

**Report for:** 7 November 2023 Cabinet

**Title:** Opportunity Haringey: Our Inclusive Economy Framework

**Report authorised by:** Director Placemaking & Housing

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**Ward(s) affected:** All

**Report for Key/  
Non-Key Decision:** Key Decision

## **1. Describe the issue under consideration**

- 1.1 This report introduces Opportunity Haringey, the Council's new inclusive economy policy framework, for approval by Cabinet. It sets out the Council's vision and ambition to work in collaboration with businesses, residents and local and strategic partners to drive forward a range of priority actions under 5 themes that will shape a fairer and greener economy with the ambition to reduce inequalities, unlock social value and secure prosperity for all.

## **2. Cabinet Member Introduction**

- 2.1 Opportunity Haringey sets out how we will shape and drive forward our ambitions for a local economy that unlocks the creativity of our residents and businesses to harness Haringey's strengths to secure economic prosperity for all that is fairer and greener. It marks a shift from the recovery focus outlined in our Good Economy Recovery Plan towards a new focus on driving and accelerating economic prosperity through collaboration. We have used a Haringey Deal approach - engaging and listening to the concerns and aspirations of our businesses, residents and a range of local and strategic partners and used this to help shape the themes and actions within the framework.
- 2.2 Opportunity Haringey will be delivered through partnership working, focused on a preventative approach that will support better outcomes for residents. Our employment support, skills training and employer engagement will focus on Good Work – high quality opportunities with career progression. This will help encourage greater independence which will, over the longer term, reduce the demand for Council services.
- 2.3 Opportunity Haringey will help focus investment to spotlight and unlock the full potential of our assets to support business growth and job creation. It will do this through driving job creation, attracting investment, developing Good Work and skills, enhancing our high streets and industrial estates, and promoting and supporting our places of work. With aims around decarbonisation and towards a

fairer, Inclusive Economy embedded throughout, this is an ambitious plan for the future of Haringey's local economy.

### 3. Recommendations

- 3.1 It is recommended that Cabinet notes the contents of the Opportunity Haringey framework set out in paragraph 4.2 of this report and adopts the Opportunity Haringey framework attached as Appendix 1 as the Council's strategy for creating an inclusive economy in Haringey.

### 4. Reasons for decision

- 4.1 To put in place a policy and delivery framework to underpin, support and drive an inclusive and circular economy for Haringey thereby supporting the Council's ambition for being greener and fairer utilising local creativity to harness the strengths of our residents and businesses. Opportunity Haringey will help to build a more resilient local economy and ensure investment delivers benefit for our residents and businesses. Opportunity Haringey will address current inequalities and embed social value by unlocking the borough's potential through:

- Attracting new well-paid quality jobs
- Connecting residents to opportunities from investment locally and in the London Labour market
- Equipping residents with skills levels to secure Good Work and ensure business growth delivers benefits for our residents
- Providing targeted business support to assist businesses in reducing their carbon footprint and encouraging growth of the circular economy
- Increasing the supply of modern workspace to keep up with demand
- Reimagining high streets and town centres as destinations and community hubs and a focus for a range of commerce and social activity
- Attracting inward investment including a significant higher education footprint
- The Council leading by example as a major employer and procurer of services
- Building local business networks and business to business opportunities
- Aligning Council services behind the local economy

- 4.2 Opportunity Haringey is attached as Appendix 1 of this report and contains 5 themes supported by priority actions under each theme:

- ~Theme 1: Job Creation

This theme recognises the role Haringey's businesses play in creating tens of thousands of jobs and other business opportunities for local people. It responds to what residents and businesses told us in particular around the council developing a more relational approach with our business community promoting business-to-business networking opportunities; more targeted business support, loan funds and signposting and focusing on our sectoral strengths such as creative.

Our priority actions focus on **creating and supporting a Haringey Business Forum, supporting and signposting our businesses, a renewed offer on**

## **low-cost finance to support business growth/entrepreneurship and launching a Haringey Business Charter**

- Theme 2: Investment

This theme speaks to Haringey's geographical, cultural and infrastructure strengths setting out our aspiration to bring new investment into Haringey which can deliver jobs and wider economic opportunities, such as a university, college or a significant health or leisure facility. Bringing employment, skills and training opportunities and increased local spend in the area as well as help to boost the profile of the Borough on a global stage.

Our businesses share our ambition and told us that there was amazing potential in the borough, and we needed to be better at collectively telling that story at a local, national and international level. We heard that businesses want to be part of that story putting Haringey on the map and celebrating the strengths of our growing sectors such as the Creative Industries and building on successes like our 'Made by Tottenham' brand and promoting our role around Net Zero.

Our priority actions focus on **bringing new investment to borough and developing our visitor economy.**

- Theme 3: Good Work & Skills

This theme recognises that while many Haringey workers are in good employment, significant economic inequality exists in the borough, with relatively high numbers of unemployed and in-work poor and disproportionate employment challenges faced by specific groups experiencing structural disadvantage.

Residents told us they want us to focus support on those most disadvantaged in the labour market and in work poverty with a focus on Good Work at London Living Wage levels and with opportunities for progression.

Our priority actions focus on **reshaping Haringey Works and Haringey Learns to focus on** those facing the greatest barriers into work and those in in-work poverty, **meeting employer and future skills demand**, with a focus on employer and sector demand and transferable skills development to support residents into local and London wider job opportunities (April 2024) We will develop sector plans that play to our strengths with a focus on job growth and future skills (from Winter 2023 onwards). Using as an employer we will **adopt a Social Value approach** to create job and training opportunities for residents through our procurement, **create skills and training opportunities** and **focus on the opportunities of retrofit for local residents and businesses**

- Theme 4: High Streets and Industrial Estates

This theme recognises the role our high streets, town centres, local parades and industrial estates play as essential sources of trade and employment and the special role our high streets play in instilling pride in a local community. It recognises our high streets as destinations supporting creativity, entrepreneurship and diversity.

Businesses tell us that they see first-hand the continued impact of online retail on people's shopping habits and that 'the challenge is to make the high street relevant again'.

Our priority actions include **adopting a Markets Strategy, championing the creative economy and promoting the vibrancy of our town centres and high streets and industrial estates.**

- Theme 5: Work places and spaces

This theme recognises the challenges we face in borough in supply of high quality affordable workspace and the pressure this places on the ability of businesses to be as resilient and productive as they could be and grow their workforce.

Our priority actions include **convening a workspace providers forum, co-ordinating a workspace providers list and supporting workspace policy in the new local plan as well as working through our corporate and strategic partners to unlock and achieve new workspaces.**

## 5. Alternative options considered

5.1 **Keep working through existing economic policy framework** – The Good Economy Recovery Plan, Skills and Employment Recovery Action Plan and Town Centres Recovery Action Plan. These were established as response to the pandemic and associated economic shocks and therefore are not relevant to current economic conditions and associated challenges and opportunities. There is need for a more agile approach that enables policy and action to pivot to meet and support changing needs, demands and ambitions.

5.2 **Produce traditional economic development strategy with detailed action plan** – This would be too rigid in the current emerging economic climate which demands a more agile and responsive approach as detailed in 5.1 above. Economic Development Strategies are often very lengthy and are therefore not as flexible as a framework approach. They also tend to prioritise economic growth above other considerations, whereas a framework focussed on inclusive growth shifts this towards deriving the greatest benefits for the widest range of residents and businesses as possible and tackling disadvantage.

## 6. Background information

6.1 There has been a comprehensive programme of engagement with a range of residents, businesses and local and strategic partners which has ensured that Opportunity Haringey has been underpinned by the principles of the Haringey Deal. The key themes of the feedback include:

**1. Targeted Business Support to drive job creation:**

- Finance – Greening incentives / start up grants
- Low carbon support and advice and developing the circular economy
- Recruiting and retaining staff/Apprenticeships

**2. Greater range of employment spaces to support business growth:**

- Flexible start up / move on / low carbon spaces
- With workspaces being hubs for business support and networks
- Creative sector focus

**3. Targeted outreach support for skills and training:**

- Focus on those with most barriers to employment and Black, Asian and Minority ethnic groups,
- Focus on careers support and early intervention with a need to meet employer skills requirements

**4. Better Business Engagement to support collaboration:**

- Collective strategic voice for business – Haringey Business Forum
- Sector / Cross Sector Focus – Creative, Workspace, Knowledge
- Area Focus – Traders Associations, BID, Industrial areas

**5. Better Haringey Offer/ Pitch to the outside world to drive job creation:**

- Attracting investment into key infrastructure and sites – Broadband
- Defining local offer and where/ who to target including HE focus
- Engaging with strategic picture beyond London?

**6. Greater role for Council to lead by example:**

- Need a joined up One Council approach – Business Charter
- Lead by example as major employer/ property owner
- Promote local businesses and utilise buying and selling power

6.2 Comprehensive economic analysis has been undertaken which provided an evidence base to help shape the engagement programme and contribute to developing the Opportunity Haringey Vision, Themes and Priority Actions. The headline messages from the evidence base include:

- Haringey is a small business economy. There are currently 12,560 businesses in Haringey, most of which are micro businesses with 93% of businesses employing less than 10 people.
- The sectors that have higher than national average presence include accommodation and food services; wholesale; arts, entertainment and recreation; and property.
- It is estimated that 20% of Haringey residents work in the creative sector or its supply chain, which is higher than the London average.
- There are over 42 workspaces in Haringey, representing approximately a quarter of total office, light industrial and industrial employment space.
- There are 59 local town centres in the borough, including 38 Local Shopping Centres and several smaller shopping parades.

- Haringey has persistent high levels of unemployment and has the 5<sup>th</sup> highest rate of people claiming out-of-work benefit in the United Kingdom and the highest of any London local authority (6.9%, April 2023).

6.4 An annual Opportunity Haringey Economic Report will be produced to review key economic trends and update on stakeholders views as the basis for informing policy development and delivery.

6.5 The key risks, and associated mitigations, relating to the development of Opportunity Haringey are detailed in the table below:

<b>Risks</b>	<b>Mitigations</b>
Lack of engagement undermining Haringey Deal approach	Comprehensive engagement undertaken including range of events, roundtables, one to ones, focus groups and a business survey
Lack of internal support undermining ability to join up on delivery	Comprehensive internal engagement via range of Boards, Leadership Network and service specific briefings. Also pulling together council wide group to develop and drive Business Charter to put in place One Council approach to supporting businesses
Lack of member support	Range of workshops and briefings including Cabinet Strategy Workshop
Unable to align current and future budget with Themes and Priority Actions	Development of Service Business Planning process to manage and prioritise agreed budgets, staffing and external funding against Priority Actions and related specific tasks

## 7. Contribution to the Corporate Delivery Plan 2022-2024 High level Strategic outcomes

7.1 Opportunity Haringey will help to delivery against the following high level strategic outcomes of the Corporate Delivery Plan 2022-24:

- **Towards an Inclusive Economy** - Haringey has a thriving and fair economy from which everyone benefits, underpinned by an inclusive approach focused on unlocking social value and promoting equality and diversity
- **High Streets, Town Centres & Businesses** - Haringey's economy has resilient high streets & town centres at its heart, and businesses are supported to start and grow and thrive
- **Employment & Skills** - Haringey residents can easily access education and skills training. Support will be targeted at those furthest from the labour market, helping residents into growth sectors, with a focus on obtaining Good Work
- **Leveraging Social Value** - The council maximises direct benefits to residents from its assets, investment, and changes in the built environment
- **Placemaking** - Regeneration with social and economic renewal at its heart; focussed where need and/or opportunity is greatest, and which are shaped by and reflect the people that live there

- **A Just Transition** - The transition to a low carbon economy is just, equitable and benefits everyone
- **Growing the Circular Economy and Making Better Use of Resources** - Haringey is a borough where resources are used efficiently, and excessive waste minimised.
- **Best Start in Life** - The first few years of every child's life will give them the long-term foundation to thrive and prosper
- **Successful Futures** - Every young person, whatever their background, has a pathway to success for the future
- **Healthy and Fulfilling Lives** - All adults are able to live healthy and fulfilling lives, with dignity, staying active, safe, independent and connected in their communities
- **Advice and Support** - Low-income residents will receive accessible, non stigmatising and holistic advice and support to reduce debt and address the underlying causes of financial hardship
- **Haringey will be a place where arts, culture and heritage is fostered, celebrated and valued, and is woven through everything the council does**

## 8. Carbon and Climate Change

8.1 Appendix 2 presents the Carbon Mitigation assessment.

8.2 This has been developed in conjunction with the Carbon Management Team and they have approved the assessment.

## 9. Statutory Officers comments (Director of Finance (procurement), Head of Legal and Governance, Equalities)

9.1 **Finance:** This report is for Cabinet to approve the recommendations set out in para. 3 of this report.

Each work stream funding will be funded from existing budgets and any external funding made available and therefore will not require any additional financial resources.

9.2 **Procurement:** Strategic Procurement note the contents of the report and confirm there are no procurement related matters preventing Cabinet approving the Recommendations stated in Paragraph 3 of this report. Strategic Procurement will continue to work with services to support the Opportunity Haringey and the Inclusive Economy Policy Framework through it's procurement and commissioning activity where possible.

9.3 **Head of Legal & Governance** The Head of Legal & Governance has been consulted on the content of this report. There are no legal implications relating to this report and the adoption of Opportunity Haringey.

9.4 **Equality**

9.4.1 The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advance equality of opportunity between people who share those protected characteristics and people who do not
- Foster good relations between people who share those characteristics and people who do not.

Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.

The three parts of the duty applies to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.

Please see Appendix 3 for the Equality Impact Assessment for Opportunity Haringey

Opportunity Haringey describes the council's strategy for building an inclusive economy in the borough. With a commitment to a fairer and greener borough at its heart, the strategy aims to support a borough with reduced economic inequality, thriving diverse businesses, a just transition and reduced negative impacts of climate change.

Across each of the five strategic themes, the council is taking steps to promote investment, encourage diversity, and reduce inequalities by developing the local economy and targeting its investment and resources to support disadvantaged groups.

There are not anticipated to be any negative impacts arising from this strategy. Positive impacts are anticipated to come from:

- The spillover benefits to all protected groups from a growing inclusive economy that brings more opportunities for business growth and employment
- Accessible and thriving high streets with a diverse range of services and goods to cater for different protected groups
- Targeted employment and skills interventions seeking to reduce barriers for those experiencing labour market disadvantage
- Business support that meets the needs of different residents, including the promotion of networks
- Promoting Good Work to reduce the negative impacts of low pay
- Promoting inclusive business practices and affordable workspaces

Each of the above are likely to have multiple positive impacts on protected groups, including from an intersectional perspective.



Opportunity Haringey is underpinned by a preventative philosophy and approach that will drive better outcomes for residents through employment support, skills training and a focus on Good Work – high quality employment opportunities with career progression. This will help encourage greater independence which will, over the longer term, reduce the demand for Council services. In this context Opportunity Haringey will support a preventative and early intervention approach with the aim of reducing inequalities, unlocking social value and driving prosperity for all.

## **10. Use of Appendices**

- Appendix 1 – Opportunity Haringey: Inclusive Economy Framework
- Appendix 2 – Opportunity Haringey Carbon Mitigation Assessment
- Appendix 3 – Opportunity Haringey Equalities Impact Assessment

## **11. Background papers**

N/A