

# Opportunity Haringey

## Our Inclusive Economy Framework

## Table of Contents

1. Introduction
2. Haringey's Economy
3. Our priorities
  - a. Theme 1 Job Creation
  - b. Theme 2 Investment
  - c. Theme 3 Good Work & Skills
  - d. Theme 4 High Streets and Industrial Estates
  - e. Theme 5 Work places and spaces
4. Making it happen

## Introduction

### What is Opportunity Haringey?

Opportunity Haringey is the Council's Inclusive Economy Framework. It has been developed through listening to our residents and businesses, and it sets out how we will work with local and strategic partners to deliver our vision:

***To create a fairer and greener local economy that builds on local creativity to harness Haringey's strengths***

### Our vision explained

Our vision is for an inclusive, more resilient local economy that is better able to withstand economic shocks and where our businesses can grow and thrive. This should be an economy that provides rewarding, well-paid work, which means receiving at least the London Living Wage. This vision implies a more circular economy that retains more money within the borough, maximises the benefits for Haringey communities and supports a just transition to net zero emissions. We will promote decarbonisation principles across all business while also growing the number of businesses that operate in the green sector.

### Five Themes for Action

Working with businesses and partners, we have developed five themes to focus our efforts on realising this overarching vision.

- Theme 1 Job Creation
- Theme 2 Investment
- Theme 3 Good Work & Skills
- Theme 4 High Streets and Industrial Estates
- Theme 5 Work spaces and places

### Our strengths

Haringey is a borough of opportunities and potential. We are home to landmarks such as Alexandra Palace and Tottenham Hotspur and to nationally and regionally important organisations in the arts, manufacturing and other sectors. We have makers and creatives and unique high streets that are at the heart of their communities. Residents and businesses see Haringey's strengths as:

- **Global Haringey:** Haringey is home to people from across the world whose ideas and energy give our town centres and neighbourhoods distinct identities.
- **Creativity:** from artist-makers, music production and fashion, the creative industries play a major part of the economic and cultural life of Haringey.
- **Connectivity:** Excellent transport links provide easy access to Inner and Outer London. Within the borough, residents have easy access to their local high streets.

## Haringey's Economy

Following COVID-19, Haringey businesses and residents demonstrated resilience and revealed new strengths that helped get our economy back on its feet. But we know that our economy is harder hit by economic downturns in comparison to our neighbouring and other London boroughs and takes longer to recover.

Stagnant national growth, sharp inflation, higher interest rates and global challenges like the energy transition, the climate emergency and technological advances are having far reaching impacts on local economies and the world of work.

### ***A dynamic business environment***

In facing the challenges of recent years, Haringey's businesses have shown an ability to adapt and innovate. Our 12,000 businesses are critical to the economic prosperity of the borough, driving increased living standards through employment and opportunity. They are highly valued for their wide-ranging cultural diversity, allowing residents and visitors access to goods, services and entertainment from across the globe.

The borough has strengths in its creative industries - arts, music, culture and fashion - as well as food manufacture. Haringey is home to the 'Made by Tottenham' Creative Enterprise Zone and Wood Green Cultural Quarter. A significant number of our shared workspaces and studios are focused specifically on the creative industries, including more than 50 music studios.

Haringey is home to businesses that enjoy a global reach such as GINA, Kashket & Partners, and Fashion Enter. We are well placed to capitalise on opportunities brought through new investment in the sub region, for example, global players such as Warner Brothers and Elstree Studios which operate in nearby Hertfordshire.

Construction, including retrofit activity is an important and growing sector in the borough. A Central London Forward (CLF) Low Carbon Retrofit Labour Demand Forecast study from August 2023 shows that more than 13,000 jobs would need to be created in Haringey to help the borough and London deliver its low carbon ambition.

The cost and availability of premises in the borough can be a challenge for businesses. We now have more than 40 shared workspaces offering a range of flexible, affordable space to SMEs, alongside new industrial space such as the SEGRO Park Tottenham, a green urban industrial development. In a difficult delivery environment, the council will need to be creative about how it works to help secure the delivery of new and improved workspace in the borough.

### ***A thriving place***

Our unique positioning between central and outer London, provides plentiful green spaces and excellent transport links making Haringey a great place to live, work and play. It is increasingly attractive to residents and businesses as a place of growth and ideas.

Haringey is becoming a celebrated destination for music and sport. Alexandra Palace, Finsbury Park, Unit 58 and the Tottenham Hotspur Stadium are major venues that attract visitors from across the world to see music stars such as Beyonce, Little Simz and Cardi B, Premier League football, NFL and Euro 2028. The borough is also home to world renowned music recording studios with The Church Studios, Ten87, Reservoir Studios and Voc True studios hosting international pop and Grime artists.

Our town centres and high streets are bustling. We have more than 2,000 high street businesses. Demand for retail space remains high and retail is the largest employment sector in the borough. Wood Green is North London's only Metropolitan Town Centre, a major shopping destination, bringing people to the borough from across London. Haringey's food offering is uniquely strong, with Green Lanes hosting London's main hub for Turkish and Kurdish food.

Driven by the rise of online shopping and home working (which rose by 23% in London between 2019 and 2022, the highest rise of any region (ONS Labour Force Survey), our high streets are changing. This means we will need to re-imagine our town centres and high streets as social destinations, with attractive evening and night-time economies and space for local entrepreneurship to grow and thrive through meanwhile usage and markets.

### ***An ambitious workforce***

Haringey has a young and diverse population. Two-thirds of our residents are educated to NVQ Level 4 and above, more than ever before. We have good education results for our young people in school, a low and reducing number of residents without qualifications and we are close to London average for residents qualified to NVQ Level 3 and above.

We want to see more of our residents in Good Work – jobs that pay a living wage and offer good terms, and opportunities for progression. Good Work equips workers with opportunities for development, purpose and fulfilment which ultimately impacts on improving their quality of life. The businesses that produce Good Work help to create thriving, healthier and wealthier communities.

Unemployment in the borough in March 2020 was at decades-long lows but COVID-19 caused a dramatic spike in the number of residents out-of-work. This has fallen but remains at 6.8% as of August 2023 with Tottenham seeing one of the highest levels of unemployment in the country.

Low pay is an issue, leaving many residents facing in-work poverty. A third of jobs in Haringey pay less than the London Living Wage; those in low pay are more likely to be in part-time roles. Residents with disabilities and long-term health conditions and ethnic minority residents experience greater barriers to work.

We are determined to increase the number of good job opportunities locally. Much of the economic inequality in the borough is experienced geographically, with higher levels of unemployment and deprivation in the north-east of the borough. A thriving local economy with good jobs helps to reduce inequality by bringing opportunity to those residents who may find it more challenging to travel for work due to mobility, health or caring responsibilities.

## Our Themes and Actions

### Theme 1 –Job creation

Haringey's businesses create tens of thousands of jobs and other business opportunities for local people. We are home to more than 12,000 businesses, 92% of which are micro businesses employing fewer than ten people.

Residents and businesses tell us they would like to see more support for young people to start their own businesses; more business-to-business networking opportunities; and a more co-ordinated approach to working with the council. Businesses tell us they want to **be better connected to each other and the council**, that they are not aware of what support is on offer and that they need support more tailored to their needs.

They would also like us to take a more **targeted approach to working with, and supporting businesses**, focusing on sectoral strengths and specific challenges including, for example, how to help businesses maximise the opportunities that a net zero economy will bring. Our growing creative industries were highlighted as a key sector to focus on and develop.

We have ambitious plans to develop a more **relational approach through networks and forums** and by revamping how we communicate and promote businesses through better use of social media, promotional activity and learning from others.

Businesses and residents also told us they want to see our loan funds better **targeted at key and emerging sectors** and priorities. To this end, we will explore reshaping our existing loan funds to respond to Net Zero targets and emerging sectoral strengths such as those associated with the Circular Economy and the Creative Industries.

#### Priority Actions:

1. **Create and support a Haringey business forum** - and grow existing networks building on our High Streets Network, our Workspace Provider Network, and Made by Tottenham's advisory board (Winter 2023) and others; work with the forum to deliver an Opportunity Haringey Business Awards scheme (Summer 2024)
2. **Provide and signpost our businesses to the support they need** – Our business support offer will be reshaped to respond to the priorities that businesses say they want such as cost-savings, access to finance and business growth, support around going green and supporting diverse business owners. Our offer will provide effective signposting to a range of opportunities available to businesses and connecting them to other council services (Spring 2024)
3. **Renew our offer on low-cost finance to support business growth and entrepreneurship** – by building on the success of, and repurposing the Opportunity Investment Fund, and Productive Valley Fund alongside other funding initiatives, with increased support for tackling disadvantage, decarbonisation and promoting sectoral industries such as our Creative Economy (Last quarter 23/24)
4. **Launch a Haringey Business Charter** – working with the Haringey Business Forum we will set out how we get the basics right for businesses and set expectations to align with the council's adopted social value statement (Winter 2023/24)

## Theme 2- Investment

We are proud to be the home of many amazing venues and attractions. Being positioned in the Lea Valley area, as well as being in easy reach of Central London, means that we are very well situated geographically to draw in **visitors and investment**, from a **national and international** audience.

We want to bring **new investment** into Haringey that can deliver jobs and wider economic opportunities, such as a university, college or a significant health or leisure facility. A **new anchor institution** would provide employment, skills and training opportunities and increase local spend in the area as well as help to boost the profile of the borough on a global stage.

At an engagement event with local businesses, businesses felt that there was amazing potential in the borough, but that we needed to be better at telling our story at a local, national and international level. Local businesses want to be part of that story, putting Haringey on the map. We want to **celebrate the strengths of our growing sectors** such as the Creative Industries, building on successes like our 'Made by Tottenham' brand and promoting our ambitions around Net Zero.

### Priority Actions:

1. **Bring new investment to the borough** - An Inward Investment Strategy will be developed to drive targeted promotional campaigns to attract investment and businesses to the borough or sub region (Spring 2024) with the aim of attracting a **new anchor institution**, such as a Higher Education provider.
2. **Visitor Economy** – Building on the success of Haringey's world-class attractions and excellent transport links, we will improve the arrival experience and wayfinding in our town centres and promote our borough as a destination.

## Theme 3 –Good Work and skills

Haringey has a young and diverse population, with good and outstanding schools and an increasingly well-educated workforce. Yet while most Haringey workers are in good employment, significant economic inequality exists in the borough. We must do what we can to **reduce unemployment** amongst our residents.

Haringey has the highest unemployed-vacancy ratio in the country, and we want to **increase the number of Good Work opportunities locally** - jobs that pay the London Living Wage and offer good terms, with opportunities for progress.

Residents told us they want us to focus support on those most disadvantaged in the labour market. Disabled residents and ethnic minority residents in Haringey experience employment gaps due to structural disadvantage and discrimination. Unemployment, skills deprivation and poor health is far higher in the borough's east. We will continue to **target our employment support towards those groups that need it most.**

The world of work is ever changing. New technologies, including artificial intelligence, will transform the opportunities available for work within the coming years. The Net Zero transition will drive wholesale change across industries and create jobs in Haringey. Residents told us they want to see **more opportunities linked to sectors with employment growth.** CONEL, Haringey's Further Education provider, will be investing £18m into their Tottenham campus to deliver a state-of-the-art construction offer alongside an expanded curriculum on the Green Skills needed to deliver Net Zero.

The Council has a key role to play in creating opportunities as an employer, landlord, purchaser of services and developer. A **Social Value** Policy will describe how we will seek socio-economic benefits, including employment, skills and training opportunities for residents through our procurement focus and an **Apprenticeships Programme** will provide more opportunities within the Council.

### Priority Actions:

1. **Reshaping Haringey Works and Haringey Learns** – Both services are high performing and we have an opportunity to build on this by achieving greater alignment. They will continue to support those facing the greatest barriers into work and those in in-work poverty through a focus on prevention, progression, and outreach (Spring 2024).
2. **Meeting employer and future skills demand** – Employer engagement will be more deeply embedded across our work. We will continue to work with Mayoral Academies and skills training partners to develop programmes with a focus on employer and sector demand and transferable skills development (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).
3. **Adopt a Social Value Statement** – to make the most of investment into the borough and to maximise benefits for residents and businesses. We will embed this approach across all our procurement activities (Winter 23) and set out how it can create jobs and training opportunities for residents, while supporting businesses to hire those with the skills that they most need.
4. **Creating skills and training opportunities within the Council** – Using our role as a major employer, including launching an Apprenticeship Programme, expanding our work placement and supported internship programme (Summer 2024) and improving progression routes. This will also support our aims to have a workforce that is representative at all levels.

5. **Focus on Green Jobs** – We will continue to work closely with CONEL and other training providers to upskill local businesses, and the residents they employ, to be ready for the opportunities that the retrofit market will bring. We will co-ordinate work with partners to strengthen this approach sub-regionally and wider, including on the Council's own ambitious retrofit programme, and as part of our aim for Haringey to become carbon neutral by 2041.

## Theme 4 – High streets and industrial estates

Our high streets, town centres and local parades are essential sources of trade and employment. They also play a special role in instilling pride in a local community. Our 14 largest town centres are home to more than 2,000 businesses, most of these being **small, independent businesses** employing thousands of Haringey residents. Retail, leisure, food and beverage businesses are all important elements of our high streets.

**Culture and creativity**, and the Council's emerging Culture Strategy, will be a central feature of this. We want our high streets to feature as destinations, encouraging more entertainment, cultural and community events, helping to generate footfall, spend and dwell time.

**The potential of markets** to bring streets to life and to support small businesses comes through strongly in our engagement work. In particular stakeholders talk about markets as creating low-cost trading opportunities for young entrepreneurs, start-ups and creatives.

Creating **high streets that people feel proud of and that are relevant to our communities' needs will be essential**. Greener town centres with more pleasant dwelling spaces and better air quality will maximise opportunities for events, outdoor dining and play. We need our high streets to be accessible and well-connected to residents and visitors, promoting walking and cycling whilst effectively managing the provision of parking. 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'.

Haringey's **industrial estates** are significant employment locations in the borough and are the home of some of Haringey's largest companies, including fashion and food manufacturing and music production. However, despite their importance to the local economy, in most cases, businesses based in the industrial areas suffer from a lack of visibility, identity, a poor sense of arrival and navigation. Encouraging investment in industrial estates, including those in our own commercial portfolio supports their vitality which will then in turn stimulate entrepreneurialism and job creation.

### Priority Actions:

1. **Encouraging entrepreneurship through our vibrant local markets** - A Markets Strategy will be adopted to further support local entrepreneurial activity and vibrancy of our high streets (Winter 2023/24).
2. **Championing the Creative Economy** – Building on Creative Enterprise Zone projects, we will deliver plans to unlock the cultural and creative potential of businesses and entrepreneurs on our high streets and in our industrial estates, supporting the Council's emerging Culture Strategy (from Winter 2024).
3. **Promoting business-to-business networks and opportunities** – Through the Haringey Business Forum, we will work with trader networks and other partners to strengthen business networks, business to business and knowledge transfer opportunities, utilising the learning from Destination Turnpike Lane, the Tottenham Traders' Partnership and the Wood Green Business Improvement District. We will also test the feasibility of additional Business Improvement Districts (Spring 2024).
4. **Promote the vibrancy of our town centres, high streets and industrial estates** – We will continue to promote leisure, culture, retail and hospitality, and further encourage an evening

and night-time economy (from Winter 2024). We will work with industrial businesses to promote Haringey as a place to invest, stay and grow.

## Theme 5 – Work places and spaces

A good supply of accessible, affordable and high quality places to work from is crucial to a resilient, vibrant, inclusive, and prosperous economy. There is demand for employment space in Haringey but we have a limited land supply, a need for more affordable workspace, and a prevalence of low to average quality properties. Our goal is to help **increase the quality and quantity of employment spaces**. Our primary efforts will be focussed on industrial estates, shared workspaces, and site delivery plans. We will consider how space can better meet the needs of creative industries and other growth sectors. We will also look at ways to support Haringey's employment areas to be enhanced in quality, climate friendliness and job creation capabilities. In achieving this goal, Haringey's future economy will have a better supply of space for businesses to start, thrive, expand, attract, and retain employees, and generate new jobs.

Haringey is home to **more than 40 shared workspaces, two thirds of which focus on the Creative Industries**, which provide flexible employment space for hundreds of businesses and thousands of residents. They create space and opportunity for emerging entrepreneurs and creative practitioners to start new business concepts and build teams.

However, inflationary pressures, rising utility costs and redevelopment of some workspace sites is limiting the ability for workspaces to thrive, expand and to provide affordable pricing.

We will establish the **Opportunity Haringey Workspace Programme** to increase the provision and quality of workspace in the borough. We will seek out and deliver energy efficiency and renewable energy opportunities to reduce energy bills for the businesses and to increase energy security.

### Priority Actions:

1. **Support the networks we need to deliver high-quality workspace** - We will facilitate better co-ordination and communication between Workspace providers and the Council through convening a workspace providers' forum and maintaining a Workspace Providers' List.
2. **Promoting quality workspace provision** - through the Haringey's Workspace Design Guide.
3. **Encourage the delivery of additional workspace across the borough** - We will work with developers and landowners, and make use of our own assets, to identify opportunities to bring forward and improve workspace that meets the need of the local economy.

## Making it happen

We will publish a range of accompanying documents which will support the delivery of Opportunity Haringey's priority actions. As well as this we will produce an annual Opportunity Haringey Economic Report that will provide an opportunity to review progress, speak to stakeholders, understand emerging trends and, as a result, refine the focus of our priority actions to ensure Opportunity Haringey remains relevant and fit for purpose.

## Call to action

To drive delivery of Opportunity Haringey, the council will work in collaboration with local and strategic partners to develop and take forward all the priority actions. We want to work with you over the coming years to turn our vision and ambitions for Haringey into a reality.