



MEETING: Haringey Strategic Partnership – 8 April 2008

Title: Upper Lee Valley: A New Vision

1. Purpose:

To outline the new vision for the Upper Lee Valley (ULV)

To outline the revised structure of the Upper Lee Valley Partnership (ULVP)

2. Recommendations:

To note the new vision and partnership structure for the Upper Lee Valley

To nominate a community representative to the ULVP Place Shaping Board

To nominate a community representative to the ULVP Economy, Education and Enterprise Board

Lead Officer: John McGill, North London Strategic Alliance (NLSA)

1 Summary

- 1.1 The Upper lee Valley has experienced a long period of decline due to the structural decline of manufacturing in London. Several programmes have attempted to halt this, including substantial investment from the European Union. Whilst there have been some successes the impact of programmes has been limited. In addition new opportunities such as the Olympic in 2012 and the pressure for increased housing supply mean that a new vision for the area was needed to avoid it being developed on a 'site by site' basis.
- 1.2 Through the North London Strategic Alliance the Boroughs of Haringey, Enfield and Waltham Forest, together with the LDA and GLA have worked to develop a new vision that can guide the future of the area.
- 1.3 The vision is designed to develop a longer term view of the area over a 20-30 year time horizon but capable of being implemented incrementally as opportunities present themselves. The vision does not duplicate any of the work currently being undertaken by Boroughs or regionally in the various planning

frameworks. It instead provides a context and direction to guide and influence these statutory documents.

- 1.4 Entitling the area North London's Waterside is part of that concept and the objectives being proposed are set out in the detail of the report:
- 1.5 The delivery of the vision will require co-operation across all three Boroughs and with funders and decision makers at a London Wide level to ensure future funding streams are directed to making the vision happen. In order to facilitate this a new partnership structure has been put in place.

2 The Upper Lee Valley - Introduction

- 2.1 The Upper Lee Valley, from the M25 to the A104 Lea Bridge Road, runs along the edge of 3 London Boroughs. The area has endured significant and continued decline in terms of economic activity and prosperity for at least two generations. This is despite being clearly identified as falling behind the rest of London and having a major asset in the Lee Valley Regional Park and the river frontage itself. Over the years, both Central and Local Government have invested resources and effort into the area but, at best, these actions have stemmed the rate of decline without really turning the tide, to the disbenefit of both the Boroughs themselves and their citizens.
- 2.2 Key reasons for this lack of improvement include: a failure to recognise the need for and achieve investment in appropriate transport infrastructure; the absence of a clear, coordinated approach by all the public authorities which directed their efforts; and an inability to maximise the advantage of the waterside frontage due to land holdings in the area. The area has never been seen as a complete whole with a defined sense of identity.
- 2.3 In addition, key policy developments during the past four to five years suggested that it would be timely to have a fresh look at the Upper Lee Valley. These reasons include:
 - Sustainable Communities policy approach to housing growth which identified the London Stansted Cambridge growth corridor as one of four corridors nationally. The ULV has a strategic location as part of the southern tip of the corridor which provides a policy basis for securing additional funding for transport and other community infrastructure;
 - Creation of the GLA and production of the London Plan which identified the ULV as an Opportunity Area and Area for Regeneration;
 - the Lyons Inquiry into Local Government – which identified the key role of local authorities in 'Place Shaping';
 - London securing the right to host the 2012 Olympics with the opportunity to extend the regeneration of the Lower Lee Valley northward to the Upper Lee Valley;
 - Evidence of worsening trends in worklessness across the three Boroughs, especially in Enfield which has some of England's highest growth rates in incapacity benefit claimants.

- 2.4 In addition both European and domestic, Single Programme funding rounds were concluding with strong signals that new programmes would be significantly less in the future. Coupled with this, the recent trend within the UK has been to allocate funding at a local level on the basis of shared objectives (e.g. Local Area Agreements, Local Economic Growth Initiative). Whilst this has significant merit there is a danger that individual Boroughs can overlook geographic trends which benefit from a sub regional approach. Finally, evidence from previous funding rounds suggests that those areas with strong partnerships, working to an agreed strategic vision are more successful in securing funding.

3 The Vision

- 3.1 In October 2006, after extensive consultation with key stakeholders, the leaders of Haringey, Enfield and Waltham Forest Councils agreed to give 'in principle' support to the new vision for the Upper Lee Valley.
- 3.2 The vision is designed to develop a longer term view of the area over a 20-30 year time horizon but capable of being implemented incrementally as opportunities present themselves.
- 3.3 The Vision sets out a series of interconnected overarching key themes designed to promote and guide future developments in the valley, organised round a formal Vision Statement.

North London's Waterside: a place to start, stay and grow

- 3.4 The formal strategic objectives of the strategy are:

- **A green heart**
Put the park and waterway at the heart of the new vision for the Upper Lee Valley, promoting environmental sustainability, improving access and opening it up for people to see and enjoy.
- **Competitive and confident**
Create a new economic future for the Upper Lee linked to the strengths of its history and environment and the opportunities offered by its diverse and changing workforce and location in twenty-first century London and the wider South East
- **A place for people to start, stay and grow**
Create a place where people want to come and residents want to stay; by providing a range of homes, workplaces and support services which help people and businesses grow and develop within the ULV
- **A connected and cohesive valley**
Improve strategic transport connections to key growth drivers at Stansted, Stratford and the city of London and increase internal accessibility; and ensure provision of facilities which enable people and communities to meet, mix, move and live together

- **Beautiful and liveable**
Achieve a step change in the quality of the urban environment, making better use of urban land and promoting good design and attractive, high quality buildings and public realm
 - **Healthy and relaxed**
Work with Lee Valley Regional Park Authority to ensure that the whole of the Lee Valley is known for the quality of its leisure offer, appeal of its green space and the health and environmental benefits it brings to London and Londoners
- 3.5 The vision does not duplicate any of the work currently being undertaken by Boroughs or regionally in the various planning frameworks. It instead provides a context and direction to guide and influence these statutory documents.

4 Delivering The Vision – The Upper Lee Valley Partnership

- 4.1 Following agreement of the new vision the North London Strategic Alliance, with the London Development Agency (LDA) and the local authorities, commissioned consultants to review Upper Lee Valley organisational structures and propose a new one which could commence delivery of the vision and co-ordinate regeneration funding that would be simpler, more cost-effective and link more effectively with mainstream organisations.
- 4.2 The review found the existing partnership structure unwieldy, confusing and non-strategic. The review proposed a simpler structure (see Fig1) with a Leaders' Forum supported by two boards;
- Place Shaping - responsible for planning, transport and housing issues &
 - Economy, Education and Enterprise Board - responsible for addressing skills, employment issues and promoting enterprise.

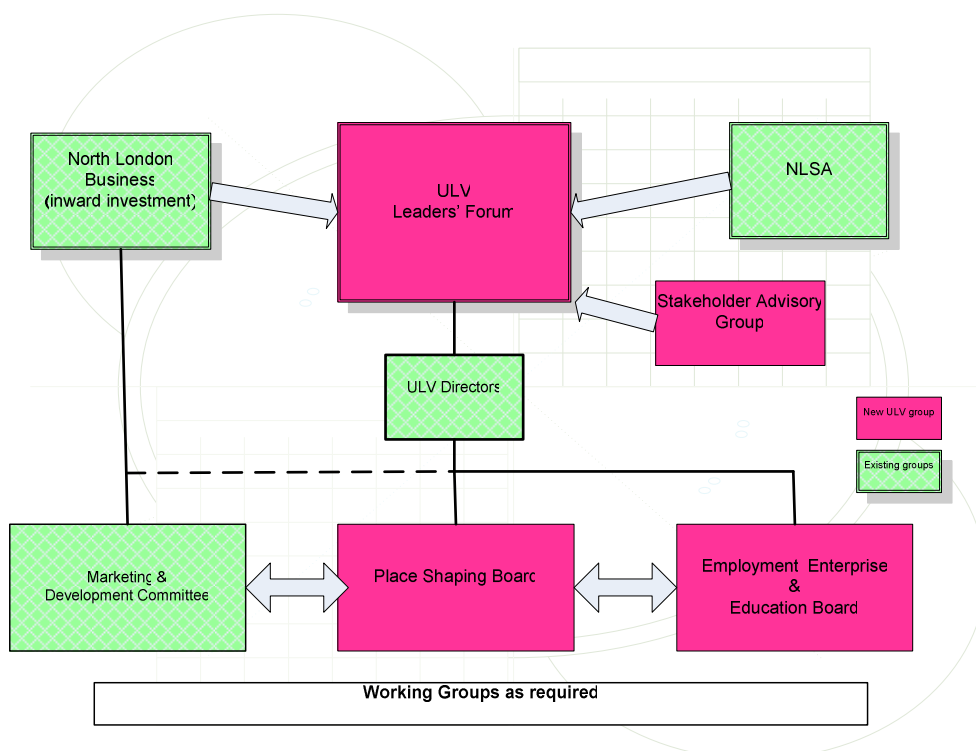


Fig 1: Upper Lee Valley Partnership Structure

- 4.3 It is intended that each of the Board will include community representatives nominated by each of the three Boroughs LSPs.
- 4.4 The structure also includes a 'Stakeholder Advisory Group' which is intended to bring together a wider range of organisations who would not need to be regular members of the partnership – for example stakeholders from neighbouring boroughs in the Lower Lea and outside of London.
- 4.5 The Leaders' Forum has subsequently agreed to add Lee Valley Regional Park Authority and North London Business to its membership.
- 4.6 The key elements of the new partnership are: its simplicity and strategic remit; transparency of membership; and links to the strategic partnerships of the three boroughs. It's remit is *to develop the vision, communicate the vision and raise the profile of the area and co-ordinate cross borough working to ensure that the vision is delivered holistically across the area*. The partnership is funded for two years by the three local authorities, Learning and Skills Council and the LDA.
- 4.7 Although the formal partnership is currently being set up, the benefit of the informal partnership between the boroughs has already resulted in a cross borough approach to tackling Worklessness – for example, 'the North London Pledge' led by Haringey and a co-ordinated, strategic set of expressions of interest for the new round of ERDF. Perhaps the most significant step is the cross-borough area action plan for Central Leaside and work with landowners in the area on a new Masterplan.

5 Next Steps

- 5.1 Initial meetings of the two boards and the Leaders' Forum have taken place and planning is in hand for a strategic stakeholders' event on the 9th July. In addition to ongoing communication and lobbying work, the key areas of work that will be focussed on are:
- developing an economic strategy for the ULV
 - a vision and strategy for the 'new' Lee Valley Park that will link and complement the Olympic Park in the Lower Lea Valley
 - continuing transport lobbying for the West Anglia Route improvement
 - a delivery plan for the vision derived from the planning processes of the boroughs and the GLA
 - facilitating production and agreement of the GLA's ULV Opportunity Area Planning Framework (OAPF)
 - co-ordinating development of those ERDF proposals which have been successful at the expressions of interest stage

6 Conclusion

- 6.1 The new vision for the Upper Lee Valley has the potential to lever a minimum of £7 billion of inward investment. There is strong evidence that the three borough partnership, supported by the Mayor is creating positive interest from investors and government. The challenge is to translate this into real, sustainable improvements for the people of the area.

7 Recommendations

It is recommended that members of the HSP;

- note the new vision and partnership structure for the Upper Lee Valley
- nominate a community representative to the ULVP Place Shaping Board
- nominate a community representative to the ULVP Economy, Education and Enterprise Board