

Economy

Outcome 13: A growing economy and thriving local businesses, supported by a community wealth-building approach

Objective a) Maximise the benefits of Council, other public sector funding and private investment for the local area

Objective b) Make it easier to do business in Haringey

Objective c) Increase the numbers of entrepreneurs who develop new start-ups in the Borough and who choose Haringey as a place to grow their businesses.

Objective d) Provide affordable business space across the borough

Objective e) Support our town centres and high streets to thrive in a changeable economy

Lead:

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Implementation of a new procurement strategy	Cabinet consideration of strategy in October 2019	Procurement function within existing budgets, dependent on achieving £1m p.a. revenue	Annual measures of success around community benefits – social value and engaging local SMEs (aligned to National Procurement Strategy) to be set out in Strategy
Development of an in-sourcing methodology and toolkit (also sits in Your Council)	Insourcing policy to be prepared to test and set methodology	Development of toolkit to be managed within service budget; however exceptional funding may be sought if technology enablers are required	Insourcing toolkit developed
Adoption of an Economic Development Strategy	Required research commissioned and engagement completed	To be met from existing resources but precise requirements to be further scoped as work progresses	Strategy agreed with Cabinet – July 2020

Develop an approach to Community Wealth Building	Cabinet Paper – September 2019 Engagement with anchor organisations – December (TBC)	The approach will be developed within existing resources	Focus moves onto delivering key aspects such as the Economic Development Strategy.
Haringey Business Pledge	Launch of Pledge and commissioning of workstreams. Full calendar of business events. Business Web site pages refresh.	Transformation budget/IT budgets, subject to further approval	My account for business rolled out by end 2020.
Launch the Productive Valley Fund (PVF)	Launch of the Productive Valley Fund and re-launch of Opportunity Investment Fund (OIF) – Autumn 2019	OIF - £2.6m capital fund for investment in businesses (£2.7m from GLA, £1m LBH) PVF - £3m Strategic Investment Pot funding (Haringey as accountable borough, Enfield and Waltham Forest)	By end of Yr 3: £2.7M PVF loan fund – all funding awarded as loans Recycled OIF loan repayments continue to provide funding to businesses
Launch targeted business support initiatives	Launch Start-ups in London Libraries (partnership with British Library) - May 2019. Wayra Tottenham opens - Sept Haringey Entrepreneurs Development Programme (HEDP) - Oct SLA with Tramperry & other business support agencies	SiLL: British Library matched by existing LBH staff timesheets Wayra: New Homes Bonus funding secured HEDP: Employment Resilience Fund secured/committed SLAs: no funding required Broadband: SIP Local	Haringey Enterprise Network created involving all start-up and enterprise advisors linking up with London and GLA enterprise support networks. Broadband for Business Roll-out of fibre beginning.

	Broadband for Business Programme Launch	London/Bexley accountable body.	
Develop a toolkit to support high streets across the borough	Consultation and development of toolkit	To be developed within existing resources, further budget considerations to be developed as work progresses	Implementation of toolkit – Year 2
To continue to build the evidence base and focus work on Tottenham and Wood Green High Roads to support town centres and high streets to thrive in a changing economy	Evening Economy work programme developed by end of year Bruce Grove business support programme launch, delivery commences on Pride in the High Road through the Tottenham Good Growth Fund Wood Green and Turnpike Lane Placemaking Manual – consultation draft by Dec 2019	Evening Economy work programme part funded by New Homes Bonus and part dependent upon Future High Street Fund bid outcome New Homes Bonus funded. Seek further funding to roll out to other town centres in future years	Implement Evening Economy programme of support and promote sector with active involvement from business community Tailored 1-2-1 support delivered to 100 Bruce Grove businesses by end of programme

Outcome 14: A borough where all residents have access to training and skills development opportunities and more people are supported into work

- Objective a) Enable all residents to access opportunities to develop their skills, so that they can compete effectively for high quality jobs in the local and London Labour market
- Objective b) Increase the number of Haringey residents, especially from disadvantaged background and/or with additional needs, securing quality employment
- Objective c) Support higher numbers of local residents, in particular those from disadvantaged backgrounds, to secure quality apprenticeships

Lead:

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Working with partners, develop a borough-	Consultation with partners.	Funding from Skills Funding	Strategy Developed by

wide English for Speakers of Other Languages (ESOL) strategy.		Agency and Connected Communities budgets for 2 years.	Year 2
Develop a strategic approach to skills and employment through the Economic Development Strategy	Required research commissioned and engagement completed	Through existing resources	Strategy agreed with Cabinet – July 2020.
Haringey Higher Levels Skills programme which also seeks to support residents progress in work.	Launch 2019 with GLA and North London Partnership Consortium	£900k. GLA/LBH reserves – committed 3 year programme.	Higher Level skill progression monitoring report produced.
Develop a strategic approach to skills and employment through the Economic Development Strategy	Required research commissioned and engagement completed	Through existing resources	Strategy agreed with Cabinet – July 2020.
Develop a Special Education Needs and Disability (SEND) supported employment and internship programme	SEND supported employment programme developed – July 2019.	Through existing resources	Partnerships with employers created. LBH pledges to accept SEND placements within selected teams/departments.
HALS progression programme	Provide employment and progression support for learners at HALS to ensure they link with employment programmes and opportunities.	Adult Education Budget / Skills Funding Agency	Embed in Haringey's contribution to Adult Education Budget (AEB) budget review by Mayor.
Develop the Council's apprenticeship action plan (shared with Your Council priorities)	Apprenticeship Strategy developed by Summer 2019	In-house apprenticeship strategy will require resource – Your Council. Restructure of HR required with new resources to support new programme.	Ongoing implementation of In-house apprenticeship strategy following restructure of HR function
Develop borough-wide apprenticeship action plan	Apprenticeship Forum (LBH currently) extended to include CONEL/ Haringey Education Partnership (HEP) and other		Major employers brought into the borough to recruit: TfL, OpenReach,

	partners		BT, BBC, Met Police etc.
Haringey Higher Levels Skills programme which also seeks to support residents progress in work.	Launch 2019 with GLA and NLPC	£900k. GLA/LBH reserves – committed 3 year programme.	Higher Level skill progression monitoring report produced.

Outcome 15: A borough with more quality jobs with opportunities for progression

- Objective a) Ensure investment in the borough increases the number of quality jobs for local people
 Objective b) We will become a London Living Wage Borough (LLW) and use our own purchasing power to promote quality jobs
 Objective c) Help grow those sectors of the economy which offer the best opportunities for our residents
 Objective d) Use direct delivery to promote quality local employment and community prosperity

Lead:

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Re-focus the Haringey Employment Skills Team (rebrand as Haringey Works) to focus on quality jobs and new opportunities. (also supports 14 a, b)	Expand remit of the HEST team to include skilled employment engagement function to attract opportunities from major employers inside and outside of the borough, as well as strengthening apprenticeship capacity.	Resource required for Employer Engagement role – to be funded from existing resources (internal levy) Labour Market Resilience Reserve to assist in funding HEST activities	Subject to funding implementation of action plan. First job opportunities secured and filled. Integrate HEST/Haringey Works fully into Communities First Programme – with geographic focus and cohort focus to future work priorities.
Ensure Local Plan plans for the right amount of employment space, of the right type, in the	Initial Local Plan engagement (March 2020)	Currently no agreed budget for Local Plan evidence base	Commission and publish Employment Land Review

right places to maximise jobs and the economy in Haringey		documents	(ELR) as part of Local Plan evidence base and consultations
Use Council purchasing power to promote quality jobs	Jobs opportunities embedded in procurement strategy.	Through existing resources	Monitoring and evaluation programme created.
Use the Council's leverage through grant-funded programmes to promote the creation of LLW jobs	Launch Productive Valley Fund and re-launch Opportunity Investment Fund – Autumn 2019	OIF - £2.6m capital fund PVF - £3m between 3 boroughs	Embed LLW jobs in future grant-funded programmes
Work with the Council's strategic partners to promote quality jobs and LLW	Start engagement with Council's strategic partners – create more links with major London employers through Haringey networks and working with bodies such Business in the Community.		
Capital Programme Construction Jobs Programme (part of Haringey Construction Partnership)	Forms of contract agreed including jobs targets for all capital programme contacts.	Through existing budgets in Capital Programme	Full programme of job pledges feeding in to Haringey Construction Partnership programme.
Encourage growth of key sectors of the economy by building on existing strengths and identifying new/strategic sectors through the Economic Development Strategy.	Economic Development Strategy development		Sectoral focus to be developed through the Economic Development Strategy
Tailoring Academy/Fashion Enter	Launch late 2019	New Homes Bonus / GLA funded	Full operation and training programme from 2020
Tech/Digital Sector Programme	Wayra Launch Autumn 2019	New Homes Bonus / GLA funded	First business to be supported by investment
Creative Sector	Launch the Creative Enterprise Zone – Autumn 2019 and Music Industry Strategy/Sound Republic	GLA/LBH match.	Programme of support developed.
Haringey Construction Partnership (HCP)	HCP officially launched - July First set of residents complete training	Length of apprenticeships vary dependent on level and trade	First set of apprentices complete apprenticeships

	programme	Cost implications for training potentially leveraging in external funding	More residents access HCP commissioned training allowing for residents to compete in the wider labour market Cross-borough partnership established, allowing for residents to access quality jobs in neighbouring boroughs
Work with partners and major employers in the borough to target opportunities to local residents	In partnership with Tottenham Hotspur Foundation/THFC, launch careers fair for jobs at Stadium Launch the Haringey Higher Levels Skills programme (HHLSP) which also seeks to support residents progress in work.	Resource required for Employer Engagement role – to be funded from existing resources. HHLSP – GLA ESF matched by LBH reserves – committed and contracted.	

Outcome 16: Regeneration with social and economic renewal at its heart, focused on Tottenham and Wood Green

Objective a) Deliver new homes and jobs for the benefit of our communities within Tottenham and Wood Green

Lead:

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Development of estate improvement plans for Northumberland Park and Broadwater Farm	Engagement with local residents from Summer 2019 (Northumberland Park) followed by Broadwater Farm Appointment of design team for Broadwater Farm Q3 2019/20 Appointment of design team for Northumberland Park Q3 2019/20	Dependent on capital bid for Northumberland Park public realm and HRA funding for Broadwater Farm	Delivery of early wins for Northumberland Park- 2020 Design options for new homes for Broadwater Farm 2020 Agreed improvement plans for both estates – 2021

	Scoping early improvement actions for Northumberland Park from Q2 2019/20		
Delivery of capital projects in Tottenham and Wood Green	Delivery commences on Good Growth Fund projects in Tottenham (551B, Bruce Grove Toilet, Liveable Seven Sisters contractor procurement by Spring 2020,) and Wood Green (Penstock Tunnel delivery commences) Housing Zone – Tottenham Hale infrastructure works on site Tottenham Hale capital projects – Chesnut Road, on site, completion in 2019 Ferry Lane and Broad Lane Gateway – on site March 2020	Wood Green GGF - £2.2m with £900k GLA grant funding; Tottenham GGF - £2m GLA grant funding Housing Zones - £100m GLA funding, including infrastructure funding Tottenham Hale DCF Projects - £39m total programme, including S106 and external grant	Tottenham Green Phase 2 – Start on Site Spring 2020 Improvements to Down Lane Park and the Paddock – Scheme development and engagement from 2020
Continue to work with strategic partners to identify and bid for new funding opportunities	Future High Streets Fund – bid submitted, awaiting outcome Strategic Investment Pot Round 2 bid to be submitted	New projects dependent on new external funding sources	Delivery of newly funded projects, dependent on bid outcome

Objective b) Take account of how people feel about the way their local areas are changing, building cohesive and resilient communities

Lead:

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Ensure that social and community infrastructure is delivered alongside development sites and that it is supported by a robust evidence base and aligned to Council strategies	Construction of Welbourne Health Centre commences Approach agreed for the delivery of further health centre	Opening subject to approval of Final Business Case Funding to be determined	Opening of Welbourne Health Centre Commencement of delivery of further health centres
Review, agree and embed Social Impact Indicators across the Regeneration programme	Social Impact indicators embedded across programme - Summer 2019		
Maximise employment outcomes from social	Tottenham Charter external evaluation	Expansion of the Tottenham	Subject to recommendations

value activities through the Tottenham Charter Employment/Haringey Construction Partnership.	finalised and development plan produced responding to key findings Tottenham Charter Event Autumn 19 – celebrating success and communicating proposed changes and development Haringey Construction Partnership launched S106 Employment and Skills plans embedded with all major contractors S106 Employment and Skills outcomes strengthened through improved S106 clauses, including punitive measures for failing to meet apprenticeship targets Launch Haringey Construction Charter - July	Charter to Wood Green could require further resource – development plan to determine funding sources for this e.g. external funding bids. Haringey Construction Partnership – s106 funding plus funding from HRA and Capital Programme for programme management – or charge to capital – further work required to identify resources.	from Tottenham Charter Evaluation implement model for expanding Charter to Wood Green. Extend Haringey Construction Partnership to all Capital Programme projects – including schools contractors, house building programme contractors.
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Objective b) Use Council land and assets to promote improved outcomes for residents			
Lead:			
Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Identify strategy for Council Owned Sites in Wood Green, including new Council Accommodation; adopt the Wood Green Area Action Plan	Cabinet decision to consolidate council accommodation to a reduced number of sites – July 2019. Cabinet decision on preferred site/sites for council accommodation - December 2019. Wood Green AAP – Reg 19 late 2019 / early 2020	Wood Green Regeneration capital budget - £39m to 2024 Forthcoming Cabinet decision on council accommodation	Council Owned Sites in Wood Green Strategy approved – 2020/21 Start on site for new council accommodation building/buildings – 2021/22
Commercial Review of Property Portfolio - to achieve a more balanced portfolio and link tenants with business support programmes to help them grow and create more jobs.	Landlord review – to arise from commercial review by end 2019/20. Carry out major repairs and investment on industrial estates owned by Council – full landlord obligations to be identified, costed and works programmed.	From existing budgets, and through increased income generated through review of the Commercial Portfolio	Maintain balanced portfolio through strategic acquisitions and disposals. Full programme of repairs across all portfolio and divest of non-core stock.
Asset Management Plan. Including Review of Community Based Assets, Adults/Childrens also Corporate Assets.	Asset Management Plan Feb 2020 for Budget input.	Through existing budgets	Asset Management Plan Investment Strategy long term.

Objective d) Bring the physical and social infrastructure that growing communities need

Lead:

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Pilot new approaches to community hubs and spaces to deliver new community infrastructure and housing on council owned sites	Selby / West Indian Cultural Centre – masterplanning and viability work to identify a viable scheme and delivery pathway	Masterplanning and viability work from existing budgets. Delivery dependent on further capital funding	Selby – Delivery to commence 2022 WICC – Delivery to commence 2022
Continue to work with partners in the rail and transport industry to ensure that strategic transport projects are delivered	White Hart Lane station works complete Tottenham Hale Station upgrade – completion Spring 2020	Delivery by third parties	Ongoing lobbying in support of Crossrail 2
Implement policies and ensure up-to-date methodology for child-yield to plan for high-quality play spaces and green spaces as part of new developments	Use latest GLA methodology and calculator (May 2019, completed)	Within existing staff budgets, unless specialist research needs to be commissioned	Monitor new MHCLG methodology and ensure best approach in Local Plan (3-year programme)
Continue to work with partners to ensure that there is a thriving market at Wards Corner	Housing and Regeneration Scrutiny Panel and Policy Advisory Group reports sent to Cabinet for consideration – October 2019	Within existing budgets	Apex House completion, market traders supported to relocate – 2020 Completion of Wards Corner development– by 2023
Consult on Neighbourhood CIL allocation proposals, and align Strategic CIL spending with the existing Local Plan	CIL consultation – Late 2019	Additional staff resource needed, to be self-funded through CIL administration expenses	Commissioning and spend of projects in 2020/21
Deliver new homes and jobs on High Road West (HRW), securing substantial community benefits through the process	Work to review HRW scheme Progress to ballot	£131.3m funding in capital programme for HRW	Subject to Year 1 review