

NLSA Business Plan 2009-2010



North London Strategic Alliance

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Front cover: Photograph from the Lee Valley Festival 2008

FOREWORD

During this economic downturn, the need to deliver solutions to North London's housing and infrastructure needs, reduce worklessness, shrink the skills deficit and encourage growth has never been greater.

Whilst we have little influence on what takes place in the global financial market, we can by working with partners from the public, private and voluntary sectors tackle problems, maximise opportunities for North Londoners and create the environment which will lead to an increased prosperity for our region.

The North London Strategic Alliances' Business Plan for 2009-2010 sets out our strategic priorities for the period and what actions we will take place to deliver these priorities.



Councillor Mike Rye
Chair of the North London Strategic Alliance
and Leader of the London Borough of Enfield

INTRODUCTION

The North London Strategic Alliance (NLSA) was established in 1999 as the sub-regional strategic partnership for North London, bringing together public, private and voluntary organisations. The Alliance is funded through member subscriptions and grants from the London Development Agency, Transport for London and the Department for Communities and Local Government.

This business plan is written to explain our strategic priorities for the period 2009/12, how we will deliver these including the resources we will use and our approach to working flexibly across borough, sub-regional and regional boundaries.

Although every year presents its own unique challenges, it is safe to say that we are in the midst of the worst economic downturn of this generation. Along with this, we are responding to the agenda of the new Mayor and his review of all major GLA strategies, the launch of the Homes and Communities Agency, reorganisation of post 16 education, emergence of multiple area agreements and the Outer London Commission. These and other issues present an interesting array of opportunities and challenges to address. There will be a strengthening partnership with North London Business to support our sub-regional economy.

In this context, the NLSA focus will continue to be delivery of our place shaping agenda, sustaining north London's economy and supporting workless people back into employment. In addition we will support boroughs and others in achieving efficiency savings and shared services.

The past three years has seen a great deal of discussion about the size and shape of sub-regions within London. NLSA's approach to this debate remains pragmatic and flexible. Indeed we can claim to have developed the 'fuzzy boundaries' approach working across sub-regional and regional boundaries, at varying levels of detail, to:

- Identify, articulate and promote north London's priorities, its needs and opportunities and to make the strategic case for investment;
- Deliver effective engagement with the GLA group, Homes and Communities Agency, Communities and Local Government Department and other key government departments and agencies;
- Build a strong partnership between boroughs and others that is politically led and which facilitates delivery of partners' objectives.

Consequently, NLSA has developed a partnership across ten boroughs to support sustainable delivery of London's housing growth, economic development and to maximise opportunities arising out of the 2012 Games.

John McGill
Director

1 NLSA

1.1 Aims

The aims of NLSA are to:

- Provide a sub regional voice for north London, via research and consultation building consensus around the needs and opportunities of the sub-region, raising its profile and increasing public and private sector investment.
- Promote the development of north London, encouraging and supporting partnerships across the public, private and voluntary sectors, to work together to benefit north London and London as a whole.
- Act as ambassadors for the area, influencing key decision-makers and the development of policy in London and coordinating relationships between north London and regional and central Government.

1.2 NLSA: A flexible partnership

NLSA actively engages with a wide range of boroughs via a focus programme of project based work. NLSA works to “flexible – fuzzy” sub regional boundaries, making alliances where its membership sees benefit.

NLSA's principle project groupings are:

London Stansted Cambridge Peterborough Growth Area: Barnet, Enfield, Hackney, Haringey, Islington, Redbridge, Waltham Forest.

North West London-Luton Coordination Corridor: Barnet, Brent, Camden, Harrow.

Skills and Employment: Barnet, Camden, Enfield, Hackney, Haringey, Islington, Waltham Forest.

Transport: Barnet, Camden, Enfield, Hackney, Haringey, Islington, Waltham Forest.

Upper Lee Valley Partnerships: Enfield, Hackney, Haringey, Waltham Forest.

West Anglia Routes Group: Over 11 Local Authorities along the rail line, from Cambridge, to Stratford and the City of London.

Needs and priorities of NLSA members are reflected in the work of these groupings. In addition through events, the NLSA has developed a wide ranging network of contacts and attendance from the voluntary sector.

1.3 Co-ordination; Communications; Representation and Research

The NLSA works to champion North London via:-

Co-ordination: Bringing together a wide range of sub regional partners. Developing with our partners shared, strong, evidence driven policy positions and key messages.

Communications: Ensuring that our shared messages are communicated effectively and clearly.

Representation: Taking our message directly to key decision makers to influence policy and outcomes.

Research & Debate: Undertaking research to understand the issues facing north London and the interventions needed.

Examples of NLSA work in this area which we will continue in 2009-2010 include:

Co-ordination: The NLSA hosts regular meetings of the sub regional political leaders and senior officers, working with them and other partners, to develop a common set of messages around key issues as diverse as the LDA's Investment Strategy, proposals for rail investment and the outer London economy.

Communications: This work varies from responses to emerging strategies such as the London Plan to developing major reports such as our publication on town centres.

Representation: The NLSA coordinates regular meetings with a host of senior national and regional politicians, as well as senior officials across the GLA Group, national government and agencies such as the Homes and Communities Agency and Network Rail.

Research & Debate: We have undertaken research on issues such as economic development, housing growth and transport. NLSA runs regular well attended conferences and seminars, bringing together a wide range of partners to debate the key issues facing the sub region and to agree actions.

2 Membership/Organisational structure

NLSA has a core membership of the constituent Local Authorities and other major public sector stakeholders; and a wider membership which includes key public, private and voluntary sector organisations operating in North London and beyond.

2.1 Governance

The NLSA is lead by its membership, with a strong political direction given through its various forums.

The NLSA is currently chaired by Cllr Mike Rye, Leader, LB Enfield
The Executive chair is Rob Leak, Chief Executive, LB Enfield

- **North London Leaders Group (meets quarterly)**

This grouping gives the political direction to NLSA's work. It has a focus on the LSCP(L) Housing Growth element of NLSA's work. From the boroughs of Barnet, Enfield, Hackney, Haringey, Redbridge and Waltham Forest it is comprised of:

- Borough Leaders
- Lead Members for Regeneration
- Chief Executives.

- **Steering Group (meets quarterly)**

This grouping provides the wider Executive level guidance to NLSA's work, including its work programme and budget. Reflecting the wide range of work undertaken by NLSA its membership is drawn from six subscribing boroughs: Barnet, Enfield, Hackney, Haringey, Redbridge and Waltham Forest. In addition we are also developing relationships with Camden and Islington.

Membership is from across the public, private and voluntary sector:

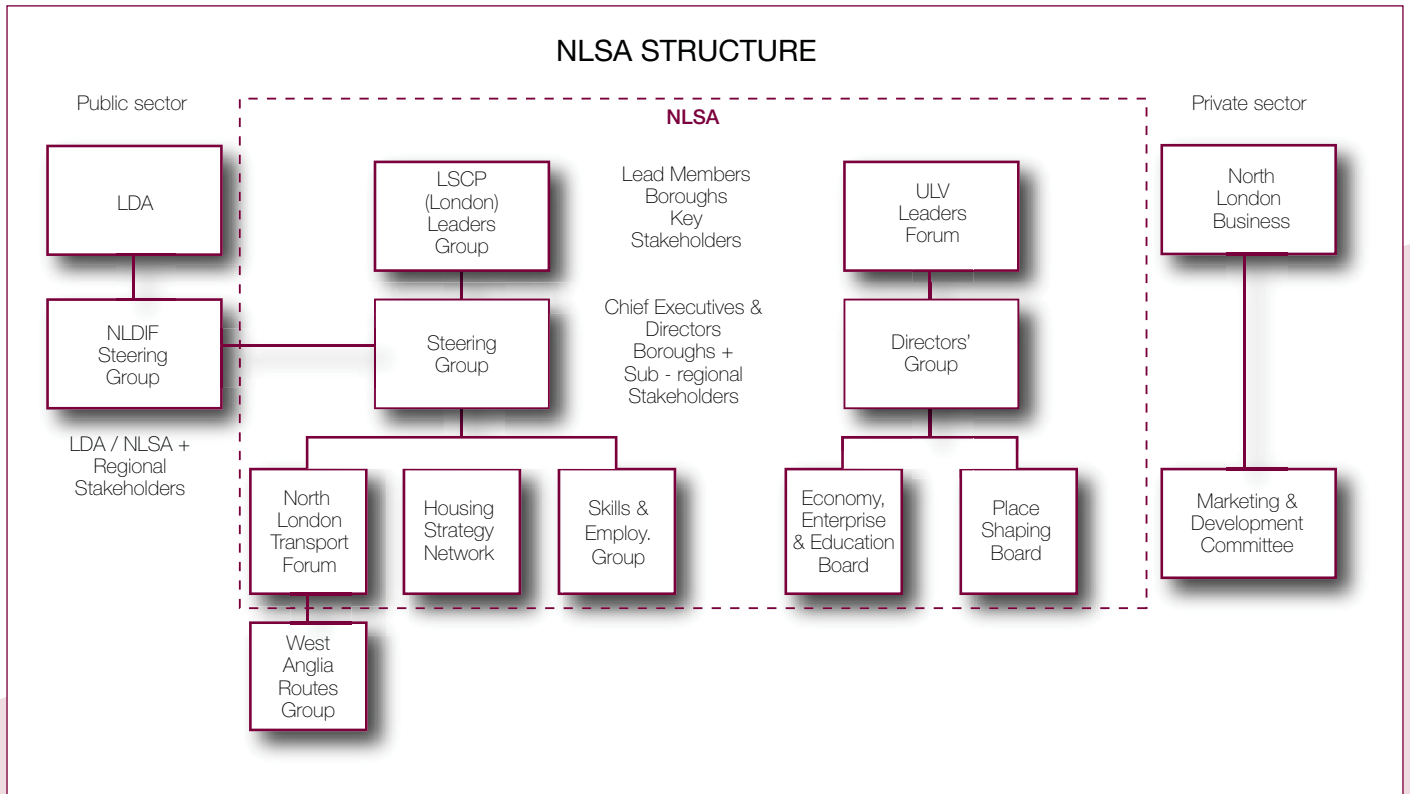
- Borough Chief Executives and Directors
- Directors of NL LSC, NL Business, NL CVS Partnership
- Vice Chancellor, Middlesex University
- College Principals (Further Education representative).

- **Upper Lee Valley (ULV) Leaders Forum (meets quarterly)**

Identified as an Opportunity Area in the London Plan this large, cross borough area continues to figure in geographical analyses of deprivation with worklessness and skills key issues to be tackled. It also represents one of 3 key housing delivery areas. The purpose of the Leaders' Forum and its two supporting boards is to facilitate delivery of "north London's waterside", the new vision for the Upper Lee Valley.

The two working groups are:

- ULV Place Shaping Board (meets quarterly)
- ULV Employment, Enterprise and Education Board (meets quarterly).



2.2 Project Groups

The NLSA has a series of working groups, which set the direction for its more detailed work as well as providing the vital reference points for the development of sub-regional policy positions.

- **Skills and Employment (topic specific meetings)**

NLSA coordinates a series of meetings to draw together key agencies working on skills and employment: boroughs, LSC, JSP, LDA, LSEB, employers groups, skills providers including FE colleges.

This provides the strategic input into NLSA's policy responses as well as bringing together partners around specific issues such as the LSEB strategy, 14-19 year old provision, engagement with RSLs.

- **Housing Strategy Group (meets quarterly)**

Housing growth is a central priority for the area and NLSA's co-ordinates work with the boroughs in the London part of the LSCP corridor and Opportunity Boroughs of Barnet, Islington and Brent. NLSA works with CLG, GoL, HCA and the LDA to secure maximum investment from Government in this part of London to support this growth. NLSA also runs a series of meetings with key infrastructure providers such as PCTs and RSLs.

- **North London Transport Forum (meets bi-monthly)**
 This is made up of Lead borough transport officers and representatives from Transport for London. The Forum discusses both strategic and operational issues across the sub region and is a key means for strategic engagement with TfL and wider stakeholders. It also sets up political leaders and senior directors' meetings.
- **London-Luton-Bedford Coordination Corridor (meets 3/4 times a year)**
 Recognised in the London Plan, NLSA has promoted the concept of this corridor as part of its work on the housing growth. NLSA co-ordinates a working group comprising the London boroughs of Barnet, Brent, Harrow and Camden with GoL, GLA and TfL working to develop the corridor concept and identify key issues for joint working.
- **North London 2012 Sub-Regional Group (on an ad hoc basis)**
 Membership of the groups includes North London Boroughs, Pro-Active North London, Four Greens, North London Business, North London Chamber of Commerce, LOCOG, Urban Futures, Learning and Skill Council with the remit to maximise opportunities arising from the Olympic and Paralympic Games in 2012 for North London.
- **West Anglia Routes Group (meets 3/4 times a year as required)**
 The West Anglia Route from Liverpool Street to Stansted and Cambridge was identified as the key piece of strategic infrastructure necessary to support projected growth in the LSCP Growth Area in general and the regeneration of the Upper Lee Valley in particular. The Group is composed of 11 authorities from along the route, which works closely with the DfT, TfL and Network Rail.

3 Strategic Priorities 2009-2010

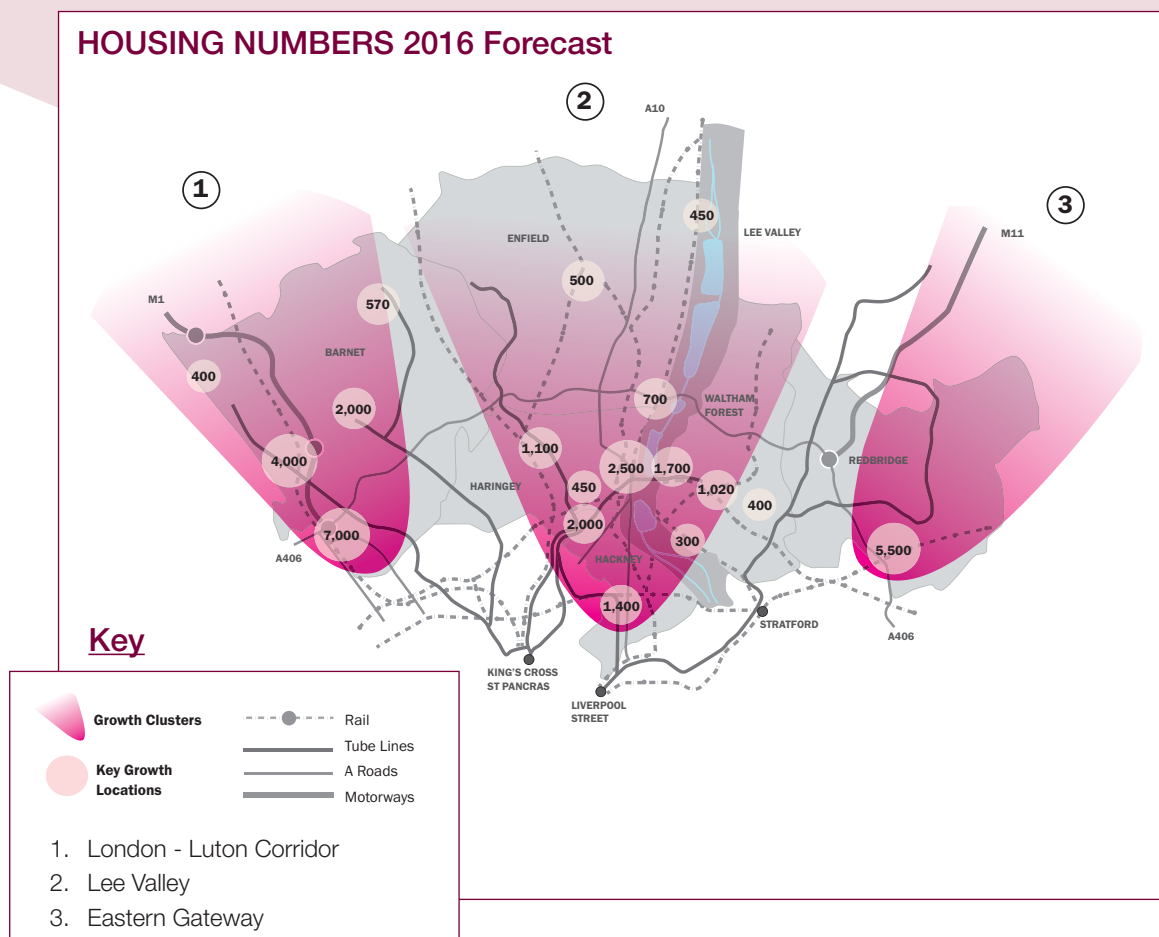
3.1 Housing and Sustainable Communities

The North London Development and Investment Framework sets out the housing growth potential within Barnet, Enfield, Hackney, Haringey, Redbridge and Waltham Forest and looks at the mechanisms in place to deliver this growth and consider the investment needed to support an increasing population. North London represents over 20% of London's projected housing growth and will have a 10% growth in its population in the coming decades.

Much was achieved last year with the ongoing delivery of a range of major sites and important pieces of supporting infrastructure. However, the major global economic downturn presents a challenge which has already had a significant impact on the speed and delivery of new homes.

The key areas of work in 2009/10 are:

- Support continued delivery during the economic downturn including engagement with HCA, LDA and RSL's.
- Facilitate cross borough working on major schemes.
- Promote and ensure greater co-ordination along the London-Luton Co-ordination Corridor.
- Encourage and inspire high standards of design and environmental quality working with experts such as BRE and Design for London.
- Inform policy and investment decisions on Mayor's Housing Strategy and HCA's investment.



(based on GLA Housing Capacity Study, London Plan 2008)

3.2 Upper Lee Valley

The Upper Lee Valley forms one of the largest Opportunity Areas in London, as defined in the London Plan. It is an outstanding area of urban green space and waterway with the Lee Valley Regional Park at the heart of the ULV. Future investment in the Upper Lee Valley will generate significant growth in housing and jobs.

Our key objectives in profiling the ULV as a place with a distinctive identity – North London's Waterside are to:

- Develop a series of high quality sustainable communities which make its greatest assets, the park and waterway more visible and accessible to people living in the area.
- Improve the quality of life of the people who live and work in the ULV.
- Secure recognition of the ULV as a place of business and innovation.
- Create a connected ULV.
- Create a model of sustainable living.
- Ensure ULV is a legacy of 2012.

The key areas of work in 2009/10 are:

- Profile and promote the ULV and the ULV Partnership developing a brand around a Green Lee Valley and successful programmes being delivered in the area.
- Project manage the production of a landscape strategy for the ULV including an implementation and management plan and ensure that this has a high profile.
- Develop activities aimed at progressing key strategic themes/issues impacting the ULV including a transport study to identify the transport capacity required to support the implementation of the vision.
- Make the strategic case and support sub-regional initiatives to reduce numbers of workless people and facilitate discussions with other potential partners to support this.
- Secure support for the key recommendations of the ULV economic study and agree an action plan.
- Explore the potential for establishing a centre of excellence on environmental sustainability, green and new technologies.
- Identify the potential for a visitor economy around new leisure/tourist activities particularly around the River Lee and Lee Valley Regional Park looking at the possibility of building on the legacy of the Olympic Park in the south.
- The development of a new or extended FE/HE presence which will help encourage other linked investment and raise skills levels in the ULV.
- Promote the Upper Lee Valley as part of a north London response to the Outer London Commission.

3.3 Transport

The key challenges for North London are how the existing transport network can address current problems and additional demand placed on it in light of forecast growth. Central to this is making sure that national and regional investment plans will meet this demand and deliver sub-regional aspirations.

The NLSA will continue to work with a wide range of partners to meet these challenges, via the well established North London Transport Forum and the more focussed West Anglia Routes Group, both of which it co-ordinates on behalf of members.

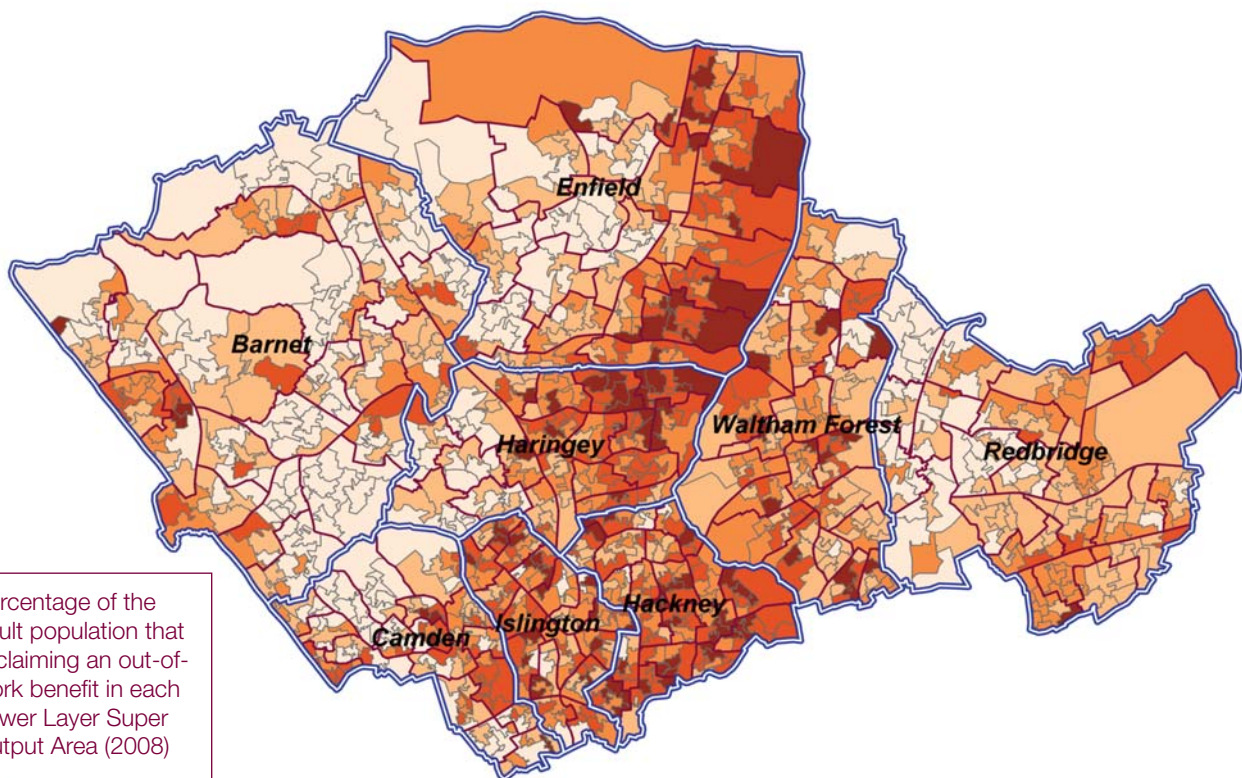
The key areas of work in 2009/10 are:

- Maintaining effective partnership arrangements for the north London sub-region, including providing ongoing support for the North London Transport Forum.
- Agreeing joint transport priorities for north London and using these to influence the Mayor's Transport Strategy.
- Working with TfL to co-ordinate stakeholder engagement around the North London Strategic Transport Analysis due to be completed in late 2009.
- Supporting economically vibrant town centres by taking forward station access schemes so that there is an ongoing cycle of schemes and implementation.
- Promoting sustainable growth along the London-Stansted-Cambridge-Peterborough growth corridor, particularly in the Upper Lee Valley, by continuing to coordinate the efforts of the West Anglia Routes Group, including responding to proposals for improvements.

3.4 Skills and Jobs

Worklessness has been a structural problem for the Upper Lee boroughs for a number of years but there are also significant pockets in Barnet and Redbridge and City Fringe. Whereas the majority of workless people are those with low skills or even no skills, the economic downturn will almost certainly start to affect those with higher skills who have lost jobs particularly in the financial and business services sector.

WORKLESS CONCENTRATIONS



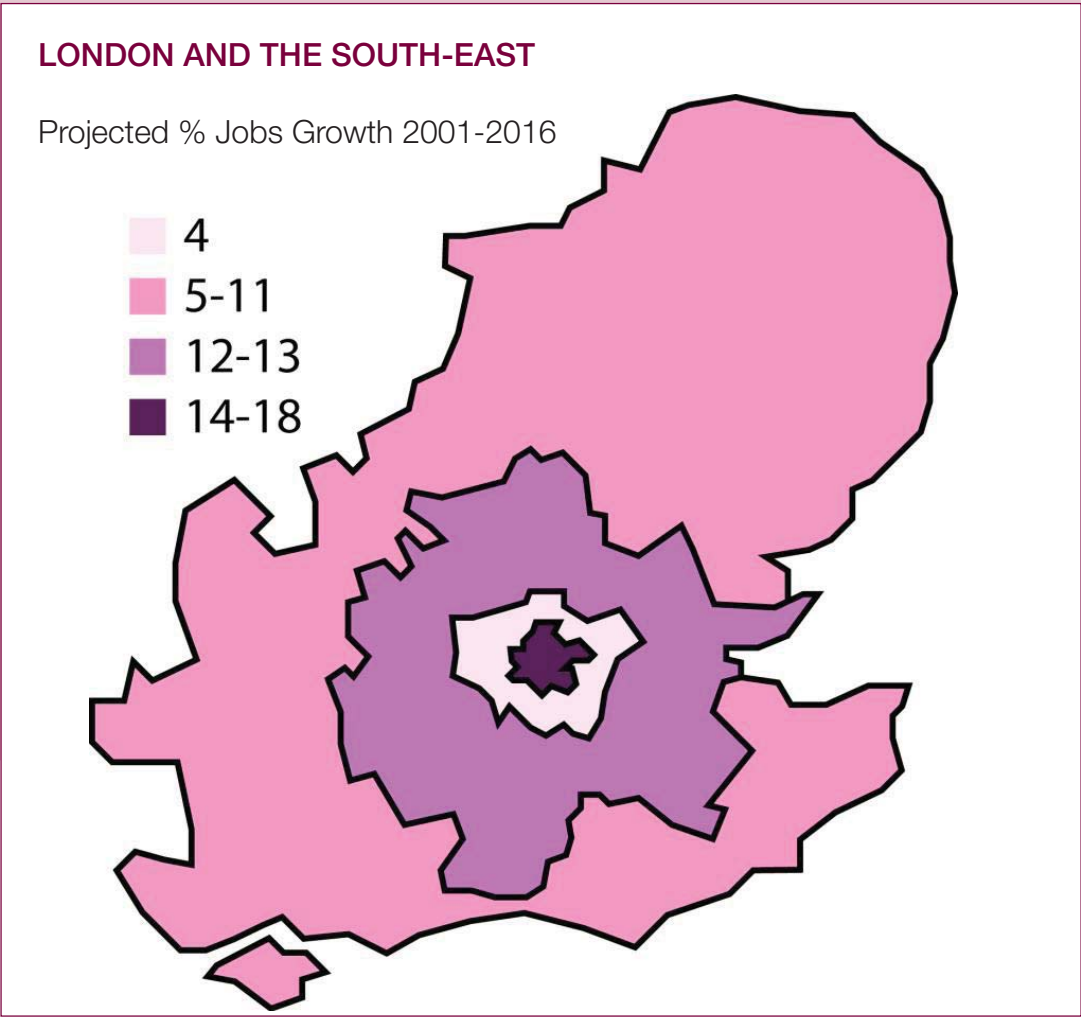
Percentage of the adult population that is claiming an out-of-work benefit in each Lower Layer Super Output Area (2008)

- under 7.3
- 7.3 - 12.3
- 12.3 - 17.7
- 17.7 - 24.1
- over 24.1

SOURCES: DWP Working Age Benefits April-May-June 2008; OWS experimental MYE population estimates, 2006.

To tackle worklessness and reduce the number of people not in employment, education or training, in 2009/10 the key areas of work will be:

- Continue engagement with bodies such as the London Skills and Employment Board and ensure the challenges and issues facing North London are raised.
- Promote the North London Pledge as a comprehensive, cross borough programme for tackling worklessness and ensure this is co-ordinated at a strategic level through the ULV partnership.
- Facilitate discussion to explore opportunities to link the NLP with the Lower Lea Valley City Strategy Pilot, to share best practice and improve outcomes from NLP and access Olympic opportunities for North London residents.
- Facilitate an informed discussion on the arguments for and against and resources needed to develop a Multi Area Agreement within the north London sub-region.
- Continue to engage with the RSL sector, facilitating discussions with borough skills and employment partnerships.
- Work on Youth agenda particularly 14-19 skills agenda and apprenticeships.
- Support North London Business to secure an extension of their contract to continue to promote North London and secure further inward investment.
- Work with our partners to improve employer engagement within the sub region and the wider London economy.
- In partnership with North London Business undertake strategic work to promote business growth and inward investment.



3.5 Town Centres/Outer London Commission

In November 2008, the Mayor announced the creation of an Outer London Commission which will focus on the role of outer London town centres and the suburbs in maintaining London's economic growth and position as a world city. The key target for the Outer London Commission is to feed its findings into the review of the Mayor's strategies, including the London Plan. North London is in a good position to work with the commission as we have been championing the suburbs and town centres for several years and we understand the problems and issues of Outer London.

The key areas of work in 2009/10 are:

- Make a submission to the Outer London Commission on behalf of North London.
- Promote the economic growth of north London's town centres with key policy makers and engage with key policy developments to look at ways of encouraging employment growth in North London.
- Lobby for infrastructure and the means of funding such infrastructure and investment to support economic growth in North London.
- Undertake research and best practice in the development and regeneration of town centres looking across our boundaries.

3.6 Olympic and Paralympic Games

It is estimated that 5,000 construction workers a year peaking at 8,000-9,000 in 2012 will be needed to support the construction of the Olympic Park alone. Thousands more will also be needed for the legacy development of the Park, etc.

North London residents who are within easy proximity of the Olympic Park and Stratford are well placed to access employment opportunities, i.e. Tottenham Hale to Stratford takes 15 minutes by train.

The key areas of work in 2009-2010 will be:

- to liaise with and lobby the LDA, LOCOG and ODA to ensure that North London gets the maximum benefits arising for the holding of the Olympic and Paralympic Games in 2012.
- to ensure that North London's residents are benefiting from new job opportunities at the Olympic Park. If they are not, to investigate any blockages and actions they need to be taken.
- to support North London Chamber of Commerce and North London Business to help North London businesses win more contracts at the Olympic site.
- Set up a Visitor Economy steering group to capitalise on 2012.
- Identify and support creation of links between the Upper and Lower Lee Valley, responding to the 2012 legacy masterplan framework.

4 Key Achievements in 2008-2009

4.1 Housing and Sustainable Communities

- 3-year CLG funding secured for co-ordinating the partnership and facilitating the delivery of the Development Investment Framework (NLDIF).
- Launch and publication of 1 Year On NLDIF with Mayoral and Ministerial support.
- Introduction of Seven Sisters tri-borough project and new partnership relationships.
- Lobbying and co-ordination around the Growth Area Fund and Community Infrastructure Fund for LSCP(L) boroughs.
- Training provided on best practice on design and economic evaluation.
- Launch of London to Luton Prospectus representing major progress in co-ordination.

4.2 Upper Lee Valley (ULV)

- ULV Partnership formed and ULV Team recruited and the Place Shaping and Economy, Employment and Enterprise boards set up.
- Work programme agreed and ULV Landscape Strategy and ULV Economy Study commissioned and well advanced.
- Facilitated 3 Employment, Education and Enterprise Groups. 4 working groups identified and approved by the Board to take forward the agenda. The ULV Apprentice Working Group has already met and Champion appointed.
- NLSA has developed and maintained a dialogue with the G15 Employment and Skills and a representative of the G15 Social Capital Group sits on the ULV's 3Es Board.
- Dialogue between Upper Lee and Lower Lea established and recognition that 2012 benefits should spread up the ULV as part of the legacy of 2012.
- Major conference on waste management held in January 2009.
- Boat trip for stakeholders and policy makers took place in October 2008.

4.3 Transport

- West Anglia Routes Group – lobbied directly the rail Minister and his officials as well as co-ordinating policy submissions on a range of key issues.
- North London Transport Priorities developed which are already informing the revision of the Mayor's Transport Strategy.
- Funding secured from TfL for a series of sub regional works and to support the work of the partnership for the next two years.
- Well progressed bids for transport investment.

4.4 Skills and Jobs

- Hosted three major seminars around skills and employment with senior speakers from LSEB, LSC, and the LDA with senior political and officer level engagement.
- Publication of a major review of the socio-economic character of the sub region.
- Commissioned and published a review of the skills and employment network(s) requirements of partners in the sub region to inform NLSA work programme.

- Engaging the RSL Sector – Engagement with the RSL sector at strategic level has resulted in the London Housing Federation providing a dedicated officer to employment and skills. NLSA delivered a successful RSL and worklessness event developing stronger links between individual associations and the borough employment partnership.
- Engagement with LSEB and LDA including submission of policy statements

4.5 Town Centres

- Publication of major report with West London Alliance looking at the health of our town centres and how they compare to the wider South East.
- Publication launch attended by over 90 people.
- Sponsorship of major New London Architecture exhibition on outer London.
- Working to inform the Outer London Commission and the review of the London Plan already underway.

4.6 Olympic and Paralympic Games

- The Lee Valley Festival was delivered over four days and provided a range of events that could offer something to all levels of the community including sports, arts and culture, business engagement, training and skills and volunteering.
- Additional funding was secured for the festival including a grant from the Arts Council, cash sponsorship and substantial in-kind support from a range of partners.
- A Festival Fund provided grants to community projects and local groups across North London and the involvement of the London 2012 roadshow; the Big Dance, the consultation on Olympic Park legacy and the participation of Compete For enhanced and focussed the Festival's association towards London 2012.
- The Water Margins project which helped to profile North London's Waterside attended by over 3,000 people.

5 Organisational and Financial Resources

5.1 Staffing

The team comprises of:

John McGill - Director

Stephen King - Deputy Director

Gill Harris - Office Manager

Dominic Millen - Transport Co-ordinator

Rose Jaijee - Upper Lee Valley Development Manager

Projects Team

Rachel Victor-Sampson - Growth Area Co-ordinator

Sue Morgan - Upper Lee Valley Economy Manager

Patricia Cahalane - 2012 Co-ordinator

5.2 Income and Expenditure

Income £		Expenditure £	
Grants		Salaries	308,000
LDA	300,000	Office Costs	65,000
CGLG	150,000	Projects	432,000
Tfl	<u>60,000</u>	Reserves	<u>51,000</u>
	510,000		
Subscriptions			
Boroughs	270,000		
Other	<u>76,000</u>		
	346,000		
Total	£856,000	Total	£856,000

5.3 Risk Management

Key areas of risk for NLSA are:

Loss of political support by one or more borough partners

Risk: Medium

Mitigation: Ensure objectives of the NLSA reflect key priorities of the members. Maintain regular contact with key partners to identify and understand priorities.

Loss of funding

Risk: High

Mitigation: Broaden and increase membership of the Alliance; ensure alignment with funding partners' objectives and demonstrate return on investment; reduce costs where possible.

Loss of strategic focus becoming more operational to secure funding

Risk: Medium

Mitigation: ensure that all activity has strategic basis linked to partners' objectives; concentrate on 'case making' to support partners' project bids and ensure that the relationship is understood.

Staff turnover within a small staff team

Risk: Medium

Mitigation: Minimise uncertainties over funding through multi year funding; clear work programme which can be re-profiled if necessary; flexibility through secondment from partners.

Appendix

NLSA EVENTS AND KEY MEETINGS

1 April 2008-31 March 2009

Name of Event	Audience and Summary	Date
NLTF Directors' Meeting	Directors and senior officers from boroughs affected by changes to the north sub-region. Meeting was an opportunity for them to discuss transport priorities, their future approach to partnership working and the North London Transport Forum's work in the coming year. Rob Leak, Chief Executive, LB Enfield, chaired the meeting.	02.04.08
North London Transport Priorities Seminar	Transport lead officers from new and existing north London boroughs. The workshop was conducted by Atkins Consulting and involved discussions on emerging transport issues and priorities, along with possible solutions.	08.04.08
Community Investment Fund Consultation Meeting	Meeting to discuss proposed CIF bids from the LSCP(L) boroughs. TFL, GoL, local authority Transport Planners	10.04.08
Housing Design Field Trip	Field trip to see exemplar housing developments. LSCP(L) planners, Urban Designers, Policy Managers, RSL Developers, LDA	12.05.08
Housing Strategy Group meeting	Regular network meeting: GLA, HC, LDA, Planners, Regeneration Managers, Housing Enablers.	19.06.08
WARG MPs meeting	Parliamentarians, other elected members and stakeholders. The briefing involved presentations on progress to date and future plans; followed by a discussion on securing investment for major improvements to the West Anglia routes. Sir Alan Haselhurst MP hosted the meeting, Cllr George Meehan, Leader, LB Haringey, chaired and Tom Harris MP, Under-secretary of State for Transport, attended.	01.07.08
Health Workshop	Network for LSCP(L) boroughs, PCTs, HUDU. Additional element on transport - with TfL, LSCP(L) Transport Planners.	03.07.08
Regional Housing Pot Seminar	Seminar for potential bidders for GLA /CLG Regional Housing Pot Grant. Boroughs and RSLs. Presentations from Alan Benson, Head of Housing GLA, Geoff Raw, Head of Housing Investment, LDA	07.07.08

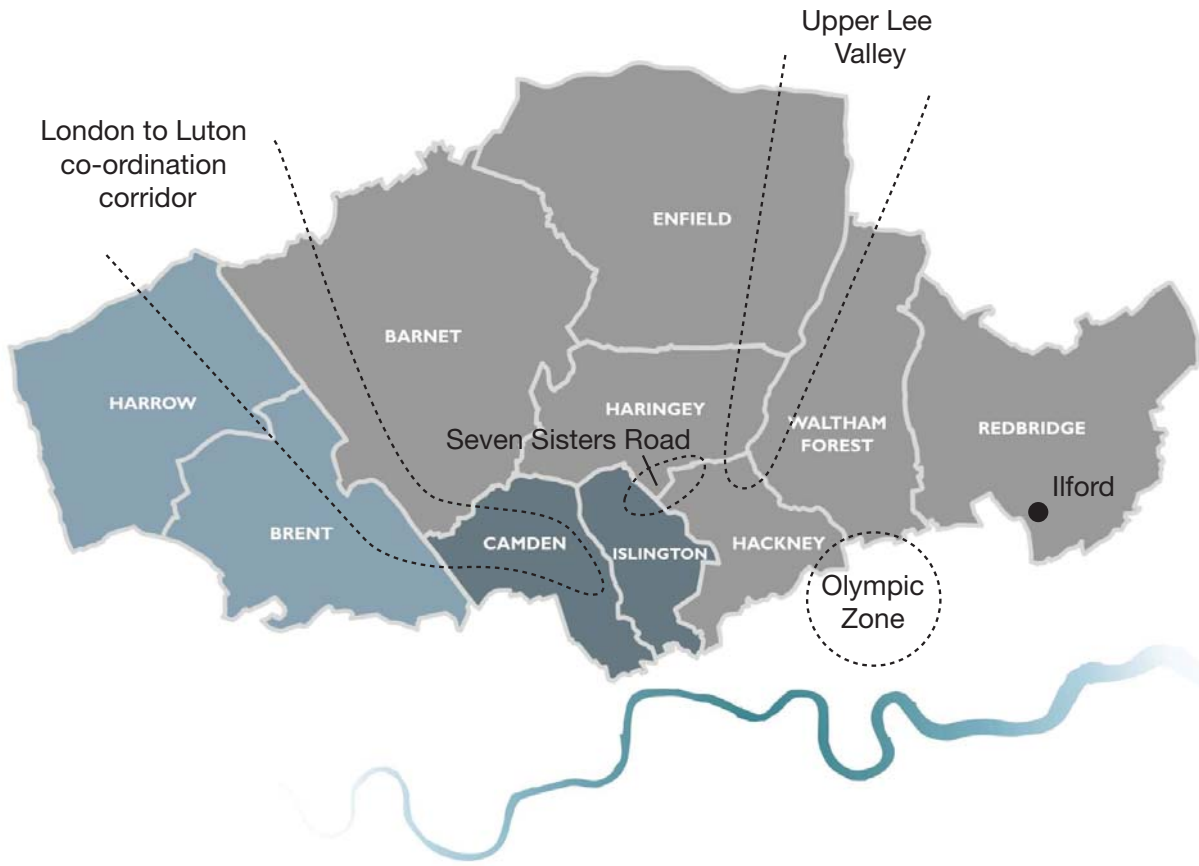
Upper Lee meets Lower Lea	Approx 80 delegates, Senior members and officers from the boroughs within the London Lee Valley, GLA Group, LVRP. Speakers included Tom Russell, Director Olympic Legacy, LDA, Alison Nimmo, Director ODA and David Lunts, Director GLA.	09.07.08
Skills & Employment event	Approx 90 delegates from Boroughs, FE colleges, VCS, LDA. Presentations by the LSEB, LSC, LDA and London Councils.	24.07.08
GAF Refresh meeting	Meeting for Growth Boroughs, CLG and GOL on their approach to refreshing their PODs.	11.09.08
Outer London Launch Event	Launch event of the NLA series on Outer London.	24.09.08
West Anglia Routes Group	WARG Partners meeting – with stakeholders from along the line including local authorities, DfT, Network Rail and National Express	30.09.08
Housing Strategy Group meeting	Regular network meeting: GLA, HC, LDA, Planners, Regeneration Managers, Housing Enablers.	02.10.08
ULV Boat trip	ULV/LVRP tour – with GLA, British Waterways and others	08.10.08
NLA Outer London event	John McGill presented the ULV Vision at NLA Outer London Conference.	09.10.08
Peter Rogers, CEO, LDA Meeting	NLSA and the Chief Executives of LB Haringey & LB Enfield met with the new Chief Executive of the LDA.	10.10.08
Town Centre report	Formal launch of the NLSA/WLA town centre research.	15.10.08
Planning for a Better London: London Plan Revision Seminar with GLA	Andrew Barry-Pursell, Head of London Plan Team talking. For planners in the sub-region.	17.10.08
Consultation on the holding of The Lee Valley Festival 2009	Workshop for approx 30 representatives from boroughs, sub-regional agencies, voluntary and statutory organisations such as British Waterways, LVRPA, etc.	23.10.08
Property Linx	NLBs regular property event. Hackney leading. John McGill updated on ULV.	23.10.08
NLTF Directors Meeting	Directors and senior officers from boroughs in the north sub-region, to discuss transport priorities and sub-regional working. Rob Leak chaired.	30.10.08
Upper Lee Valley Economy seminar	Seminar on Tribal work on ULV economy.	13.11.08
NLSA Steering Group	CEOs and Directors from the LSCP(L) with London Council and The Prince's Trust attending.	17.11.08
ULV Place Shaping Board	ULV Boroughs planning and development meeting	20.11.08

Three Dragons Training: Project evaluation	Training event for Boroughs, RSLs and others on GLA housing project evaluation methodology. Over 60 delegates.	17.11.08 & 24.11.08
ULV Leaders Forum	Meeting for ULV politicians.	01.12.08
RSLs and Worklessness Conference	Major conference on skills & employment – focusing on the role of the RSLs and increasing engagement with boroughs and others. Attended by over 100 delegates, including Director of GoL.	02.12.08
ULV Planning/ Directors Dinner	Dinner for directors in ULV. Discussed joint working.	02.12.08
Ministerial Tour	Tour for Iain Wright MP, Housing Growth Minister, with senior borough politicians within the LSCP(L). Tour focused on Upper Lee Valley and Woodberry Down.	03.12.08
LDA Investment Strategy & Business Plan Workshop	Wide range of north London boroughs and other partners consultation on LDA investment plans.	08.12.08
Seven Sisters Steering Group	Steering Group for work on Woodberry Down: 3 boroughs (Hackney, Haringey, Islington) & NDC and LDA.	19.12.08
North London DIF event & Launch of the London – Luton Corridor Prospectus	Ministerial event to review progress in north London: 140 delegates, Speakers included Minister, Deputy Mayor, HCA CEO.	13.01.09
Waste Workshop	Waste workshop for ULV: Chair Cllr Loakes, (Leader LB WF & Chair NLWA), 70 delegates, boroughs, private sector, NLWA.	13.01.09
London to Luton Corridor Working Group	Meeting on the London – Luton Corridor: Barnet, Brent, Camden, Harrow, GLA, TfL, GoL.	25.02.09
Housing Strategy Group	Regular Housing Strategy Group, including presentation on housing companies.	26.02.09
ULV Economy Board	ULV Economy and Employment Group meeting.	27.02.09
ULV Place Shaping Board	ULV Boroughs planning and development meeting.	03.03.09
HCA Seminar	Boroughs seminar with HCA London Directors. Medium and Long term investment strategy.	04.03.09
West Anglia Routes Group	WARG Partners meeting – with stakeholders from along the line including local authorities, DfT, Network Rail and National Express	27.03.09

SUBMISSIONS AND REPORTS
From 1 April 2008-31 March 2009

Title of Submission	Date
ULV Community Engagement Strategy	June 2008
Skills and Employment Profile of North London	June 2008
Skills and Employment Networks in North London	June 2008
West Anglia Routes Group Response to Office of Rail Regulation's Periodic Review 2008 – Draft Determinations	September 2008
Over the Edge? Town centres report	October 2008
Response to Planning for a Better London: Consultation document on Mayoral intentions to review the London Plan	November 2008
Response to Deputy Mayor's proposal for sub-regional boundaries and future engagement	November 2008
Way to Go! – A North London Perspective. Response to Mayor's 'Direction of Travel' Document on the Mayor's Transport Strategy	January 2009
Response to the Mayor's Priorities for Culture 2009-2012	January 2009
Development Investment Framework – one year on	January 2009
London to Luton Corridor Prospectus	January 2009
Response to LDA Investment Strategy 2009-13 Consultation	February 2009
DWP Commissioning Process: response to your Chief Executive's Circular, ref no: 1/09	February 2009
North London response to London Council's proposals for changes to existing Local Implementation Plan process	February 2009
Interim Response to the Outer London Commission	March 2009
The Upper Lee Valley Economy Study	March 2009

NORTH LONDON MAP





North London Strategic Alliance

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