performance management system that makes outcomes for residents paramount. The Haringey Strategic Partnership has now agreed a new performance management framework to enable this. This framework addresses the demands of the new Comprehensive Area Assessment, the new national indicators and requirements around the LAA that were introduced by the Local Government Act 2007.

This framework will enable an overview of partnership performance and will be used to inform the commissioning and funding of projects to deliver the LAA. This will be based upon:

- An understanding of the existing and future needs of the community that is used to inform the activity the partnership undertakes to achieve the required outcomes
- Effective arrangements to identify, manage and overcome the risks and barriers to achieving successful outcomes

### **The Performance Management Group and the Partnership Theme Boards**

The Haringey Strategic Partnership has put in place arrangements for:

- Regular reporting to the high level Performance Management Group<sup>1</sup> to give them a clear overview of progress across the whole LAA, enabling them to make strategic and timely decisions
- Each Partnership Theme Board will be responsible for:
  - Developing the action plans, to support the delivery of the LAA. This will be done by the end of March 2008.
  - Ensuring that they achieve their specific LAA targets/outcomes.
  - Commissioning of and accountability for the projects and financial management
  - Taking the necessary remedial action where outcomes are at risk and bringing performance up to scratch

The Partnership Theme Boards will have the support they need to enable them to take on this more developed role. There will be regular monitoring to ensure that the Partnership Theme Boards are meeting the required outcomes and that the projects are delivered on target.

### **The Area Based Grant**

A partnership approach has been taken in the allocation of the Area Based Grant and the allocation for 2008/9 was agreed through the Haringey Strategic Partnership in March. This will be reviewed through the Partnership in September 2008, in line with our priorities as set out in the Sustainable Community Strategy and the LAA.

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<sup>1</sup> This comprises the Council Leader, who Chairs this group, the Chief Executives of the Council, the PCT and the Voluntary Sector and Haringey's Borough Commander from the Metropolitan Police Service



## **The voluntary and community sector**

Haringey's voluntary and community sector are at the heart of the strategic partnership. They have their place on the high level Performance Management Group described above and have overseen the development of the LAA. Haringey's voluntary sector receives over £14m funding each year. This is a significant sum and as such the voluntary sector plays a major role in delivering the borough's social and community programmes. As well as this overarching role, Haringey's voluntary sector have a critical part to play in connecting the partnership to hard to reach communities, tackling social exclusion and promoting social cohesion.

## **Equalities and cohesion**

Haringey has a broad and inclusive strategic partnership that effectively represents and successfully incorporates the borough's diversity including Haringey's dynamic voluntary sector. Through working in partnership, coupled with effective and accountable leadership, we have in place the range of agencies and organisations to deliver the changes we want to bring about. We will ensure that our efforts continue to meet the needs of our changing and cosmopolitan community. Haringey Council is leading a new Community Cohesion Forum that will bring Haringey's many communities together – including communities of race, ethnicity, faith, age, and sexuality. The Forum will provide all of us with a chance to make connections, foster understanding, address shared challenges and solve common problems.

Haringey's Local Area Agreement will play a key part of fostering effective and productive community relations and bringing benefits to our all the community . An equalities impact assessment has been undertaken on our choice of LAA indicators and this has found that these will have overwhelmingly positive effects upon Haringey's many communities. The equalities impact assessment addressed:

- Age
- Disability
- Ethnic origin, nationality, national origin, race
- Gender
- Religion or belief
- Sexual orientation and
- Income/deprivation

The impact assessment has demonstrated that the LAA will address the specific local needs of particular equalities groups and reduce the barriers to equality and promote social justice in Haringey.

## **Putting the community at the heart of decision making**

Haringey's community groups play a critical role at all levels of the strategic partnership. A new Community Link Forum has been established and an election process is underway to determine those who will become the representatives on the Partnership. There has been a huge interest in these elections and this will serve to strengthen the whole Partnership. This is extremely encouraging and the Partnership is heartened by the level of involvement.

Understanding and acting on what Haringey's citizens think about the services they receive and meeting their hopes and aspirations will be a key part of transforming service delivery within the respective organisations of the Partnership. The LAA puts user perceptions and experience at centre stage.

### **Our other strategies and plans**

The Council and the Partnership has in place the plans and strategies that will help deliver the key priorities for Haringey. There is a robust framework and guidance for the development of plans and strategies. This framework ensures that strategies build on key linkages, are integrated into partnership working, are aligned with and help to deliver the LAA and are subject to regular review and evaluation, tying into the overall performance management system. Our major plans and strategies are aligned with the LAA evidence base that has been developed to support this narrative..