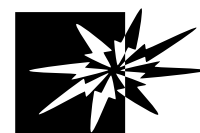


# A plan for jobs, growth and prosperity

Haringey Economic Development and Growth Strategy



# Foreword

In January 2015, London is set to surpass its previous peak population, not seen since 1939. The milestone is not just testament to London's success as a global mega-city but to the increasing importance of cities in securing our future prosperity.

To continue to prosper we need to be an innovating economy that expands and develops. As the formidable urban theorist Jane Jacobs observed, "economies that do not add new kinds of goods and services, but...only...repeat old work, do not expand much, nor do they by definition develop."

That is why we have here set out a new vision for Haringey's economic growth. It's a vision which seeks to carve out a unique role for the borough within London, and in doing so seeks not just to secure our own economic future, but to contribute to the capital's too.

Haringey, like many economies that were founded on medium-scale manufacturing, has found the age of globalisation tough going. This has meant, until now, too much of Haringey's potential has remained untapped. We have been seen as a dormitory borough with insufficient focus on local job creation. Now, through the London Plan, we are being challenged to defy these recent trends and generate tens of thousands of in-borough jobs.

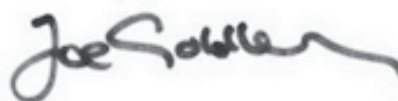
There is no option to stand still, which is why the time has come to use our assets and exploit our unrivalled connectivity to key nodes of growth like The City, Canary Wharf, Stratford and Cambridge, and ultimately our location in inner London.

We want Haringey to be a fully-employed borough at the epicentre of London's small and medium-sized 'Urban economy' - an innovation economy,

and a place where living and working environments combine. Out-of-town business parks are no longer vogue; creativity and ingenuity is inspired through the urban fabric, where people of different cultures can come together and exchange ideas. That is why in Haringey we are unapologetically pro-density, pro-housing, pro-workspace, pro-science and pro-opportunity for our residents.

To achieve what we want for our borough and its residents, we must therefore address both the supply-side and demand-side of the labour market in equal measure. We need to create jobs in the sectors of the future, and equip Haringey people to get those jobs. Not only do technical jobs have a stronger multiplier effect in creating other jobs, but they are often accessible to people without a degree and over half of entry level jobs in the sector pay more than standard service sector jobs.

This strategy is a starting point. It represents the change and the challenge that is coming to local government to move from a protectorate and provider to a true promoter of people and place. Strong vision and leadership is essential. For that we are not lacking but more power and authority are also key. Now is the time to define Haringey's place in the world's greatest city.



**Joe Goldberg**  
**Cabinet Member for Economic Development, Social Inclusion and Sustainability**

# 1 | A vision for Haringey

*Haringey embodies the future of London: a borough embracing growth, and harnessing its talent and strengths, to secure a productive and creative economy in which anyone can participate and benefit.*

Haringey's future economic growth must ensure that the dividends of regeneration translate into greater opportunity and prosperity for our residents. This means driving economic growth that is not only consumption-led, but based on value-added production and innovation.

Over the next three years we will secure more than £1 billion of new investment in our communities, much of that initially concentrated in Tottenham – a district originally built on medium-sized manufacturing, and where opportunity for growth is greatest.

We believe growth is not only desirable, it is essential. It will lead to greater prosperity, independence, health and achievement for our residents and our communities. It will also help to sustain the council itself in the long term at a time when dependency on Government grants is diminishing, and when it is being increasingly challenged to stand on its own.

While it goes without saying the council cannot deliver economic growth alone, we accept the challenge to drive shape, optimise and where appropriate stimulate growth. We will involve and engage our communities to ensure that residents can take advantage of new investment while working with our partners to manage the impact on the wider environment.

**Our long-term aim for the borough is ensure that, by 2030, we are:**

**A Fully Employed Borough, by which we mean:**

- 75% of Haringey's working age population is in work<sup>1</sup>
- Residents' full time earnings are in line with London averages for bottom quartile and median earners
- The proportion of working age residents qualified to NVQ Levels 3 and 4 is increased from 65% (2013 figures) to 70%

**A More Dynamic Borough, by which we mean:**

- The number of jobs in Haringey has increased by 20,000 from the 2011 London Plan baseline position
- The profile of Haringey-based jobs changes so that retail and public sector employment are less dominant, and there is a better range of jobs, including a greater proportion of jobs in more highly-skilled sectors, such as sustainable technology, digital design and skilled/ craft manufacturing.
- The number of jobs per square metre of employment land has increased by 20%, reflecting a shift to more intensive and productive employment

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1 As defined by the European Commission

## 2 | Introduction

Haringey's urban fabric makes it well positioned to compete in the modern economy. It offers one of the greatest mix of cultures in Europe, proximity to some of London's key business centres such as King's Cross and Tech City, and a long legacy of creative and artistic talent.

But we have yet to leverage these assets. The forces of globalisation which have seen a vast chunk of manufacturing jobs leave over the past decades, now offer us an opportunity to be a driving force in London's economy.

Since 1994 local jobs have grown by just 120 per year and many are at entry level in the retail and service economy. Moreover many residents are un- or underemployed, with earnings levels and employment rates below the London average. In a local government future which incentivises and requires authorities to grow their own business base, a fatalistic approach to this issue is a recipe for decline. Doing nothing means more low-income households and less revenue to deliver the services they require.

We are committed to changing Haringey, to building a better economic future for the borough so that, by 2030, we have a fully-employed Haringey where all our businesses and residents can compete with districts in cities and conurbations across Europe.

To achieve our goal we need both to create opportunities and support enterprise within the borough, and to support Haringey citizens of every age and background to access opportunities across London and beyond. This means prioritising our own interventions, and working closely with partners, to make sure their resources work hard for our residents too. In short no place can be successful unless it addresses both the supply and demand sides of the labour market.

This strategy sets the direction for Haringey's economic development and growth over the next five years: enhancing our talent base, growing our businesses and developing our infrastructure.

It is a bespoke strategy, not addressing all areas but highlighting those where Haringey has a particular need to improve or has a particular chance to grow and lead. By addressing these issues we believe we can deliver the kind of change both Haringey and London need.

# 3 | Context

## National and Local Policy

The Government has established Local Enterprise Partnerships across the country to drive economic development and growth. The London Enterprise Panel (LEP), supported by the Greater London Authority has recently agreed a Growth Deal with Government, focusing on seven priority areas:

1. Apprenticeships , skills and training
2. Digital, creative , science and technology
3. Places of work
4. High streets
5. Resilience/ low carbon
6. Business support
7. Unlocking development

Haringey – like the other London boroughs – is working with the LEP to develop and deliver a programme of investment reflecting these priorities, and Haringey will be using Growth Deal funding to support several of the initiatives described in this strategy.

The Greater London Authority is also the strategic planning authority for London. It projects London's needs for new homes and jobs and, through the London Plan, allocates targets in both areas to individual authorities. Haringey has been set challenging targets for both homes and jobs, meaning we must make the most of our available land, using both planning levers and regeneration investment to drive high density employment.

## Haringey's Place in London

Haringey is one of thirty-three local authority areas that together form Greater London. In truth London is a mega-city and Haringey, with a population of 260,000, is of comparable size to towns and cities that are economic centres in their own right – examples being Brighton and Hove and Milton Keynes. This poses a challenge: how to work with the grain of London's mega-economy to grow our own prosperity and carve out our own sense of place and unique role within it.

Haringey sits at the Northern gateway to central London, a highly diverse community polarised in terms of skills and income levels. While many of our residents commute into highly paid jobs, others are out of work or in low-paid insecure employment, and local opportunities are limited: we have the fourth lowest number of jobs per working age resident of any borough in London.

Demand for housing across London is acute, and our residential property values have accelerated rapidly beyond their previous 2007 peak, which risks crowding out employment space. This pressure, combined with our already low employment ratio, in turn risks Haringey becoming a 'dormitory' borough. This loss of vitality, opportunity, enterprise and activity is not just bad for Haringey, but for London too.

The dual challenge is to both grow our own business base and ensure Haringey people are equipped to take advantage of the wider London employment

and customer base. Central to this approach is a vision of Haringey as a densely urban area, where land is used intelligently to generate a busy liveable and exciting mix of jobs and homes, and is therefore exciting to both live and work in.

This in turn means exploiting the diversification of London's economy and expansion of sectors including science, the digital economy, tech-led design and manufacture and low-carbon industries.

<sup>2</sup>Firms in these sectors are more flexible when considering location, attracted by combinations of facilities, infrastructure, location and affordability, and we need to make sure we leverage our role in London to drive trade and attract investment.

Our neighbouring boroughs are already benefiting from growth in these sectors and others, and a range of factors – including our proximity to central London, and proposals to create a new business

district in Tottenham Hale with its excellent transport connections– mean that Haringey has the opportunity to do the same.

A council like Haringey needs to make intelligent and proactive use of its established assets, of new and emerging opportunities and of its own roles as planning authority and commercial landlord to promote Haringey as a sound business location, where intelligently designed workspaces are stitched into a dense and varied urban fabric. This future is heralded by the increasing popularity of livework units in Tottenham, attracting many young self-employed people with potential to become the employers of the future.

Alongside this strategy, the council will publish, and update, an evidence base which illustrates Haringey's current economic status, including in relation to other London boroughs.

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<sup>2</sup> A Growth Deal for London, London Enterprise Panel, March 2014

# 4 | Assets and Opportunities

**Location** – Our primary asset is location. Just 10 minutes from London’s newest business district in Kings Cross (and less than 30 from the City and West End) we are also well connected by road, essential for businesses that supply wider UK and overseas markets. The emerging business district at Tottenham Hale is linked directly by rail to Kings Cross, Liverpool Street, Stansted Airport and the Queen Elizabeth Olympic Park. Firms moving into Haringey from more central locations tell us they value the combination of accessibility and affordable space, and residents benefit from easy access to millions of well-paid jobs. Forthcoming improvements to the WestAnglia line and the arrival of Crossrail 2 (which will have up to five stations in the borough) will only enhance this asset.

**Tradition** – Haringey has a strong tradition of skilled, value-added manufacture that continues to this day, as illustrated in a recent study.<sup>3</sup> Gina shoes are ‘Made in Haringey’ and so are pianos, savoury dips and military tunics. Recent additions to our portfolio include contemporary fashion (for ASOS and Marks and Spencer), high-end contract furniture exported as far afield as the USA and artisan cheeses and craft beer served in West End restaurants.

**Education** – ensuring our residents have the skills to compete in London’s global economy is key to Haringey’s economic success. Our priority is to make all of our schools outstanding, and the borough boasts twelve consecutive years improvement in GCSE performance and A-levels scores above

national averages. Critically we want to ensure Haringey’s talent can compete for higher paid technical and scientific jobs. We will launch a STEM commission to strengthen our offer in science, technology, engineering and maths. This will help our young people make the best of these growing opportunities where there are clear shortages in the labour market, and in doing so make Haringey one that leads in this arena.

**Opportunities for further and higher learning** are also expanding: our Further Education college has recently been rated good with outstanding features, and Birkbeck College will start providing courses in Tottenham from April 2015. New development at Tottenham Hale can provide the opportunity to consolidate this change through the development of purpose built facilities for both teaching and research.

**Regeneration Investment** – A substantial programme of regeneration investment in Tottenham will generate business and employment opportunities during the construction phase and once completed, providing entertainment, goods and services to the area’s new residents. Tottenham already has a growing band of home-grown entrepreneurs<sup>4</sup>, and is welcoming international investment such as that by architect John McAslan, at the N17 Design Studios. The council has recently identified Wood Green as its next regeneration priority, where the opportunity is for many hundreds of new homes in and around a metropolitan town centre whose

3 From Around Here, Gort Scott, June 2013

4 Made in Tottenham, Charles and Elizabeth Handy, September 2014

outstanding connections will improve still further with the coming of Crossrail 2. We also have major community assets - including Alexandra Palace - with untapped potential to create additional employment and attract more visitors.

**Sustainability** – Haringey leads on sustainability, the only local authority in the UK with a plan to reduce the borough's emissions by 40%, based on recommendations from an independent Carbon Commission. A strategic partnership with Durham University, and a range of collaborations with businesses and other leading universities, aim to make Haringey a global laboratory for Clean-Tech and climate change mitigation technology. Converting this commitment to economic opportunity, our retrofit cooperative already helps

local businesses secure work in greening London's homes and business premises. Forthcoming projects - the Low Carbon Innovation Technology Hub and the City Solutions Lab - will support carbon savings and grow employment in business services and in construction respectively.

**High Streets** – Haringey has a fantastic variety of retail centres from the metropolitan centre at Wood Green to the boutiques and restaurants of Muswell Hill and Crouch End and the exceptional diversity of Tottenham High Road and Green Lanes. Properly supported and developed, these areas can and should thrive, contributing both to the borough's employment base and its sense of place.

# 5 | Key Objectives

## Harnessing Our Talent.

A fully employed Haringey in 2030 requires fully-employable residents. We want a borough where everyone who wants to work can, and more people choose to work because they have a fulfilling and enjoyable career. For Haringey to be a fully employed borough today (using the accepted definition of 75% of the working age population being in work), 17,500 more residents would need to find jobs. As our population grows, that number will only get higher.

Investing in employment and skills follows logically from our work to improve our education and children's services, enabling our residents to reach their full potential across the course of their life. Helping people move out of poverty and benefit dependency also makes it easier for parents to create a positive environment in which children are keen and able to learn.

The link between skills and earnings is undeniable, but London's global outlook and attraction accentuates the level of competition that residents face for jobs. While schools are improving rapidly outcomes for our school leavers remain uncertain – many of their destinations are unknown and fewer than expected go on to sixth form or further study within the borough. We are working with our partners and providers to increase the quantity and quality of choices available to all Haringey's young people, from A-levels to apprenticeships, and that all our young people have access to voluntary, structured and high quality relevant work experience.

To achieve our goal of a fully employed borough, many of our residents will need to seek work outside Haringey, and they are fortunate in having Europe's largest employment market on their doorstep. But it is also Europe's most competitive market, and without a proper understanding of how it functions, and what skills are in demand, people may struggle to compete.

Our Pathways to Work study will start to close this gap in understanding, and help us and our partners plan the most relevant provision. This study, reporting early in 2015, identifies the best routes (education, training and experience) into career-type roles across a number of major sectors of the London labour market. Reflecting trends in the London (and global) economy enhanced Science Technology Engineering and Maths (STEM) skills are expected to be a key labour market asset, that can help individuals secure high paid careers.

As part of our Tottenham regeneration programme – and a pathfinder for this strategy – we have commissioned a series of interventions to improve employment and skills outcomes at all levels in Tottenham. These include careers education work from primary school upward, and preparatory work to ensure that employment generated by forthcoming major construction work in Tottenham goes to local people.

Critically, we want to ensure that residents of all ages, not just young people and including people who want a second chance to develop a career, can access both the education and training they need to boost their career prospects, and the

information they need to make the most sensible choices whether in or out the borough. The arrival in Haringey of partners like Birkbeck, providers of part time degree courses for working people, will provide a real boost to this ambition.

The Council also has a role to play in the direct provision of employment and skills-related services, including through its schools, youth services and Adult Learning Service, and it will increasingly tailor these services towards employability.

Just as importantly the Council will take a wider leadership role in this area: coordinating the work of partners with core responsibility for education, skills and employment services, and making sure that those partners have the most up to date information on labour and skills markets from which to plan their provision.

An early example of this leadership role is our forthcoming Apprenticeships Campaign. We know there are apprenticeships available in Haringey and London, but that take-up of opportunities is poor. Our campaign will work with local employers and education providers to promote the range and diversity of apprenticeship opportunities to young people, through a mix of work in schools and social media. Haringey will also lead by example, with our Haringey Academy programme creating apprenticeship and traineeship opportunities within the council.

Where there are gaps in statutory provision we will commission our own programmes to meet those unmet needs; other interventions will be designed

to maximise external investment in our priorities by using tools such as planning guidance (in the case of construction employment opportunities) or encouraging local take up of Government-funded provision (as in the example of apprenticeships, above).

## Business Growth, Jobs and Infrastructure

We are growing our economy from a lower base but with some key advantages. Haringey is situated at the edge of inner London, at a point when inner London's businesses are diversifying and expanding at their fastest rate for some time. And our combination of historic urban buildings, development opportunities and outstanding transport connections means we can create the environment contemporary businesses prefer: a mix of adapted and purpose built facilities – including dedicated incubator spaces – stitched into a dense and diverse urban fabric.

We want to increase the number of skilled jobs in the borough – to create an innovation economy where working people can earn a good living by adding value to a product or service. The first ingredient to this will be making sure residents have the skills to contribute and participate in these sectors, as outlined above.

Obviously, not all jobs in Haringey will go to Haringey residents and this should be welcomed, because it creates a dynamic business base that adds value in and of itself to the local economy. It increases the intensity of interaction that generates ideas, it

creates more jobs, animates the local area, creates civic pride and generates business rates revenue, which the council will increasingly be able to retain and reinvest, in further growth, and key services.

Our approach to business and growth will build on the assets and opportunities identified above, creating the right conditions to support and grow Haringey's existing businesses and attract new investment to the borough.

We will work with partners including neighbouring inner London boroughs and the Greater London Authority to market Haringey as a solution to expanding businesses unable to afford rising central London property costs, but for whom good road and rail connections are essential, and who feel that the urban fabric and space we offer create the right conditions for successful and smart business.

We recognise entrepreneurs chose to locate their businesses for multifarious reasons, but we are keen to court firms in those sectors where we think Haringey can offer a distinct competitive advantage, for example:

**Fashion and textiles:** Haringey has a long established 'rag trade' and is working with partner Fashion Enterprise to grow our local skills base and develop our fashion and textiles cluster further, ensuring that new developments create space for this kind of industry.

**Tech-led design and manufacture:** The borough's craft manufacturing tradition has been noted above: successful firms that have bucked the off-shoring

trend through a combination of quality and fast response times. Technology will play an increasing role in helping firms maintain their competitive edge and create new business opportunities. By up-skilling our workforce and providing appropriate infrastructure and premises, we will attract more firms in this growing sector.

**Sustainable city solutions technology:** We are already supporting the Retrofit Cooperative, which sees local firms employed to improve the energy efficiency of Haringey's homes and businesses. Our City Solutions Lab will be a flexible laboratory for developing, researching, applying and scaling sustainable, technology-led solutions for the built environment. All of our work on sustainable technology will be informed by our collaborative relationships with leading research-based universities such as Durham, innovative technology developers, large scale business customers and funders. Our aim is to create a self-sustaining and growing innovation ecosystem with its hub in the borough.

All of these are areas in which Haringey has an established or growing business base in its own right – potential 'seeds' for an expanding cluster. In Tottenham Hale, a designated opportunity area, we also have a key location on the London Stansted Cambridge Corridor, with excellent transport connections, affordable employment land and a growing supply of housing. Our ambition for this area is to establish a research-led education campus with a focus on applied science, generating jobs not just within the institution but in associated firms and services.

To help raise the profile of our manufacturing sector and attract new businesses, we will celebrate our successful firms by working with them to build and promote a 'Made in Haringey' brand. This initiative builds on the highly successful 'From Around Here' exhibition in 2013, and could include a permanent retail and exhibition space showcasing the diversity and quality of our output. Linking back to our skills agenda, and building on the excellent precedent set by our partners Fashion Enter we will work with our 'Made in Haringey' firms and local colleges to identify or develop specialist apprenticeship frameworks in craft manufacture, provide opportunities for young people and strengthen our specialist skills base.

We will also explore ways in which the Council's own commercial property portfolio can be more effectively deployed to promote business growth and are already working with the London LEP on the development of incubator and move-on premises to support and attract a range of entrepreneurs. Similarly, we will explore how the Council's approach to business rate relief can help to support, grow and attract businesses in line with the priorities set out in this Strategy.

## Retail

Our high streets and town centres can drive employment and regeneration, but without proper care and investment there is a strong risk of decline, with such a wide range of alternative shopping destinations within easy reach. Wood Green, our largest centre, is already experiencing falls in trade

caused by development of rival destinations and by its outdated environment and limited offer. Our Investment Framework for Wood Green, supported by the London LEP and commercial landowners, will restore the area's status as a key destination for North East London, responding to changing patterns of high street usage in the internet era. The Framework, will also drive housing development, further reinforcing the town centre's economic health.

## Infrastructure

### Transport

Haringey is exceptionally well connected, served by three Underground lines, a number of commuter rail services and excellent road access. We will also benefit from a massive programme of investment over the next twenty years. Immediate improvements include increased frequency of those rail services incorporated into the London Overground network, and capacity increases on the Stratford to Angel Road West Anglia route. However the largest prize is the development of Crossrail 2, provisionally scheduled for completion in 2030, serving up to five stations in the borough. We must show that we are ready for the interest and investment Crossrail 2 will attract.

### Digital

Infrastructure is no longer just a physical attribute. Robust, high speed data connectivity is now critical for nearly all kinds of businesses, notably those identified as our priority sectors. Building on the

selection of Muswell Hill as a superfast broadband pilot area, and on the Greater London Authority's Connection Voucher scheme, the Council will ensure that our business areas and town centres are the best connected in London.

### **Accommodation**

Good transport and data connections are essential for the kind of place we want Haringey to be, but they are not sufficient, as many soulless business parks demonstrate. Our vision for a bustling, business borough involves formal and informal social areas, performance spaces, markets, breweries, restaurants, cafes and street food vendors. Our successful food market at Tottenham Green, and the opening of a new Mill Co studios in Tottenham demonstrates local appetite for this kind of urban living and working and we want to partner with London's leaders in these fields to make sure we create the right kind of spaces.

### **Social Infrastructure**

Social infrastructure is also central to the continued economic success of Haringey and its residents. In particular, the Council will continue relentlessly to drive school improvement, and bring together the wider education and skills sector to enhance the employment relevance of training offered to Haringey people. The Council will also build on recent interest from a number of universities with a co-ordinated

programme to attract world-class Higher Education investment in Haringey, both as a driver and symbol of improved education and as a potential magnet for business investment through research activity.

### **Planning and regulation**

Our planning service is a key partner in the delivery of economic development and growth, playing several important roles. A proactive and timely service to major development partners will support Haringey's reputation as a great place to do business, and ensure we continue to attract investment. The effective use of planning obligations (Section 106 agreements) is also important in generating local employment benefits from construction investment.

The service will also be instrumental in setting the balance between residential and commercial development and ensuring the borough has a good balance of homes and jobs which our priorities for the borough as well as addressing London Plan targets. Through mechanisms such as the borough's Site Allocations DPD we can deliver employment growth alongside new homes, and progressively densify existing development to generate more jobs from the same amount of land.

# 6 | Working Together

The Council has access to some funding from internal sources and from the Mayor of London with which to develop and commission projects that directly support the economic development and growth of the borough. European Structural Funds offer further opportunities to secure direct investment in our priorities. However these sums are dwarfed by the amounts spent annually by statutory and commercial partners, which we must harness in order to transform Haringey– for example by talking to schools about the most relevant subject choices for the London labour market, working

with JobCentre Plus to ensure they deliver the most effective service to our job-seeking residents or talking to commercial landlords about how to improve appearance, footfall and takings on our high streets. It shouldn't need saying but it is also clear that only government bodies operate in a world constrained by borough boundaries, and to that end our neighbour boroughs are important partners we need to work with for mutual benefits. Opening a constructive dialogue with key stakeholders, informed by this strategy and structured by theme, forms an early part of its implementation plan.

# 7| Measures of Success

## **In the period to 2018, our direct investment in projects should produce the following outcomes:**

- 1,100 Haringey people supported into work
- 400 Haringey people increasing their skills levels and earnings
- 200 Haringey young people taking up apprenticeship opportunities
- 50 new businesses established in Haringey
- 1235 new jobs created in Haringey
- 1000 businesses benefiting from superfast broadband technology

## **We should also observe a positive trend on the key long term indicators with:**

- 8,000 more jobs in Haringey, measured against the 2011 London Plan baseline
- the expansion or establishment in the borough of at least 10 knowledge/ technology-led businesses.
- positive changes of 0.3 - 0.6% for each of our employment indicators (employment, earnings and qualifications levels).

Progress against all of these indicators will be measured and reported as part of the monitoring of delivery for the council's 2015-18 Corporate Plan.

