

# **Regeneration Strategy**

*Delivery Plan 2008-11*

***DRAFT***

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Directorate

# Haringey Regeneration Strategy

## Delivery Plan

### Introduction

In February 2008, Haringey Council adopted '*People, Places & Prosperity*', *Haringey's Regeneration Strategy*, setting out the authorities regeneration priorities for the Borough to 2016. The Regeneration Strategy is a principal component in the delivery of the Community Strategy objective 'economic vitality and prosperity shared by all'. The Strategy was developed through consultation and has been endorsed by Haringey Strategic Partnership.

The priorities identified by the strategy are a combination of those over which the Council has direct influence and those with which it has a more indirect relationship. It also brings together work already underway - for example, The Haringey Guarantee - with new areas of activity - for example, working more closely with mainstream Children Services around the regeneration agenda.

In order to ensure priorities are taken forward in a coherent and timely manner, this Delivery Plan has been prepared. This sets out activities in which the Council and its partners will engage in order to deliver necessary changes to the Borough. It also details the way in which our activities will be monitored and evaluated, ensuring that the pace and direction of regeneration in Haringey is satisfactory.

The focus of the Delivery Plan reflects that of the Strategy – with a very clear focus on economic regeneration. The Delivery Plan clearly sets out the activities on which we intend to concentrate and that constitute priorities. As such, this plan contains a number of projects that have already been initiated by Haringey Council, demonstrating a clear commitment to the major regeneration programme necessary to implement social and economic change in the borough. The principle projects include:

- The Haringey Guarantee and the North London Pledge
- Families Into Work
- The transformation of Tottenham from Seven Sisters to Tottenham Hotspur and to Tottenham Hale
- The redevelopment of Wood Green and the Haringey Heartlands site.
- Developing a simple but effective single point of access for business inquiries to the council.
- Supporting Businesses in Key Sectors such as food and drink, retail and the cultural industries.

The Delivery Plan will be a rolling 3-year document and will be reviewed and updated annually. It sets out by theme the key initiatives that will deliver the strategy, a timetable for delivery and includes milestone and outcomes.

## The Strategy

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 is well placed to capitalise on the major opportunities that currently present themselves in the Borough.

The vision for the Regeneration Strategy is 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 21<sup>st</sup> century business economy***

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

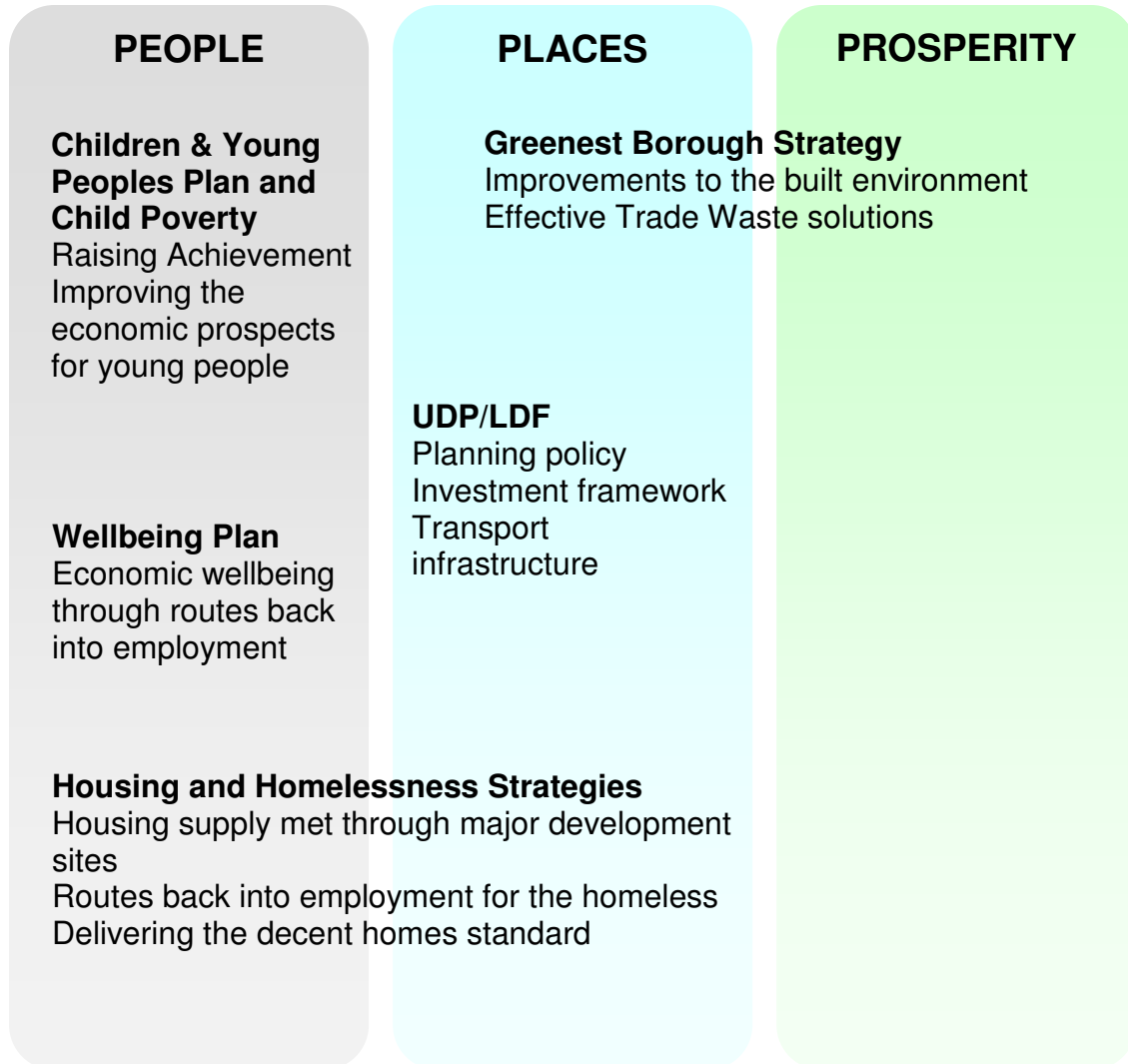
### *The Wider Strategic Context*

Regular monitoring and review of the Strategy will ensure that it continues to complement and is consistent with the London Development Agencies (LDA) priorities for Haringey and the wider London region – in both the London Plan and the Opportunities Area Planning Framework.

We will also continue to work as part of the North London Strategic Alliance and the Upper Lee Valley Partnership to ensure our Strategy and activities complement the vision for the Upper Lee Valley and our sub-regional responsibilities as part of the London-Stansted-Cambridge Growth Corridor.

This Strategy demonstrates substantial linkages with services delivered by the Children and Young People Directorate. Through the Haringey Guarantee and the Families into Work projects we will contribute to both the impending corporate Child Poverty Strategy and the achieving economic wellbeing strand of the Children and Young People's Plan.

**Diagram 1 – Linkages between the Regeneration Strategy priorities and other corporate strategic documents**



## **Delivery**

### *Joined-Up Delivery*

A primary aim of this Regeneration Strategy is to ensure that the Council achieves the full potential benefits of 'joined up' working between these projects. The *Urban Environment Directorate* was created to provide a more integrated approach to working across environmental, planning and regeneration services. Bringing key services – all of which play a direct role in regeneration – together, will aid both better 'day to day' working and improve strategic linkages. This strategy seeks to extend that beyond Urban Environment to other areas of the Council – such as Children & Young People and Property services – and other key partners within the borough.

### *Strategic Co-ordination*

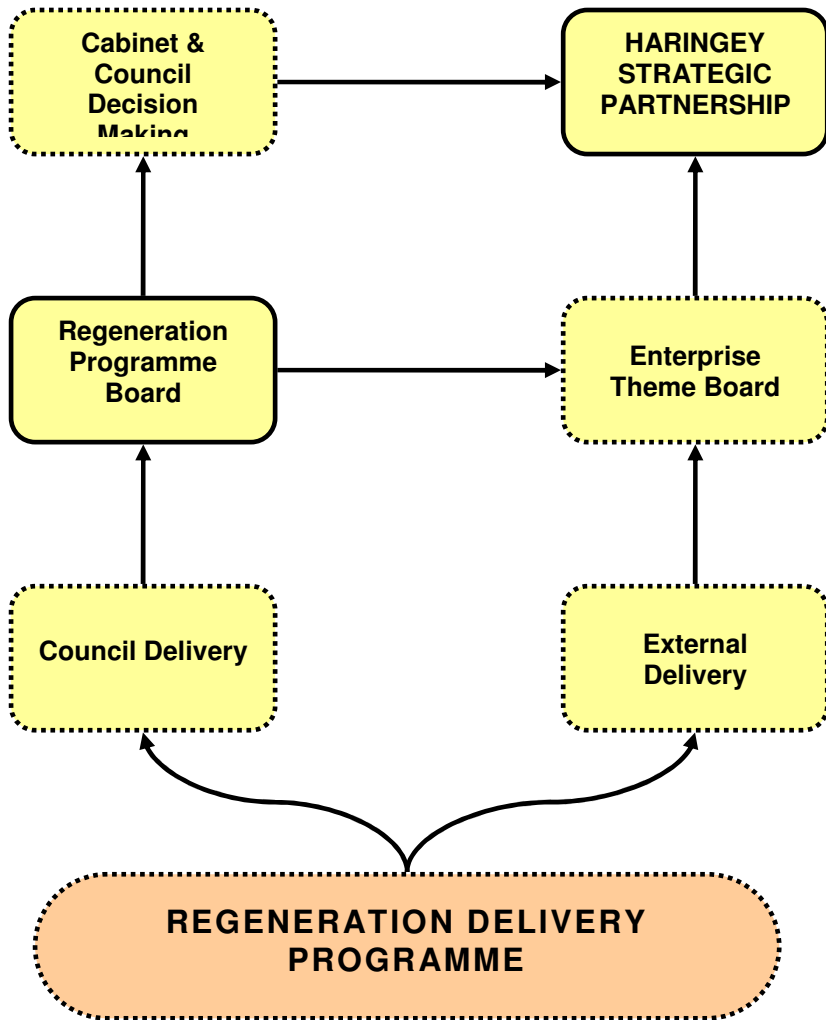
Delivery of the Regeneration Strategy is the responsibility of the Regeneration Programme Board. This will deal with strategic programme delivery issues and receive detailed half-yearly monitoring reports on progress. Annual reports on progress will also be presented to the Council Cabinet.

Regeneration Programme Board will monitor Individual Council led projects and programmes against key milestones. Exception reporting will highlight which projects present greatest risk of non-delivery and trigger ameliorating actions. To support this, evaluation will be embedded across projects to assess the impact of activities. This will be of particular importance where projects are of an innovative and targeted nature (e.g. Haringey Guarantee). It will also help to highlight and learn from our successes. In addition the Enterprise Theme Board, within the Haringey Strategic Partnership, will be a vehicle for engagement with the activities of delivery partners outside of the Council.

The Haringey Strategic Partnership will be 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. The results of the annual evaluation will be fed into a revised version of the Plan.

The development and delivery of the projects and programmes that make up the Delivery Plan will be the responsibility of lead Council Departments or external agencies identified in the Delivery Plan. Progress and updates from project leads will be collated half-yearly by Economic Regeneration. The information will be used to compile progress reports for the relevant HSP Theme Boards.

**Diagram 2 – Governance Structure of the Regeneration Strategy Delivery Plan**



## **Monitoring & Evaluation**

The Regeneration Strategy sets out to deliver long-term sustainable outcomes. To ensure it does so, it is therefore essential that the impact of the programme of activity is evaluated on a regular basis. This will ensure that the activities being undertaken are of the correct scale and focus and are progressing in a timely manner.

The Council already monitors a broad range of regeneration related indicators. This information will be used to assess the broad impact of the Regeneration Strategy over the long term. The key indicators against which we will assess the progress of the Strategy are;

### *People*

- Number of working age people claiming out of work benefits in the worst performing neighbourhoods
- Number of 16 to 18 year olds who are not in education, employment or training (NEET)
- Number of people from priority neighbourhoods helped into sustained work
- Number of residents on incapacity benefits for 6 months or more helped into work of 16 hours per week or more for at least 13 weeks
- Numbers achieving level 2 qualifications by aged 19

### *Places*

- Number of hectares of brownfield land brought back into economic or residential use
- Number of new jobs generated by new developments
- Number of sqm of commercial floorspace created

### *Prosperity*

- VAT registration rate

These indicators align with the priorities and stretch targets set out in the Local Area Agreement.

## Schedule of Projects against Strategic Objectives and Priorities

OBJECTIVE/ PRIORITY (And Ref No.)	LEAD	SUB-LEAD/ KEY PARTNER	PROJECTS
<b>1 PEOPLE</b>			
<b>1.1</b> 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.	Econ Reg	JC+ NLB NLCC LB Enfield LB Waltham Forest Developers	Haringey Guarantee North London Pledge Transforming Tottenham Hale Economic Vision for the Upper Lee Valley
<b>1.2</b> Position key developments in the Borough to ensure they create jobs for local people	Econ Reg	Planning	Transforming Tottenham Hale Haringey Heartlands Upper Lee Valley Section 1.06 Local Labour Agreements
<b>1.3</b> Reducing worklessness through needs driven, employer-led programmes such as the Haringey Guarantee.	Econ Reg	HG Delivery Partners	Haringey Guarantee North London Pledge
<b>1.4</b> Focusing skills development on key growth sectors, ensuring that employers have access to the skills they require.	Econ Reg	C&YP LSC HALS KIS Training CONEL	Train to Gain Haringey Guarantee North London Pledge
<b>1.5</b> Raising educational attainment at school to ensure people have the skills and aptitude for work in an increasingly knowledge based economy.	C&YP		Connexions Children's Centres Special Diplomas
<b>1.6</b> Targeting of key groups; young people, Incapacity Benefit claimants, users of Council Services and the low skilled.	Econ Reg	C&YP	Children's Centres NDC Triangle Children Families Into Work
<b>1.7</b> Ensure mainstream services, such as childcare and nursery provision, are clearly focused on the challenge of worklessness.	C&YP		Children's Centres Families Into Work
<b>1.8</b> Ensure clear, co-ordinated 'packages' of services – benefits advice, childcare, etc - are offered to help people into and to stay in employment	Econ Reg	C&YP JC+	Haringey Guarantee



OBJECTIVE/ PRIORITY (And Ref No.)	LEAD	SUB-LEAD/ KEY PARTNER	PROJECTS
<b>2 PLACES</b>			
<b>2.1</b> 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.	Planning	Econ Reg The Bridge NDC Developers	Transforming Tottenham Hale Tottenham High Road Wards Corner Tottenham Hotspur Heritage Projects The Bridge NDC Masterplan
<b>2.2</b> 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 21 <sup>st</sup> century.	Planning	Econ Reg Developers	Haringey Heartlands Wood Green SPD Myddleton Road
<b>2.3</b> 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.	NLSA	Planning Econ Reg LB Enfield LB Waltham Forest	Economic Vision for the Upper Lee Valley
<b>2.4</b> Recapturing the Victorian vision for Alexandra Palace as a cultural, leisure and entertainment centre for the benefit of London.	Econ Reg	Planning	Alexandra Palace
<b>2.5</b> 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.	Econ Reg	Property Services	Hornsey Town Hall
<b>2.6</b> 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.	Econ Reg		Haringey Guarantee Transforming Tottenham Hale Haringey Heartlands Section 1.06 Local Labour Agreements
<b>2.7</b> 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	Planning	Econ Reg	

OBJECTIVE/ PRIORITY (And Ref No.)	LEAD	SUB-LEAD/ KEY PARTNER	PROJECTS
<b>3 PROSPERITY</b>			
<b>3.1</b> Unlocking the entrepreneurial talent in our most successful growth sectors. These are; <ul style="list-style-type: none"> <li>• cultural &amp; creative industries</li> <li>• food and drink</li> <li>• production and distribution</li> <li>• professional services</li> <li>• hospitality, leisure &amp; tourism</li> <li>• retail</li> </ul>	Econ Reg	NLB	Supporting Key Sectors - City Growth - Haringey Film Office
<b>3.2</b> 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.	Econ Reg	Planning	Transforming Tottenham Hale Haringey Heartlands Commercial Property Review
<b>3.3</b> Provision of good quality, simple to access, business support that businesses want and value.	Econ Reg	NLB NLCC	ULV Business Support Business Engagement Strategy
<b>3.4</b> 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.	Econ Reg	Planning NLB	Inward Investment
<b>3.5</b> 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.	Econ Reg		Town Centres
<b>3.6</b> Building on Haringey's young, ethnically diverse community to take full advantage of innovation and global trade opportunities and promote entrepreneurialism	Econ Reg	C&YP NLB Business Link	ULV Business Support Inward Investment
<b>3.7</b> Make the relationship with the Council an <i>asset</i> 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.	Econ Reg	Customer Services	Business Engagement Strategy
<b>3.8</b> Using the enormous procurement and purchasing power of businesses, especially the public sector, to create opportunities for local businesses including social enterprise businesses	Econ Reg	Procurement	Procurement City Growth

## FULL REGENERATION STRATEGY DELIVERY PROGRAMME

### 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.**

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.

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
Haringey Guarantee	1.1 1.3 1.4 1.8	The Haringey Guarantee is an employment and skills service provided to workless residents, particularly those in the 12 most deprived wards. The aim is to address the barriers to social inclusion and worthwhile, sustained employment faced by different groups in the borough. The service provides a guarantee to residents of a quality support service and, on completion, guaranteed job interviews with partner employers. The Haringey Guarantee also supports employers in the local 'travel-to-work' area by providing job candidates who meet their requirements and are keen to work, and by sourcing tailored skills training for their new and existing staff.	The Haringey Guarantee is a highly visible service in the borough that operates from a number neighbourhood centres and within council services. These include general council services, children's centres, GPs services and schools. A partnership of commissioned specialist organisations provide Information, Advice and Guidance (IAG) underwritten by guidance that ensures quality, and that draws upon existing services and advice providers in the borough. The Guarantee service identifies and addresses barriers to employment through one-to-one support and draws upon provision including skills assessments and training, childcare, work placements, the PCT's Condition Management	March to May 2008 – The pilot ends and the successes and limitations are assessed. – New SLAs, quality guidance, partnership arrangements, community outreach and marketing agreed with providers. - Employer call centre and employer-led training provision arranged in partnership with the LSC.  June 2008 - LDA/ESF co-financing is used to extend the Haringey Guarantee across the whole of the borough.  April 2009 - Haringey Guarantee evaluation submitted. - Assess whether the Haringey	Number of working age people claiming out of work benefits in the worst performing neighbourhoods  Number of 16 to 18 year olds who are not in education, employment or training (NEET)  Number of people from priority neighbourhoods helped into sustained work  Number of residents on incapacity benefits for 6 months or more helped into work of 16 hours per week or more for at least 13 weeks

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
			<p>Programmes and support for residents with a criminal conviction. By guaranteeing a quality service, partner employers can be guaranteed quality candidates for their vacancies. In return, employers guarantee each applicant a job interview. Employers are also offered vocational training for potential candidates and for their new and existing staff.</p> <p>The work of the Haringey Guarantee will also support the objectives of the corporate Child Poverty Strategy.</p>	<p>Guarantee brand is recognised by all residents as a service that can support all jobseekers with gaining skills and returning to work</p> <p>March 2011</p> <ul style="list-style-type: none"> <li>- Haringey Guarantee model working in partnership with JCP's Local Employer Partnership and DWP mainstream provision employer agreements.</li> <li>- Employer partnership used to guide universal IAG service to provide employment opportunities for all workless residents and skills development for all residents.</li> </ul>	
North London Pledge	1.1 1.3 1.4	<p>The North London Pledge aims to extend the capacity of the Haringey Guarantee by linking employment &amp; skills provision across the Upper Lee Valley – Haringey, Enfield and Waltham Forest. In particular, resources drawn upon across the 3 boroughs include basic and vocational skills, Condition Management Programmes and Occupational Therapy, and specialist 'in-work support' linked to the LSC's Train to Gain provision.</p>	<p>An agreement of understanding will be made with Enfield Council and Waltham Forest Council with Haringey Council as the lead body. Provision that may be available to residents of all 3 boroughs will be co-ordinated and accessed centrally creating economies of scale for awareness, delivery and a co-ordinated employer engagement approach.</p> <p>The North London Pledge will follow the Haringey Guarantee model.</p>	<p>May – June 2008</p> <ul style="list-style-type: none"> <li>- Agreement of understanding made with Enfield and Waltham Forest</li> <li>- CMP, OT, basic skills provision and employer-led skills provision and IAG commissioned across the 3 boroughs.</li> <li>- Employer Partnership co-ordinated with Haringey Guarantee, JCP's LEP, LSC's Train to Gain and employer partnerships in Enfield to provide guaranteed job interviews and employment opportunities for residents of all 3 boroughs.</li> </ul> <p>April 2009 – Evaluation</p>	<p>Number of working age people claiming out of work benefits in the worst performing neighbourhoods</p> <p>Number of 16 to 18 year olds who are not in education, employment or training (NEET)</p> <p>Number of people from priority neighbourhoods helped into sustained work</p> <p>Number of residents on incapacity benefits for 6 months or more helped into work of 16 hours per week or more for at least 13 weeks</p>

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
				<p>completed by LDA</p> <p>Follow the milestones from the Haringey Guarantee.</p>	
Families into Work	1.6 1.7	<p>The vision for the Families into Work (FIW) project is to improve the life chances of people in Northumberland Park by working with families to identify and provide the services they need for parents to become employed and for children to achieve success in education and develop the skills and desire to obtain work with career prospects.</p> <p>Families into Work will be an innovative pilot project focussing on families in a specific neighbourhood which will test out an approach that is replicable and scaleable based on better use and co-ordination of neighbourhood features - schools, children's centres, community resources.</p> <p>Families into Work will be a special project of the Haringey Guarantee - a special family focussed dimension to the Guarantee.</p> <p>Families into Work will be a multi-agency approach in Northumberland Park to address wider social exclusion issues by working intensively with families to improve the life</p>	<p>The Families into Work project was designed as a way to work closely with whole families.</p> <p>Thus the project team would work with families:</p> <ul style="list-style-type: none"> <li>to identify barriers to work for parents and older children</li> <li>to identify barriers to educational achievement for younger children</li> <li>to identify a family action plan, including a combination of services and projects, including ones already provided to the family, which would provide a rounded approach geared to that family's needs and barriers to work.</li> <li>to contact service providers to negotiate and agree access to the appropriate projects and services and shared action plans for the family which will support them into work.</li> <li>to ensure services are provided in a sensible way for the family to provide support to reduce drop out when things get tough and troubleshoot any problems which arise with service provision</li> <li>to monitor progress against each family action plan</li> </ul>	<p>The final Business Case was drafted and sent to Steering Group members on 19 December 2007 and agreed at the Steering Group meeting on 9 January 2008.</p> <p>Working Neighbourhoods Fund has been identified to fund the project in 2008/09 and this was confirmed by the Enterprise Board on 5 March 2008.</p> <p>A delivery plan for the project was presented to and agreed by the Steering on 30 April 2008.</p> <p><b>Milestones</b></p> <ul style="list-style-type: none"> <li>Recruitment of FiW Manager June 2008</li> <li>Recruitment of FiW Team June/July 2008</li> <li>Community Information Meetings June/July 2008 – school, children's centre, NRC Office open July/August</li> <li>First families engaged Sept 08</li> <li>Agreed action plans Oct 2008</li> <li>Ongoing engagement of families and action plans for 50 family members March 2009</li> </ul>	<p>Number of working age people claiming out of work benefits in the worst performing neighbourhoods</p> <p>Number of 16 to 18 year olds who are not in education, employment or training (NEET)</p> <p>Number of people from priority neighbourhoods helped into sustained work</p> <p>Number of residents on incapacity benefits for 6 months or more helped into work of 16 hours per week or more for at least 13 weeks</p>

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
		<p>chances of all family members.</p> <p>It will be a 3 year pilot with embedded evaluation. It is proposed that a team of 4 is set up to work closely with some 100 families in Northumberland Park who have multiple barriers to taking up employment and training.</p> <p>It is proposed that the team work with up to 100 families, 50 recruited in year 1 and 50 in year 2, with each family being supported over a 2 year period.</p> <p>It is not proposed that new services should be provided but that existing service and projects should be co-ordinated and targeted to the families on the project. Thus FIW will not duplicate existing services but seek to facilitate better use of them.</p>	<p>Although the project focuses primarily on reducing worklessness, it will need to help families deal with other issues in their lives which although not directly related to work, create problems for family members and become barriers to work.</p> <p>The project is about co-ordination and partnership working and family support, rather than the provision of additional services.</p> <p>Participation in the FIW scheme would be voluntary and require the family to be prepared for services to share information about them in order to identify the best package of services for that family's needs.</p>	<p>Evaluation commissioned September 2008-05-22 Evaluation reports December 2008, June 2009, September 2009 March 2010</p> <p>First skills and jobs outcomes March 2009</p> <p>New families engaged and action plans April 2009- March 2010</p>	
Section 1.06 Local Labour Agreements	1.2 2.6	<p>The development of the Tottenham Hale GLS site has allowed the facilitation and development of a model for delivering S106 Local Labour agreements.</p> <p>To oversee the implementation of the local labour agreement an Employment Development Board will be established comprising representatives of</p>	<p>The S106 agreement stipulates that the Developer will draw up a Training and Employment Management Plan which needs to be agreed by the Council. The Plan obliges the Developer to work with the Council's Economic Regeneration service to procure not less than 20% of the total workforce to be local labour and that half of this local workforce should be trainees</p>	<p>Currently a Shadow Employment Development Board comprising a representative from Lee Valley Estates, Barrett Homes and the Council meets regularly – monthly/6 weeks to review progress. The full Board will be established in late 2008/early 2009 when the development reaches a stage when significant numbers of local</p>	<p>Number of working age people claiming out of work benefits in the worst performing neighbourhoods</p> <p>Number of people from priority neighbourhoods helped into sustained work</p> <p>Number of residents on incapacity benefits for 6 months or more helped into work of 16</p>

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
		<p>the Developer and the Council and they will promote and supervise performance of the Training and Employment Plan.</p> <p>Further, the developer will open up tender opportunities for local suppliers and businesses.</p>	<p>working towards accredited qualifications. Additionally the Developer will recruit local people who are qualified to NVQLevel2/3 in construction skills and who undertook their training with a local college.</p>	<p>labour can and will be recruited.</p> <p>This model can be replicated as other developments come on stream..</p>	<p>hours per week or more for at least 13 weeks</p>
Haringey Adult Learning Service (HALS)	1.4	<p>HALS is the main provider of Adult Learning for Haringey Council.</p> <p>The service aims to develop the skills for local people to help them progress in learning or employment.</p>	<p>HALS will deliver day, evening and Saturday accredited and non accredited courses in subjects including Skills for Life (literacy, numeracy &amp; ESOL), Family Learning, ICT, business &amp; finance, languages, health and well-being (inc Counselling). HALS will target priority groups via increasingly using local libraries as venues for learning.</p> <p>HALS will also offer E2E and apprenticeships for young people, in addition to Train to Gain, learndirect and IAG (careers advice) for adults.</p>	<p>Programmes evaluated and planned on a termly basis – promoted via HALS Programme and marketing campaigns.</p> <p>Ofsted re-inspection Autumn 08 / Spring 09</p> <p>New courses/ services to be piloted in libraries each term.</p> <p>New learndirect centre to open at Hornsey Library June 08.</p> <p>Annual enrolment target</p> <ul style="list-style-type: none"> <li>o July 2007/8 - 3750</li> <li>o July 2008/9 - 3750</li> <li>o July 2009-11 - TBA with LSC</li> </ul>	<p>Number of working age people claiming out of work benefits in the worst performing neighbourhoods</p> <p>Number of people from priority neighbourhoods helped into sustained work</p> <p>Number of 16 to 18 year olds who are not in education, employment or training (NEET)</p> <p>Numbers achieving level 2 qualifications by aged 19</p>
Haringey Connexions Service	1.4	<p>To ensure that we offer the highest quality careers advice, setting young people on the right path the first time – the Connexions service is a key player in delivering the People objective.</p>	<p>Further detail to be provided</p>	<p>Further detail to be provided</p>	<p>Number of working age people claiming out of work benefits in the worst performing neighbourhoods</p> <p>Number of 16 to 18 year olds who are not in education, employment or training (NEET)</p>

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
		The core activity of Connexions is to provide advice and guidance to young people aged 13-29 and up to 25. A range of issues are covered including work and learning.			
Apprenticeships & specialist diplomas	1.5	Increasing the number of opportunities for vocational learning and incentivising young people entering employment.	Developing a wide range of vocational diplomas that match the employment opportunities available developing the skills that support our key business sectors.	Information requested from Sean May, 14-19 Development Officer, Children & Young Peoples Service	Number of working age people claiming out of work benefits in the worst performing neighbourhoods  Number of 16 to 18 year olds who are not in education, employment or training (NEET)
Raising Achievement of School Age Children	1.5 1.6 1.7	Haringey Council currently operates 10 centres with a further seven to open in 2008, set within a 0-19's joined up strategy aiming to promote children's well-being; improving their educational outcomes, improve their life chances and support parents. Children's centres act as a hub within the community for parents and providers of childcare and early years education, play, family support, early intervention and targeted activities to vulnerable children and parents Services include – full and part time childcare, ante and post natal clinics; health visitor sessions; childminding networks; links with schools and extended wraparound and support services, play and family support activities – aiming to	<ol style="list-style-type: none"> <li>1. Support parents from poorest families back into work – reduction child and family poverty.</li> <li>2. Through early education, childcare and play opportunities increase chance of improving educational outcomes.</li> <li>3. 0-19's strategy will improve child's life chances, connecting services together better, identifying and following vulnerable children through system leading to a reduction in NEETs over time.</li> <li>4. Improvements to health outcomes through early contact with essential universal health services.</li> <li>5. Improved support to parents in bringing up their children, outreach to most vulnerable families connecting them into services earlier.</li> </ol>	<ol style="list-style-type: none"> <li>1. Raise profile and understanding of the presence and purpose of children's centre in each neighbourhood.</li> <li>2. Continue partnership with Jobcentre Plus on supporting parents back into work eg. Jobcentre Plus working in children's centres, doing information and advice sessions; work focused interviews been successful in two centres roll out to other centres in 2008/09; supporting parents into employment; identify barriers to work , address and provide support; continue with job and career fairs in children's centres; inform and promote services offered by Jobcentre Plus and E-Z; advice and information on claiming childcare tax allowances.</li> </ol>	Number of working age people claiming out of work benefits in the worst performing neighbourhoods  Number of 16 to 18 year olds who are not in education, employment or training (NEET)  Numbers achieving level 2 qualifications by aged 19



Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
		support parents back into and to stay in work; early health and parenting advice. Centres also have links with local training and education providers, Jobcentre Plus and information services for children, young people and their families.	6. Improving prosperity and quality of community life for all.	3. Re-align children centres with schools within the 0-19's strategic framework by April 2009. 4. Identify impact indicators to evidence difference being made to vulnerable children and families including actions to see a reduction in child poverty. 5. Completion of outreach strategy to target access for most vulnerable children, families and communities.	
Train to Gain	1.4	<p>Train to Gain is a Learning and Skills Council scheme designed to encourage businesses and the public sector to offer appropriate training opportunities to their staff in order to build organisational capacity and improve business performance.</p> <p>The LSC deliver this through skills advisers who can help a business identify skills gaps and to find the right training to bridge those gaps. Train to gain is one of the new products identified as part of the Business Support Simplification Process. Local providers include HALS, KIS Training and CONEL.</p>	<p><b>3 Train to Gain Providers and 2 Consortia delivering in Haringey</b></p> <p><b>Train to Gain offers:</b> Skills for Life, NVQ Level 2 and there is provision available for 'Level 3 jumpers' Wage compensation for SMEs who employ between 1-49 employees Help to arrange the sourcing of training and ensure that training is provided to suit the needs of the employer and learner Information and advice for employers and learners including their skills needs</p> <p>Train to Gain providers will work together with the Haringey Guarantee to provide post-employment support and careers development and link in Haringey Guarantee</p>	<p>LSC Level 2 and Level 3 contracts and profiles for the different Delivery Areas for 2008/9 agreed between the LSC and providers – March 2008</p> <p>Consultation with employers and young people to establish what demand there is for different sectors – June 2008</p> <p>All-round and extended consortia to focus on Construction (particularly Fork-lift Truck licences), Hospitality (particularly Football and Sports Coaching), and Health and Beauty – April 2009</p> <p><b>HALS LSC profile 07/8 &amp; 08/9</b></p> <p>Future targets / milestones to</p>	<p>Number of working age people claiming out of work benefits in the worst performing neighbourhoods.</p> <p>Number of people from priority neighbourhoods helped into sustained work</p> <p>Number of 16 to 18 year olds who are not in education, employment or training (NEET)</p> <p>Number of residents on incapacity benefits for 6 months or more helped into work of 16 hours per week or more for at least 13 weeks</p>

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
			<p>employers.</p> <p><b>Delivery Areas</b> Engineering, health, retail, hospitality, construction, hair &amp; beauty, business, ICT and basic skills.</p> <p>HALS focus for delivering T2G is Skills for Life (Literacy &amp; Numeracy from Entry level ) and NVQ in Administration, ICT &amp; Customer Service at Level 2/3. Targeting Haringey Council Services, Public, private and voluntary sector. Training is currently provided at little or no cost to the employer or learner.</p> <p>HALS Provision will be targeted mainly at pre level 2 adults, particularly women returning to the labour market and women under represented in specified sectors.</p>	<p>be agreed through LSC contracting process</p> <p>08/09 targeting of local authority services</p> <ul style="list-style-type: none"> <li>• June 2008 Accreditation for Entry -level learning</li> <li>• June 08 Partnerships with business support organisation and regeneration agencies</li> <li>• July 2008 Programme evaluation</li> <li>• Sept 08 Develop online learning provision through working with HALS learndirect team</li> <li>• Aug 08 Provide staff training for assessors/tutors on use of learndirect system for supporting delivery of SfL &amp; NVQs.</li> </ul>	
Jobcentre Plus programmes	1.1 1.8	<p>Jobcentre Plus provides vocational advice and guidance to job seekers and provide access to information on current local vacancies. Jobcentre Plus works locally in partnership with local authorities and their activities contribute to delivering the Local Area Agreement.</p> <p>JCP is the lead partner for ensuring the successful</p>	<p>Mainstream JCP provision delivering in Haringey is as follows: ND18-24 &amp; 25+ Gateway to Work Mandatory NDPA referrals of JSA claimants for 2 week "soft skills" course towards employability ND18-24 Voluntary Sector Option (VSO) 26 wk programme to gain skills for employment incl. a work</p>	<p>Indicative target for people into work through JCP programmes in 2008/09: 2300</p> <p>Pathways to Work roll-out: April 2008</p>	<p>Number of working age people claiming out of work benefits in the worst performing neighbourhoods</p> <p>Number of 16 to 18 year olds who are not in education, employment or training (NEET)</p> <p>Number of people from priority neighbourhoods helped into sustained work</p>

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
		<p>delivery of the various mainstream employment programmes that make the biggest contribution to tackling worklessness in Haringey: New Deals, Employment Zone and Pathways.</p>	<p>placement with a charity agency            ND18-24 FTET Option            26 week programme to gain the skills for employment incl. education (lit &amp; num, ESoL, basic skills) and work exp            ND18-24 Environmental Task Force Option (ETF)            26 wk programme to gain skills for employment incl. a work placement with an organisation whose services benefit the environment            ND Self-employment Contract            Self-employment support            ND18-24 &amp; 25+ Mentoring            Work first IAG            Pre-NDLP Discovery Weeks            Mandatory ND25+ JSA claimants 18 mnths+ &amp; voluntary Lone Parents programme - employability skills and IAG            NDDP IB Outreach            Voluntary work first support            Partners Outreach for Ethnic Minorities (POEM)            Voluntary work first support to engage non-claimant partners of benefit claimants from BME backgrounds</p>		<p>Number of residents on incapacity benefits for 6 months or more helped into work of 16 hours per week or more for at least 13 weeks</p>

## **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.**

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.

<b>Project</b>	<b>Link to objectives and priorities</b>	<b>a) what is the project aiming to do?</b>	<b>b) how is it going to do it?</b>	<b>c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?</b>	<b>d) which of our outcome targets will the project impact upon?</b>
Transforming Tottenham Hale	2.1 2.6 3.2	The vision for Tottenham Hale is the creation of a thriving urban centre with a vibrant mix of community, commercial, leisure and residential uses, set within a truly public network of streets and spaces of the highest quality. The transformation of Tottenham Hale from a fragmented, traffic-dominated, illegible and unwelcoming environment to a bustling hive of activity, occupying streets, public spaces and buildings of the highest possible quality, along with a high-quality, integrated waterfront will maximise the area's exceptional locational advantages and create a critical mass of reasons for people to visit, with increased opportunities for local and	The Tottenham Hale Masterplan is being taken forward in six stages. The first site – the former GLS depot – has been through planning, among the features of the GLS application are: affordable homes, a landmark building forming a gateway to the site, two new parks and new for pedestrian and cycle routes. The GLS site will also be developed to provide office and retail space, a new primary school, parking, student accommodation and a CHP plant to contribute to the overall environmental sustainability of the development.	2008 – Begin construction of Hale Village (the former GLS depot)  2008 – commence site acquisitions and preparations for Ashley Road, Green Industries and New Urban Centres sites.  2008 – Secure Planning Permission for Wards Corner and received planning application for Hale Wharf,  2009 – Begin alterations to the Gyrotory and bus station, begin construction of Hale Wharf and Wards Corner.  2010 – Work starts on Tottenham Hale Urban Centre and on developments at Ashley	Number of hectares of brownfield land brought back into economic or residential use  Number of new jobs generated by new developments  Number of sqm of commercial floorspace created  VAT registration  Number of people from priority neighbourhoods helped into sustained work

<b>Project</b>	<b>Link to objectives and priorities</b>	<b>a) what is the project aiming to do?</b>	<b>b) how is it going to do it?</b>	<b>c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?</b>	<b>d) which of our outcome targets will the project impact upon?</b>
		wider communities.		Road.	
Tottenham High Road Strategy	2.1	Provide a fresh approach in the light of recent regeneration activity, including residential developments and the development activity at Tottenham Hale, Wards Corner and longer term proposals for the Tottenham Hotspur football ground and adjacent land.	Review the strategy originally set in 2002 to take account of success achieved against original report and output targets. Consider the potential impact of new developments in the Tottenham area on the future High Road retail and leisure mix and opportunities and threats that these may cause Review future inward investment needs for the High Road.	June 2008 – Commence review of previous targets and obtain baseline information Agree key headings and strategy directions for a new strategy Determine fit with LDF proposals Determine delivery route – in house or through consultants. Assess public consultation requirements Start on drafting new strategy 2009 – Deliver fresh strategy	VAT registration
Tottenham Town Hall	2.1	Provide new high quality homes with a range of tenures to and to act as an enabling development for refurbishment of the Town Hall	Delivery of a mixed use development on the site behind Tottenham Town Hall. Receipts from housing development to enable refurbishment of the Town Hall	2008 – Agree terms for full planning application with preferred developer.	Number of new jobs generated by new developments  Number of sqm of commercial floorspace created  VAT registration
Tottenham/Seven Sisters – Wards Corner	2.1	A redeveloped Wards Corner will become the southern gateway to Tottenham. As a gateway development it will demonstrate striking architecture and public realm interventions that announce your arrival in a transformed Tottenham.	Wards Corner will consist of mixed use development on the site, including high end apartments (social housing will be provided through other sites in the Tottenham area) and new retail units that will improve the retail offer around Seven Sisters.	November 2008 – determine planning applications from Grainger Trust and a community proposal to set the framework for development and delivery timetable	Number of new jobs generated by new developments  Number of sqm of commercial floorspace created  VAT registration
Tottenham Hotspur stadium redevelopment	2.1	Information to be provided by Karen Galey			
Tottenham Partnership Schemes in	2.1	PSICA is an area-base conservation-led regeneration grant scheme (successor to	English Heritage in partnership with Haringey Council make this grant available to owners	Key milestones are:-  • Initialise internal processes,	Number of new jobs generated by new developments

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
Conservation Areas (PSICA)		<p>Heritage Economic Regeneration Schemes). Haringey has already successfully delivered HERS in Tottenham and Hornsey.</p> <p>The aim of the scheme is to improve run-down commercial areas through building improvements in Conservation Areas.</p>	of individual properties within the defined project areas to carry out historic building repairs and the installation of new shopfronts.	<p>develop brief &amp; liaise with stakeholders</p> <ul style="list-style-type: none"> <li>• Start work on-site.</li> <li>• Project completion 2012</li> </ul> <p>Windsor Parade (Phase 1) was completed in Sept 2007.</p> <p>Phase 2 – 527, 541, 543, 551, &amp; 553 Tottenham High Road (5 properties). Due to start work on-site June 2008. Anticipate completion on-site Nov/Dec 2008.</p> <p>Phase 3 to follow in 2009.</p> <p>THI programme runs until June 2010.</p>	<p>Number of sqm of commercial floorspace created</p> <p>VAT registration</p>
Bruce Grove Townscape Heritage Initiative (THI) : Phase 2	2.1	<p>This HLF funded programme takes an explicitly conservation-led approach to regeneration and is designed to help regain the history and built heritage of Tottenham High Road.</p> <p>THI addresses the under-use of buildings and the erosion of heritage quality in areas of conservation importance, creating a catalyst for regeneration.</p>	HLF in partnership with Haringey Council as lead-partner make this grant available to prescribed blocks of properties approved by HLF in the Bruce Grove within the conservation area to carry out historic building repairs to the external fabric of buildings – e.g. repairing and cleaning brickwork, reinstating lost architectural features, repairing sash windows and the installation of new shopfronts.		<p>Number of new jobs generated by new developments</p> <p>Number of sqm of commercial floorspace created</p> <p>VAT registration</p>
The Bridge NDC masterplan	2.1	The Bridge NDC is a 10 year £50 million regeneration programme based in the South Tottenham and Seven Sisters	<u>Spatial planning.</u> Stage One – the preparation of a baseline report Stage Two – the development	<u>Spatial Planning</u> Apr 08 -Appoint spatial planning team May 08 – Devise consultation	<p>Number of new jobs generated by new developments</p> <p>Number of sqm of commercial</p>

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
		<p>area. It is a partnership between local residents and key agencies such as: Haringey council, the Primary Care Trust, The Metropolitan Police and Job Centre Plus. The NDC aims are to provide a co-ordinated information point for residents with person focussed services. Safeguard The Bridge NDC's achievements in the future. Sustain partnership working by joining up of services. Make mainstream funding work effectively for the area. Achieve better outcomes in the long-term. This will also allow local people to see a clearer impact. Enable local people to become involved in service planning, delivery and evaluation.</p> <p>To develop and champion a Master Plan to set out policies and proposals which will guide the future physical development of the area. The plan will provide an overarching framework for The Bridge area as well as focussing on specific key sites.</p>	<p>of the Visioning stage of the Masterplan The Masterplan will proceed in 2008/9 with the final three planned stages, namely the production of Framework Options; the Public Consultation stage and the Neighbourhood Plan phase, as stated in the original programme. The Framework Options stage includes design options; the third Neighbourhood Team meeting and a vision and options report. The Public Consultation Stage includes the production of consultation materials; a further Neighbourhood Team meeting; a public consultation event and a summary report. Finally the Neighbourhood Plan involves detailed design work, a final Neighbourhood Team meeting and the provision of a final report and implementation strategy.</p>	<p>/communications/stakeholder strategy (ensuring that the community is at the heart of the process and participating in all stages) Jun 08 – ongoing Consult on spatial plan with community/stakeholders and agree options. Mar 09 – ongoing Develop spatial plan with design criteria for bringing forward development. (The design element may need to be brought forward earlier to facilitate ongoing development). Mar 09 – ongoing Develop implementation plan/vehicle to maximise inward investment. Mar 09 – ongoing Adopt spatial plan as Supplementary Planning Document / Area Action Plan to guide development including design and materials.</p>	<p>floorspace created VAT registration</p>
Haringey Heartlands	2.2 2.6 3.2	Haringey Heartlands development – a substantial mixed use site between the east coast mainline and Wood Green - is important in developing an overall package	Haringey Heartlands is located at the centre of the borough of Haringey. It adjoins Wood Green Town Centre and comprises tracts of underused utilities lands. It has the	Summer 2008 –complete construction of access route through the Heartlands site between Station Road and Hornsey Park Road.	Number of hectares of brownfield land brought back into economic of residential use  Number of new jobs generated

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
		<p>of urban regeneration.</p> <p>The redevelopment will include high quality housing provision and a new secondary school.</p>	<p>potential to be a 'Heartland' for the borough linking east and west.</p> <p>To the west of the Heartlands site is the redevelopment of the former Hornsey Depot site which will complete the east west link from Wood Green to Hornsey High Street.</p>	<p>2008 – begin site acquisitions and clearance and begin work on new secondary school.</p> <p>2010 – Begin phases 1 and 2 of the housing developments.</p>	<p>by new developments</p> <p>Number of sqm of commercial floorspace created</p> <p>VAT registration</p>
Wood Green	2.2	<p>Wood Green Town Centre, From Civic Centre to Turnpike Lane, is identified in the London Plan as a major retail offer in London.</p> <p>The Council has developed a Supplementary Planning Document (SPD) which will provide key objectives and strategic guidance for Wood Green Town Centre for the next 25 years.</p> <p>Myddleton Road PSICA is an area-base conservation-led regeneration grant scheme (successor to Heritage Economic Regeneration Schemes).</p>	<p>Phase 1 - Comprehensive initial consultation with key stakeholders and interest groups to form the scoping report and the basis of the draft SPD.</p> <p>Phase 2 – Public consultation on draft SPD and supporting consultation report and sustainability appraisal via the website and a consultation exhibition in Wood Green library for 6 weeks.</p>	<p>May 2008 – commence public consultation on draft SPD and supporting consultation report and sustainability appraisal;</p> <p>June 2008 - Amendments made to SPD following consultation;</p> <p>July 2008 – Approval of SPD by Members;</p> <p>Autumn 2008 - adoption of SPD as statutory planning guidance.</p>	<p>Number of new jobs generated by new developments</p> <p>Number of sqm of commercial floorspace created</p> <p>VAT registration</p>
Alexandra Palace	2.4	<p>The successful regeneration of Alexandra Palace is key to secure its future operation. Paramount is recapturing the Victorian vision of Alexandra palace as a cultural, leisure and entertainment centre for the benefit of London and restore Alexandra Palace as</p>	<p>Secure private sector investment to enable the palace to make full use of its building to deliver a full range of activities. The trust, responsible for the palace, seek to secure a holistic development with a development partner.</p>	<p>This a long term place making project in its initial stages. Subject to the decisions of the trust, the development partner and the Charity Commission a timetable will be developed.</p>	<p>Number of new jobs generated by new developments</p> <p>Number of sqm of commercial floorspace created</p>



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		<p>one of London flagship locations.</p> <p>Alexandra Palace can be a catalyst to secure tourism benefits for North London, increase employment opportunities through increased activity and once again become a prestigious venue for Haringey residents to use and enjoy.</p>	<p>Add value to the wider regeneration of Haringey Heartlands and Wood Green by adding to vitality and attractiveness as a location.</p>		
Revitalisation of Hornsey Town Hall	2.5	<p>The redevelopment of Hornsey Town Hall will provide a comprehensive new cultural venue in the heart of Crouch End and also for the borough of Haringey. A number of options are being considered for the old town hall, which includes; community facilities, creative spaces, cafes, retail, performance space and venue and even affordable housing.</p>	<p>The Council has committed to refurbishing the building in conjunction with the Hornsey Town Hall Community Partnership Board.</p> <p>The refurbishment will be funded by the sale of adjoining land for development and will secure the future of a listed building.</p>	<p>2008 – design team appointed and design agreed.</p> <p>2009 – planning consent achieved following a masterplan process.</p> <p>2010 – refurbishment undertaken together with sale of land.</p> <p>2011 – refurbishment completed.</p>	<p>Number of new jobs generated by new developments</p> <p>Number of sqm of commercial floorspace created</p> <p>VAT registration</p>
ULVP Economic Visioning incorporating Central Leaside	2.3 3.2	<p>Haringey Council is committed to playing a key role in the Upper Lee Valley Partnership (ULVP). The vision of the ULVP is to transform the Upper Lee Valley into 'North London's Waterside', using the natural assets of the waterway and parkland setting to create a vibrant, sustainable and successful place in which people and businesses want to start, stay and grow.</p>	<p>Haringey Council will work as a key member of the Upper Lee Valley Partnership to help develop and communicate the vision for the Upper Lee Valley.</p> <p>We will continue to support efforts to co-ordinate cross borough working to ensure that the vision is delivered in an integrated manner.</p> <p>We will also contribute to</p>	<p>2008-09</p> <p>developing an economic strategy for the ULV</p> <p>continuing transport lobbying for the West Anglia Route improvement</p> <p>a delivery plan for the vision derived from the planning processes of the boroughs and the GLA</p>	<p>Number of hectares of brownfield land brought back into economic or residential use</p> <p>Number of new jobs generated by new developments</p> <p>Number of sqm of commercial floorspace created</p> <p>VAT registration</p>

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
		<p>Central Leaside is a proposed development site on the Upper Lea Valley at the border of Haringey and Enfield. This site has the potent for substantial new housing and the creation of a new urban pole in North London. Central Leaside will have implications for the future development of transport infrastructure within the borough.</p> <p>The proposed action plan identifies Northumberland Park and North Tottenham as Haringey's opportunity area.</p>	<p>efforts designed to raise the profile of the area and position it as a key legacy outcome of the 2012 Olympic Games.</p> <p>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.</p> <p>Enfield and Haringey Councils are producing an Action Plan for central Leaside recognising the need for a coherent vision for the area. A baseline report and sustainability appraisal have been produced and an options analysis has been produced for consultation.</p>	<p>facilitating production and agreement of the GLA's ULV Opportunity Area Planning Framework (OAPF)</p> <p>co-ordinating development of ERDF proposals which have been successful at the expressions of interest stage</p> <p>developing a vision and strategy for the 'new' Lee Valley Park that will link and complement the Olympic Park in the Lower Lea Valley</p> <p>Development &amp; implementation of a Community Engagement Strategy for the Upper Lee Valley</p>	
Hornsey Depot		Information to be sought from Malcolm Dawes			<p>Number of hectares of brownfield land brought back into economic or residential use</p> <p>Number of new jobs generated by new developments</p> <p>Number of sqm of commercial floorspace created</p>

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
					VAT registration
Green Spaces		<p>The Greenest Borough Strategy, 'Going Green', seeks to address the impact of consumerism and urban decay on the environment around us and within the borough.</p>	<p>The first objective of the Greenest Borough Strategy seeks to provide an improved built environment where residents and visitors to the borough are comfortable and secure and where buildings have a low economic impact through sustainable design and materials.</p> <p>Objective 3 of the strategy seeks to increase the quality and quantity of recycling, including trade waste from businesses, but through changing attitudes towards packaging and waster (addressed under Objective 7).</p>	<p>The Greenest Borough Strategy will be adopted mid to late 2008 and will be effective until 2018.</p>	n/a

## **PROSPERITY**

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

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.

<b>Project</b>	<b>Link to objectives and priorities</b>	<b>a) what is the project aiming to do?</b>	<b>b) how is it going to do it?</b>	<b>c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?</b>	<b>d) which of our outcome targets will the project impact upon?</b>
The Business and Enterprise Strategy	3.3 3.7	<p>A Business and Enterprise Support Strategy for Haringey will ensure that the Council co-ordinates effective business support that will stimulate economic growth, making Haringey a vibrant and prosperous place for its businesses and communities.</p> <p>A principle commitment is to improve the council's face to face engagement with businesses and to cut red tape.</p>	<p>A Business and Enterprise Support Strategy will guide us in increasing business start ups, develop the sustainability of business, increase employment, promote entrepreneurship, encourage inward investment and create new opportunities for business growth.</p> <p>A single business account for Haringey could provide a coherent single point of access for business enquiries to the council.</p>	<p>2008 – A Business and Enterprise Strategy will be produced and an options analysis of the viability of a Single Business Account will be compiled.</p> <p>2009 – 4<sup>th</sup> Haringey Business Awards?</p>	VAT Registration
Inward investment & marketing	3.4 3.6	<p>The continued development of North London Business as a single access point for inward investment and business retention for North London.</p> <p>North London Business is the inward investment agency for north London. It aims to offer a more attractive service for</p>	<p>North London Business will work to attract inward investment through:</p> <p>Good quality business support.</p> <p>Marketing of North London investment opportunities – in particular Tottenham and Haringey heartlands both in</p>	<p>North London Business is supported by Haringey Council through partnership working and their delivery programme is developed within the NLB structures.</p> <p>Produce the monthly Connect magazine to promote business and business success in north</p>	<p>VAT Registration</p> <p>Number of new jobs generated by new developments</p> <p>Number of sqm of commercial floorspace created</p>

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
		<p>inward investment and business retention through operating at a three borough level this enables it to be a higher profile body and to speak with more authority than a single borough service can.</p> <p>Capitalising on the boroughs locational advantages and the exciting new developments in the borough by marketing a dynamic changing Haringey in order to generate new investment such as Tottenham Hale and Haringey Heartlands.</p> <p>North London Business will work with the regeneration, planning and economic development teams to enhance the support to inward investors and existing growth businesses</p>	<p>London and internationally.</p> <p>Create Business networking opportunities to promote business co-operation and trading opportunities.</p> <p>Offer a commercial property database for north London for businesses seeking premises.</p> <p>Develop a business voice to inform the plans and programmes of bodies affecting them e.g. Business Link for London, pan London inward investment activity</p> <p>Secure funding for inward investment and business retention activities</p>	<p>London - monthly</p> <p>Launch the north London property alliance in June 2008 and achieve a subscription membership of 100 property professional by December 08</p> <p>Secure the contract for the LDA inward investment contract for the new sub region, this will potentially increase the influence and role of NLB as it will develop central London coverage – currently no later than October 08 but may be revised due by new mayoral priorities</p> <p>Production of North London Annual Review to promote successes in the sub region including Haringey. It will be distributed to 5000 key regional and national influencers- July 08</p> <p>Production of a north London Business directory of 8000 business. This will help business to business services and be available online - November 08</p>	

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
Supporting Key Sectors	3.1 3.8	Business support will be based around key business sectors, including; retail, food and drink and the creative industries. Interventions would aim to create self sustaining peer support structures – driving innovation and productivity within sectors. Haringey City Growth is one model for delivering this.	<p>Haringey City Growth is delivered through five formal clusters; retail, food and drink, creative industries, sport leisure and tourism. Each cluster has a forum of member businesses and consultant who develops and manages projects to develop the businesses. For example, an event for local food producers to meet buyers.</p> <p>North London Business are the delivery agent for City Growth, with the Council represented on the project board.</p>	<p>2008 – 12 month action plan produced for each cluster.</p> <p>2009 – evaluation of the sustainability of each cluster. Funding for City Growth reviewed.</p>	VAT Registration
Haringey Film Office		<p>Filming in the borough puts Haringey on screen, promoting it as place to live and work and generating income from filming fees.</p> <p>The Haringey Film Fund enables local film makers to put their ideas into production. The Film Fund can enable a local film maker to progress to a career in the creative industry.</p>	<p>The Film Office actively markets Haringey as a borough for film locations, improving perceptions of the borough and generating income, both for the council and within the local economy.</p> <p>The Film Office will liaise directly with all the relevant council departments on your behalf. Authorise permissions for on-street filming. Facilitate parking requests. Attend site visits where necessary. Provide useful contacts for relevant agencies including local police. Assist with location scouting in the borough – including maintaining a database of</p>	<p>Start to manage filming in private locations.</p> <p>Expand database of film locations to give more options to potential film crews.</p>	The film office will generate approximately £80,000 per year to support council departments that facilitate filming in the borough such as highways, parks and recreation and for the upkeep of sites such as Finsbury Park and Hornsey Town Hall.

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			council locations, private locations and unit bases.		
Business Support Projects	3.3 3.6	<p>Create, within the tri-borough (ULV) area of, a business support package for growth SMEs.</p> <p>The council will be delivering a programme of WNF funded projects which will support business and increase VAT registrations in the borough.</p> <p>Ensure that the Council's business support activities are ready to comply with the Business Support Simplification Process.</p>	It is intended to initiate a programme of business support that adds value to existing Business London and Supply London Programmes. Focusing on supporting High Growth Businesses, where the public sector already provides support for start up businesses. This support would help businesses in key sectors address issues such as access to export markets, environmental sustainability and procurement.	<p>2008 – Secure funding from LDA Area Programme and ERDF programmes. Start projects by recruiting business mentors and selecting the SME client who will benefit from interventions.</p> <p>2009 –</p> <p>2010 – Conclude projects in March and conduct final monitoring and evaluation for funders.</p>	<p>VAT Registration</p> <p>Number of people from priority neighbourhoods helped into sustainable work</p>
Town Centres	2.1 2.2 3.5	<p>Haringey's town centres range from economic hubs such as Wood Green, a metropolitan centre, to local shopping centres such as Stroud Green.</p> <p>The town centres are important as focal points for communities in Haringey as well as for anchoring economic prosperity.</p>	<p>The corporate approach to town centre management will be reviewed through a new strategy. The viability of Business Improvement Districts will be analysed in Wood Green and other models for other town centres will be identified.</p> <p>We will look at our mainstream services offer is delivered in town centres and how additional or tailored services – such as street scene – can be provided.</p> <p>The Wood Green International Short Film Festival will again be held in 2009, confirming the cultural offer available in Wood</p>	<p>2008 – Town Centres Strategy produced and interim arrangements for town centre management will be put in place.</p> <p>2009 – Develop strong business partnerships in all town centres, especially in Wood Green.</p> <p>2010 – Continue business engagement, stakeholder consultation and identification of business champions.</p>	<p>VAT Registration</p> <p>Number of new jobs created by new developments</p> <p>Number of sqm of commercial floorspace created</p>

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			Green – raising the profile of Wood Green and better engaging with businesses before and during the event.		
Procurement	3.8	<p>Trade Local data base to be used for procurements under 5k or to gain quotes up to 25K. This is a data base of small local suppliers who have registered an interest in working with the Council. It is not currently utilised across the council</p> <p>Work with Supply London and NLCC to work with local supplies and access procurement training for them to enable them to bid for higher value contracts with Local Authorities.</p>	<p>Ensure access to the Data base is available to all council officers</p> <p>Align the categories to Haringey product categories... Publicise this in the Procurer and update the Procurement manual to show this as the first choice for low value purchases. Advertise this opportunity to our local suppliers</p> <p>Supply London and the NLCC work with North London Business to help them compete for business</p>	<p>2008 Set up system for access to all council officers</p> <p>2008 Update data base to mirror product categories</p> <p>2008 update the Procurement manual.</p> <p>2008 Put an article in the Procurer</p> <p>2008 attend supply London event</p> <p>2009 advertise the opportunity to local business's</p> <p>2009 monitor purchases with local business and measuring annually</p> <p>June 2008 attend winning new business conference at Alexandra Palace to brief potential suppliers on Haringey requirements</p>	VAT Registration
Commercial Property Review	3.2	<p>The review of the commercial portfolio will enable us to improve the business premises offered by the council to better match businesses needs. The review will also look at improving the management arrangements of the portfolio.</p> <p>The review is being overseen by a commercial portfolio review steering group which has membership from property,</p>	<p>The review is currently being undertaken by consultants Drivers Jonas and the outcomes will be reported to members in September. A model is being developed to review performance and to focus on issues such as resource requirements, regeneration opportunities, whether to sell any assets and how to improve the portfolio.</p>		Number of sqm of commercial floorspace created



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		forward planning, regeneration, housing and finance.			
The London 2012 Olympics		<p>The Olympic Games will be a showcase for London and during the event and afterwards the legacy will realise the benefits of investment in physical and human resources.</p> <p>For Haringey, there will be an opportunity to take advantage of skills development amongst the 70,000 volunteers – turning those skills to employment. There will also be substantial redevelopment of the lower Lee Valley will have major positive impacts upon the Lee Valley Regional Park – that runs partly through Haringey.</p> <p>A wide range of initiatives are already underway or are in the later stages of development looking at volunteering, jobs and training, and in supporting business and enterprise within the borough.</p>	<p>The borough has already successfully delivered a pre volunteering programme for 105 Haringey residents to help them gain potential volunteering and job opportunities arising through the 2012 Games. The LDA assessed this as the best performing in London.</p> <p>The Personal Best Programme replaced the Pre-Volunteering programme and was rolled out across London from April 2008. We delivered the Haringey pilot and are bidding to deliver the new programme. It will support participants to achieve an accredited volunteering qualification and is funded by the LDA and LSC in partnership with Jobcentre Plus and the Mayor of London.</p> <p>Our construction training initiative is working with ODA to deliver construction training and accreditation for companies building the Olympic venues. This work will be expanded this year under the three borough activities funded by the LDA and called the North London Pledge.</p>	<p>A business event to promote opportunities for suppliers is to be held at Alexandra Palace as part of the 2008 Lee Valley Festival and, with support from North London Business, we have worked to relocate successful businesses displaced by the Olympic development.</p>	<p>VAT Registration</p> <p>Number of people from priority neighbourhoods helped into sustained work</p>

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