

# Economic Development Strategy 2020 – 2035

## Consultation

## Content

- Introduction
- Our Baseline
- Our vision: A good economy for Haringey which provides opportunities for all our residents and supports our businesses to thrive
- Strategic Priorities
  - o Business and enterprise - Attracting and sustaining business and enterprise who share our values
  - o High Streets and Town Centres - Supporting diverse, vibrant, healthy high streets and town centres
  - o Employment space and infrastructure - Creating, improving and protecting employment space and infrastructure
  - o Employment and skills - Supporting all our residents to secure and sustain good work, and to ensure they have the skills that help them to progress now and in the future
- Foundations
- Consultation

## Introduction

Haringey is a borough of creativity, innovation and progress. It is the birthplace of broadcasting, the home of Britain's first ever film studio and the place where the Penny Post stamp was invented. This tradition continues today: Haringey is home to a large number of business start-ups, a flourishing small business community, and creative and culturally engaged communities.

We are part of one of the most vibrant jobs and business markets in the world, and our residents and businesses benefit from the many opportunities which come from being connected into London's wider economy. We are a well-connected borough with 11 Overground & 6 underground stations overall, resulting in over a third (37.2%) of Haringey residents living within 500 metres of an underground or over-ground station.

As a borough, we are proud of our rich cultural offer, which reflects the borough's immense cultural diversity. This offer is visible in the shops and restaurants that make up our diverse high streets, in over 120 cultural venues, over 70 annual indoor and outdoor events and 30 one-off events in parks and open spaces each year. We are lucky to have a wealth of parks and open spaces, with nearly 28% of the borough being open space, making the borough a great place to live and work.

Our local labour market shows good levels of employment and participation rates, with employment focused on public services, retail, arts and entertainment, accommodation and food services, and professional services.

The council and partners are ambitious about the future of our local economy and believe that there is significant potential for growth and change. So, for example, we expect to see significant housing growth (with targets to deliver 15,920<sup>1</sup> new homes in the borough over the next ten years). The borough includes opportunity areas as identified in the Mayor of London's London Plan, and is part of the London-Stansted-Cambridge Corridor area (also referred to as the UK Innovation Corridor), which focuses on advanced science and technology. There is good growth amongst creative, digital and professional services sectors – with potential to deliver new jobs and opportunities. The Lee Valley Rail programme will improve connections to the east of the borough, connecting some of the more deprived parts of the borough to new opportunities. There is ongoing regeneration taking place across the borough, particularly around Tottenham and Wood Green, presenting an opportunity for us to connect with and invest in our communities.

At the same time as there is potential for growth and positive change in our local economy, we are also aware of the need to plan for a number of national trends which are likely to affect Haringey's economy including Brexit, artificial intelligence, automation and related technological change, and the changing role of high streets.

However, we are also very clear that economic development is not an end in itself, but rather the way in which we can help people to realise their potential and live good lives, strengthening local communities and growing a resilient business base.

We believe that as a council, we have a core role in leading and shaping development so that it works for our residents and communities and contributes to a 'good economy' that is characterised by good jobs, greater fairness, a recognition of the link between economic development and health and wellbeing, business resilience and environmental sustainability.

This means ensuring that the council must pull together with other anchor institutions, partners and businesses to prioritise the investment and activity which will lead to these outcomes and use all the levers available to us to create the conditions for good growth. It also means that we all need to show leadership by developing our own practice (for example, in ensuring payment of the London Living Wage throughout our supply chains or in offering diverse apprenticeship opportunities). Finally it means that we need to ensure that we are delivering on the commitment, made in the Council's Business Pledge, to do our part in creating the conditions for a flourishing local economy and use this as a basis for attracting and retaining businesses who share our values.

In focusing on what makes a 'successful' economic development strategy, using the lens of a good economy, we are departing from more traditional models. We're doing this not just because we think it's what is best for our borough now, but because we believe that this new approach will help us to help our residents, businesses and partners to respond to some of the most urgent challenges presented by a changing global, UK and London economy – including low pay, inequality, the productivity challenge and climate change.

This strategy is our framework for economic development in the borough between 2020 - 2035 and sets out how we can shape a good economy for Haringey in the way that we pursue the four areas that we plan to prioritise. These are:

- Business and Enterprise
- High Streets and Town Centres
- Employment Space and Infrastructure
- Employment and Skills

These four priorities are informed by a wider evidence base on what factors drive successful economic development, as well as what we have been told in the past by partners, businesses and residents about what is most important to them.

## Our baseline

### Business

- 14, 210 active enterprises in Haringey.
- 16% business growth over the last four years
- 99% of businesses are SMEs, employing fewer than 250 people.
- 91% of businesses are micro, employing 0-9 people.
- 7.9 new business for every 1,000 residents
- Good business survival rates – 90% for those businesses which started in 2017.

### Employment

- 92,000 jobs
  - The five largest employment sectors are:
    - Public services –16,250 people (down 3%).
    - Retail – 9,500 (no change)
    - Arts and entertainment – 7,500 (up 50%)
    - Accommodation and food services – 6,000 (up 9%)
    - Professional services – 5,000 (up 18%)
  - Employment in traditional sectors:
    - Manufacturing - up 1%
    - Food and drink production – down 26%
    - Clothing and Fashion Production – up 55% (with large fluctuations)
- Employment in the emerging sectors – creative sector (5,000 people up 25%), professional services (see above) and the digital sector (2,750 up 10% – grew at a faster rate in Haringey than on London averages).
- Over 80,000 residents travel out of the borough daily for work
- Unemployment 3.8%
- 1/3 jobs are part-time
- ¼ of those in employment are self-employed.
- 29% jobs paid less than the London Living Wage
- Average resident earns £35,769 per year.
- 64% residents have degree level or above qualifications and 18% of residents have no qualifications or 'other qualification' (which are generally those not formally recognised within the UK qualifications system).

Our vision: A good economy for Haringey which provides opportunities for all our residents and supports our businesses to thrive

---

**We want a good economy for Haringey that works for all and enables residents to prosper. An economy where our businesses can thrive, grow and make a meaningful contribution to Haringey's communities.**

**A good economy provides good work; promotes fairness and equality; supports business and enterprise resilience; contributes to environmental sustainability; and promotes positive health and well-being.**

---

Haringey's Borough Plan 2019-23<sup>2</sup> sets out our existing vision for a growing economy which provides opportunities for all our residents and supports our businesses to thrive. This focuses on:

- creating the conditions so that local businesses can start up and flourish. This includes an important commitment to make it easier to do business in the borough (the 'Business Pledge');
- ensuring that all residents have access to training and skills development opportunities and more people are supported into work;
- supporting the creation of more quality jobs with opportunities for progression; and
- regeneration with social and economic renewal at its heart.

This strategy builds on these commitments, and grounds them in a longer term and more detailed vision for Haringey's economy. This vision, for a 'good economy', seeks to move beyond a narrow focus on economic growth, towards a way of thinking about economic development which focuses on whether it supports our residents to live good lives, is fairer, and, whether it is environmentally sustainable (recognising the interdependency with our emerging Climate Change Action Plan).

**This strategy moves beyond traditional growth measures (like Gross Domestic Product (GDP) and Gross Value Added (GVA)), which do not provide a complete picture of how an economy is performing, and fundamentally, do not consider whether an economy is working for the people who make it up. Ultimately, it aims to capture what is most important to our residents now, and their aspirations for the borough's economy moving forward.**

This aligns with the Council's approach to Community Wealth Building<sup>3</sup>, which harnesses local authorities and local anchor organisations such as universities, colleges, the NHS and large businesses to focus/work for the benefit of local places and communities, with a view to reducing unfairness and enhancing community well-being.

- Community Wealth Building (CWB) is defined as:
  - Using all the Council's available levers, to make sure that every public pound delivers maximum public good and wherever possible builds the prosperity of local people and businesses as it travels through the local economy.
  - Employing these levers to support and enrich Haringey's residents and communities – economically, through employment, and socially - with an emphasis on those who are struggling.
  - Residents having more of a stake in public services and the Haringey economy.
  - Working with partners – other public bodies, businesses and voluntary organisations.

This strategy directly aligns with this definition and points to the various levers and roles that we will use, working with our partners, to grow the wealth of our local communities. The good economy model (outlined further below) directly speaks to what is important to people and building the prosperity of residents and local businesses, with a key focus on fairness and those most disadvantaged in the current economic system.

While this strategy focuses on the role of the Council, we recognise that partnership working and collaboration with our residents will be critical to achieving our vision of a good economy. We will be actively exploring how we can work with partners during the consultation period and are aiming for the final document to represent a shared vision about what a good economy would look like for the borough, and what we need to focus on or prioritise to help us to achieve it.

There is a growing evidence about the need to think differently about economic development, so that it results in fairer, more sustainable economies and more accurately reflects what is important to people about the economies of which they are part, and to use success measures which reflect this<sup>4</sup>. For Haringey, a good economy contributes to the following five elements:

## **Good work**

We have stretching ambitions for the number of jobs that we want to see created in the borough over the next 15 years, but it is important to us that these are not just 'jobs' and that they offer our residents the opportunity to engage in good work.

Whilst we recognise that what good work means may vary between people, we share the London Mayor's vision of good work, set out in the Good Work Standard, as providing a fair pay and conditions (with a focus on the London Living Wage); workplace wellbeing, including flexible working practices; opportunities for skills development and progression; and, diverse and inclusive workplace practice.

The evidence is clear that there is more that could be done to support good work in Haringey – 29% of residents earn below the London Living Wage (LLW) and 1/3 are on part-time contracts.

We want our residents to be able to access good work for a number of reasons. Firstly, it is the main way in which people can secure a living wage to support themselves and their families and move out of poverty<sup>5</sup>.

Secondly, being in good work has a significant impact on health and wellbeing. So, whilst those on low pay who work long hours or have no or little control over their work can suffer the same health problems as those who are unemployed, being in good work is a significant positive factor influencing people's health and wellbeing<sup>6</sup>.

We also believe that providing good work will have a range of benefits for our local businesses, helping them to improve the performance and success of businesses by: helping them to attract, recruit and retain the best skills and talent; reduce absences and sick leave; improve employee engagement and motivation; and, offering reputational gain.

Finally, we think that the more of our residents are in good work, earning a living wage and enjoying job security and decent work conditions, the better this will be for our local economy and our communities.

## **Fairness and equality**

Whilst Haringey's residents appear to be doing well against a number of key measures (for example, overall employment rates), there are significant inequalities for different groups of residents. So, for example, whilst the employment rate and average wage levels for Haringey residents are relatively high, these headline figures mask significant differences in employment rates, salary levels and working conditions for different groups of residents, and in different parts of the borough.

These inequalities are not only unfair, but they mean that those groups of residents or communities who are less likely to have access to good work, are also more likely to live in poverty (including in-work poverty).

We also know that they are bad for local economy: evidence tells us that more unequal economies are also less productive – and the societies that they underpin, are less happy.

It is important to recognise that many of Haringey's residents travel outside the borough to work in other parts of London, often to professional jobs at higher wage levels. So, for example the average Haringey resident working outside of the borough earns £5,200 more than average worker employed in the borough<sup>7</sup>.

In our vision for a good economy, all Haringey residents have the skills and capabilities to either take advantage of the opportunities that London has to offer or to find good work in Haringey either with a local employer or as an entrepreneur. This means doing what we can to increase the number and range of local jobs available and prioritising work to support those who are most disadvantaged in the labour market or underrepresented in our business communities, eliminating inequalities and making sure that all residents have a stake in Haringey's future economy.

## **Business and enterprise resilience**

Thriving and resilient businesses and enterprises are core to a good economy. Businesses will provide the good jobs that we need for the borough and help make up the fabric of our high streets and neighbourhoods.

Business and enterprise resilience means that they are taking action to reduce their vulnerability to events; that they can change and adapt; and that when disruptive events do happen, they can recover quickly. Resilience is important as it increases businesses chance of survival, protecting valuable jobs, increases performance, and minimises disruption to the business, staff and employees.

Haringey has relatively good business survival rates compared to the London average. This is a good base to start from, but it is essential that businesses are able to access the support they need, particularly to enable them to respond to new challenges, like the climate emergency, automation and other local, national or even international factors.

A good economy also recognises that businesses can make an important contribution to their local communities. This contribution can also help to improve their business performance, for example improving perception of their businesses, recruiting and retaining good employees. For workers, this resilience can provide longer term job stability.

## **Environmental sustainability**

Climate change is a major threat to both our residents and our businesses, and we are clear that there is no choice available to us but to view the future economy as one which embraces a necessary and unavoidable shift to an environmentally sustainable, low carbon economy.

In this context, tackling climate change is a key priority for the Council. We declared a climate emergency in March 2019 and have set an ambition to work to deliver a Zero Carbon borough in the quickest time possible.

This strategy needs to reflect the priority afforded to environmental sustainability, and to identify the work that is needed to catch up with the leaders on this issue so that we do not become economically irrelevant. This is both a challenge and a positive opportunity for our businesses.

The economy is only sustainable in the long term if it is considerate of the environment, both in terms of consumption and production. This relates directly to climate change, but also to other environmental factors such as air quality and waste, including the use of single use plastics. Failing to take account of sustainability in developing a good economy is likely to lead to increased flooding; health problems; higher food costs; degradation of the natural environment; and increasing inequality. We have already seen the introduction of environmental taxation which aims to change behaviours to address the climate crisis<sup>8</sup>. These factors will directly impact on residents and businesses alike. Being an efficient and environmentally aware business over the longer term, will increase profitability and stimulate business growth.

As well as being considerate of the environment, the aspiration is that a good economy can actively contribute to positive long-term environmental sustainability. There are a wide range of ways this could be achieved, for example having thriving high streets which people can walk and cycle to through to energy efficient business premises.

## **Health and well-being**

Good work and health are inextricably linked. If you are in good work, you are more likely to live longer and in better health. Good work provides people with a sense of purpose, fulfilment and often identity. It also provides important social connections which are critical to well-being. Conversely, if you are out of work or in low-paid or insecure employment, it has a direct impact on health and well-being, with a clear impact on stress and anxiety in particular. Those with health problems often find it harder to get and stay in work.

The fundamental connection between work and health has been recognised and evidenced in numerous studies, including in the influential Marmot review. The *Health Equity in England: The Marmot Review 10 Years*<sup>9</sup> On reiterated this, with a focus on minimum income and the need for equity and well-being to be at heart of approaches to economic development.

This link is also evidenced in Haringey. The gap in healthy life expectancy between richest and poorest areas is 15 years for men and 17 years for women.

Good mental and physical health helps us thrive at work, so investing in the wellbeing of our population also positively contributes to business performance and resilience. Our borough plan and new health and wellbeing strategy being developed, outline our priorities for keeping our population mentally and physically healthy and well.

## Strategic priorities

There are four strategic priorities which we think will support the creation of a good economy, and which will help us to focus our activity and intervention:

- Business and enterprise – Attracting and sustaining businesses and enterprises who share our values
- High streets and town centres - Supporting diverse, vibrant, healthy high streets and town centres
- Employment space and infrastructure - Creating, improving and protecting employment space and infrastructure
- Employment and skills - Supporting all of our residents to secure and sustain good work, and to ensure they have the skills that help them to progress now and in the future

## Consultation questions – Our Vision

- How far does our vision resonate with what you want to see for Haringey's future economy? Is there anything missing?
- What do you think it is most important to reflect in the definition and measurement of the following outcomes?
  - Good Work
  - Equality and fairness
  - Business resilience
  - Environmental sustainability
  - Health and wellbeing
- What are the main opportunities for the council and partners to work together to deliver this vision, including community wealth building activity (e.g. working with anchor institutions, increasing local spend)? Are there any risks we need to consider?
- What contribution do you think you can make to a good economy?
- What do you think about the four strategic priorities that we have set out? Are these the right things to prioritise? Is anything missing?

## Business and Enterprise

## Vision

---

**We will be a business-friendly borough, creating the conditions that enable businesses to thrive and grow, so that they can achieve their potential, and make a positive contribution to our economy and communities.**

---

Business and enterprise growth and resilience is critical. A good economy should create the conditions for residents from a diverse range of backgrounds to be able to set up new businesses and for businesses based in Haringey to be able to thrive and adapt to changing circumstances. They should be able to access the support they need at the time they need it.

Haringey businesses have told us that they need the following in order to be successful:

- Physical space of the right quality, type and at the right price
- Employees with the right skills and qualifications, including basic skills
- A business support offer which addresses their needs, including access to finance and help to address key challenges.
- A safe and clean environment to do business and a Council responsive to business needs

At the same time, in a good economy businesses should be embedded in our communities, recognise the contribution they can make to the other elements of a good economy, and understand that it can be beneficial to their business - from offering quality work through to contributing to the environmental agenda.

### **Current Context**

We recognise and support the wider contributions businesses make to our communities. Successful businesses not only offer more and better jobs for our residents, they also bring life to our town centres and high streets and provide a vital range of services on which many thousands of residents depend. Haringey's wide range of independent businesses give our communities their unique character and attract in visitors from all over London.

Over the last four years, the number of businesses in the borough has grown by 16%. Haringey has a well-established small business base, with 91% of businesses classed as micro-businesses with less than ten employees and only 1% are large businesses with over 250 employees.

Businesses that start up in Haringey have a good chance of success, with survival rates being consistently above London average. The business landscape is diverse in some respects, for example there is a significant range of sectors and slightly under 50%<sup>7</sup> of businesses are estimated to be owned by people from Black and Minority Ethnic groups (BAME) communities.

This is a good base to build from, but there are areas of challenge.

- External threats - Businesses are facing challenges from Brexit, artificial intelligence, automation, climate change and the changing nature of retail.
- Low business support take-up - Businesses have a range of business support needs, from advice and information through to access to finance. Accessing this support can help them grow and become more resilient. While 11% of business surveyed have accessed business support in the last 12 months, the remaining 89% have not.
- Low level of business start-up - While we have good survival rates for start-ups, we have relatively low levels of these new businesses (7.9 new businesses for every 1,000 residents).
- Business ownership – The Business Survey<sup>7</sup> indicates that there may be some groups from our communities who are underrepresented amongst our business owners including women, disabled people and LGBT+.

## Good business

The Business Survey<sup>7</sup> results demonstrated that Haringey's businesses are contributing to Haringey communities in a range of ways.



There is a growing body of evidence that indicates that this makes good business sense. It doesn't have to cost money and in fact can lead to savings or increase in demand, such as improved staff retention, attracting value-driven employees, improving branding, addressing long-term sustainability and more.

## Case Study - DB Coaching support from Start-ups in London Libraries project

Dee has been a Haringey resident for over forty-years and is the founder of DB Coaching, a business that works to help empower and support the emotional

development of adults and young people. Through the Start-ups in London Libraries (SiLL) workshops, Dee was able to gain valuable insight into the skills needed to grow her business, such as marketing, finance, time management and wellbeing. Dee said that the workshops had a good structure and because they were locally based, they had a good understanding of the community and local businesses. Following the workshop, Dee said she would encourage anyone who is starting their own business to take part. "As a start-up you need all the support and information you can get. It's also a good way to get out there and commit to your idea."

## **Priorities and Actions 2020-2024**

Based on what businesses have told us; the current strengths and challenges; and the vision for a good economy, three priority areas have been identified:

- Business Support – a co-ordinated offer from a range of providers that meets the needs of Haringey's diverse business base. This will include working with businesses to review current provision, identify any gaps and explore how thriving business networks can be supported.
- Safe, clean environment and a Council responsive to business needs - addressing concerns and needs around the physical environment of business locations and making it easy to do business with the council by delivering on the Business Pledge.
- Good businesses - encouraging and supporting existing businesses to contribute to the good economy and their local communities by recognising and extracting social value, and welcome new businesses to the borough who share our values.

To note, employment space and skills and qualifications are covered within the *Employment space and infrastructure* and *Employment and skills* prioritise respectively.

### Business Support

Businesses have a range of business support needs, from advice and information through to access to finance. Accessing this support at the right time can help them grow and become more resilient.

What we are currently doing:

- Opportunity Investment Fund (OIF) - A £3.67m business loan fund jointly provided by Haringey Council and the Mayor of London. The OIF helps businesses to create or improve workspace, purchase machinery or production equipment, generate new jobs and invest in training for existing

staff. The OIF was originally focused in Tottenham, but was recently expanded to include Wood Green.

- Productive Valley Fund (PVF) – A new £2.7 million flexible loan fund to support industry-led growth and celebrate local production and enterprise in the Upper Lee Valley.
- Range of provision of enterprise support – for example:
  - Part of the British Library Start Up in London Libraries (SiLL) project providing advice and support to prestart-up entrepreneurs.
  - Wayra – providing support for tech start-ups through a partnership between Telefonica, Haringey Council and the Greater London Authority (GLA).
  - Trampery and Business Growth Hub at 639 Enterprise Centre – providing space and business support to entrepreneurs and creatives in Tottenham.

What we are going to do:

- Make it clear where businesses can go for support, including services within Haringey and through wider London networks.
- Work with businesses to review the existing support provision, identify and seek to address any gaps.
- Work with groups who are underrepresented amongst business owners to identify challenges and barriers faced in setting up businesses and ensure enhanced support mechanisms are established through the council's business support activities or partners.
- We recognise that business networks are one of the most valuable resources for businesses and can deliver multiple benefits. As part of the consultation we will be specifically looking at the best way to build on existing networks such as the Wood Green Business Improvement District and Traders Associations and establish new networks as required.
- We undertake work to improve our understanding of social enterprises across the borough and how best to support them.

### Safe, clean environment and a Council responsive to business needs

As part of the Borough Plan, the Council recognised the importance of business and committed to a Business Pledge. The delivery of this pledge is critical to ensuring a safe, clean environment and that the Council is seen as responsive to business needs.

What we are currently doing:

- In February 2020, the Council introduced the New Citizen Access Revenues portal for business rates customers enabling them to view their business rates

account, sign up for eBills and apply for discounts, reliefs and exemptions online

- Implementing the procurement strategy which has local businesses at its heart, with a target of 30% of the council's spend going to local suppliers.
- Improving safety and tackling crime in the borough as set out in the Community Safety Strategy and Action Plan<sup>10</sup>. Working in partnership to achieve this through the Safer Neighbourhood Board which brings police and communities together to decide local policing and crime priorities and solve problems collaboratively.
- Working with our waste management contractor Veolia to ensure street cleansing standards are good and graffiti and fly tipping is removed promptly when reported.
- Engaging directly with business groups and forums to gather feedback on waste services and respond to issues around street cleansing.

What we are going to do:

- By May 2020, businesses will be able to create their own online single Haringey customer account in the same way residents can. The new digital gateway will enable businesses to register and access a wider, more personalised and specific set of services to support when starting and growing a business.
- We will explore how we can most effectively share information about how the Council is supporting businesses. This could include a range of measures such as developing a Business Database where we can send out updates; and considering how we can use the full range of Council officers who engage with businesses to help share information.
- Safety
  - £4.1 million investment into CCTV across Haringey as a tool to deter people from committing crimes and anti-social behaviour and to identify those individuals involved in crimes.
  - Introduction of a Haringey Robbery Executive Group (REG) to respond to the challenging increases of robbery in Haringey. The purpose of REG is to ensure effective partnership resources are in place to reduce these offences and increase public confidence.
- Develop a Litter and Commercial Waste Enforcement Team. The purpose of the team would be to tackle waste and litter on the streets in Haringey.
- Review how we better contain waste on the street – both commercial and residential.
- Work to meet competing demand for limited parking spaces and ensuring appropriate enforcement of parking to support these controls.

Good Businesses

We also want to support more businesses and enterprises to contribute to the good economy. As outlined above, many businesses already do this. We want to build on this and to encourage more businesses to think about their impact across the five key aspects of a good economy. We will also welcome new businesses to the borough who share the values and vision set out in the good economy model.

There is a growing body of evidence that indicates that this also makes good business sense. It doesn't have to cost money and in fact can lead to savings or increase in demand, such as improved staff retention, attracting value-driven employees, improving branding, addressing long-term sustainability and more.

There are a wide variety of ways in which businesses can contribute, such as:

- Buying from other local businesses to support business resilience across the area;
- Implementing employment practices which move towards good work, promote equality and positive health and well-being;
- Recognising the climate emergency and taking steps to green practices; and
- Contributing to improvements in the physical landscape, improving well-being of people living in the area.

What we are currently doing:

- Tottenham Charter – Enables businesses to pledge support, offering young people in Tottenham opportunities and experiences to help them to succeed in the future.
- Haringey Giving - A placed based giving scheme where businesses can offer their time, expertise's or funding to support Haringey Communities.
- Testing Social Value Leases on some of our own buildings, where an operator is provided with reduced rent in return for delivering social and economic benefits for residents.
- Procurement Strategy<sup>11</sup> with a clear focus on promoting social value through procurement, including minimum requirements on contracts over £1 million and 10-25% of all contracts going to be scores on the basis of the social value that they will deliver.

What we are going to do:

- Individual businesses are best placed to identify how they can contribute. However, we recognise that allocating resources to explore this can be challenging, especially for smaller businesses. Therefore, we will look for ways we can support businesses to do this. We will consider how to build on and link to existing initiatives such as those identified above.
- We will develop a strategy for promoting the borough as a good place to locate to in order to attract new businesses, who share the council's values, creating good jobs within the good economy model.

## **Consultation Questions - Business and Enterprise**

- **Are there other ways in which local businesses can create social value in their communities?**
- **Have we described issues facing our local businesses and the factors which will help businesses to thrive and grow? What, if anything, have we missed?**
- **What role should the councils and their partners play in supporting local businesses to grow and thrive?**
- **What role do business networks currently play for local businesses? What, if anything, would strengthen the role they play?**
- **How can businesses be supported to become more resilient and adaptive to change?**
- **How can Haringey attract more businesses and business growth in a way that aligns with the good economy?**
- **What role should local businesses play in the neighbourhoods and communities in which they are based?**
- **What should the council do to support local businesses and enterprises to create good jobs? What do support do businesses need so that they can benefit from taking on apprentices?**

# High Streets and Town Centres

## Vision

---

**We aspire to create vibrant high streets at the heart of our local economies that are attractive, accessible and safe, so that our local businesses can thrive, jobs are created, people will want to visit and stay, and local communities feel like they belong.**

---

High streets and town centres are vital for communities. Their ongoing success will be determined by how much they maximise public value, including social, environmental and economic value<sup>12</sup>.

They are important economic hubs, offering a range of job opportunities and are one of the primary locations for businesses. However, they are much more than this.

They reflect the local communities they serve and the rich cultural diversity of the borough - from Polish supermarkets, Ghanaian bakeries and Turkish restaurants to organic food shops. As a result, they are areas which are important to people, in terms of both our everyday lives and our individual and collective identity.

They also offer a model of environmentally sustainable living and wellbeing where people live, work, shop and spend their leisure time. Research has shown that by diversifying the retail offer on our high streets, results in health outcomes can be improved. High streets that provide a diverse mix of commercial, residential, cultural, leisure and service facilities encourage active travel and social interaction by providing a diverse combination of amenities within an easy to access area.<sup>13</sup>

Therefore, when designed and managed well, High Streets can help people to make healthy choices and improve health outcomes.

Our high streets and town centres will continue to be the vibrant hubs at the centre of our communities. They should be:

- places for everyone to live, shop, access services and enjoy
- places where people work, with protected employment and other non-residential space
- places that celebrate and promote our culture and heritage
- attractive, well-supported and vibrant, offering a variety of goods and services
- safe, secure, and accessible
- places where high quality public realm contribution to a positive physical environment

## Current Context

The Mayor's 'High Streets for All' Strategy has highlighted the value placed on high streets and town centres as local, walkable destinations and important points of connectivity. They facilitate community and cultural exchanges and provide crucial social infrastructure, especially for marginalised and under-represented groups.

Haringey is home to a diverse range of high streets and town centres, attracting a variety of businesses and visitors. Wood Green Metropolitan Centre is by far the largest town centre in the borough. This is followed by the five District Centres (including Bruce Grove/Tottenham High Road, West Green Road/Seven Sisters, Green Lanes, Muswell Hill, and Crouch End), plus Tottenham Hale which is on the verge of becoming a District Centre. In addition, there are a number of smaller local centres and shopping parades that serve their local communities.

The six largest high streets and town centres combined provide an estimated 25,400 jobs, with employment in Wood Green and Tottenham providing an important jobs market beyond retail. Haringey's high streets and town centres are currently generally bucking national trends and continue to do well. This is reflected in the strong demand for retail space in Haringey, with low vacancy rates across many of Haringey's town centres and rental values now comparable to the rate across London<sup>14</sup>.

However, we recognise that the role of high streets and town centres is changing. Residents and businesses alike have expressed concerns about their future. High streets and town centres will need to change in order to survive, let alone thrive. The Council will take a proactive approach to shaping, influencing and bringing partners together to set the direction for this change. This adaptation will look different in different places.

### High street users

Residents, workers and visitors use our high streets and town centres for a range of activities.

Residents described the key positive aspects of town centres as diverse, friendly and local<sup>7</sup>. Residents are most likely to walk to their local town centre and are generally happy with the transport connections. They are primarily visited by people who live nearby (35%) and for shopping and leisure purposes (32%).

High street users told us that they would like to see:

- An improvement to the safety and cleanliness within some areas.
- Public amenities: more cinemas, libraries, farmers' markets, public toilets, water fountains
- Creating child/youth-friendly spaces and activities to keep young people busy and active.
- Making the high street more accessible to older and disabled people.
- Free workshops and events.
- An encouragement of cultural sharing.

- The creation of space that is attractive even when you don't plan to spend money.

### Business and employment

Retail is an important feature of our high streets and town centres and is one of the top five employment sectors for Haringey. The borough has low vacancy rates, which is one of the main indicators of thriving high streets. However, it is well documented nationally and regionally that retail, especially the larger chain stores, are facing significant and on-going challenges. The role of the high streets, nationally, including Haringey, is evolving. Challenges such as the rise of internet sales, changes in consumer spending, and rising property values are having an effect on high streets across the UK. We also recognise in Haringey there is public concern about the types of business, especially noted in relation to the proliferation of betting, discount, charity shops and fast food outlets in some of our high streets.

Arguably, residents have the biggest influence on the future of our high streets and town centres. Where residents, workers and visitors spend their money will fundamentally determine what the retail offer will look like in the future. However, there are actions which the Council can take to support our high streets incorporate more opportunities beyond retail, such as leisure, health, community, night-time economy and experience-based attractions which will increase footfall and therefore support the remaining retail offer.

### Case study – OIF funding Electric Grubb

Tottenham born and bred entrepreneur Steven Pessoa, accessed a loan of xxx from the Opportunity Investment Fund to open his health food and drink café – Electric Grubb – just five minutes' from Seven sisters tube. The clear aim was to offer healthy options for local people because obesity is on the rise. He was supported through the application process by his business mentors at MLB (based at 639 Enterprise Centre) and officers at the Council. The loan was used to buy equipment and fit out the café. He now has members of staff and has taken on a couple of apprentices who have never worked before. Steven says, 'We would never have been able to have done this without OIF funding and it's made my dreams become a reality'.

### **Priorities and Actions 2020-2024**

Based on what high street and town centre businesses have told us; the current strengths and challenges; and feedback from residents', a number of key actions have been developed.

What we are currently doing:

- Improving the physical appearance on key high streets– for example improving the public realm and shop-fronts.
- Bespoke and tailored business support project for traders in Bruce Grove and Turnpike Lane.
- Business loans (Opportunity Investment Fund) has been extended from Tottenham to include Wood Green.
- High Road Strategy Tottenham.
- Support for Wood Green Business Improvement District (BID) and various trader groups.
- Support the BID's Wood Green Business Crime Reduction Partnership. Services provided include a new town centre radio system, an intelligence database (DISC), monthly Business Watch meetings.
- Encouraging businesses to sign up to the Community Toilets scheme<sup>15</sup> to provide a greater number of accessible toilets, attracting more potential customers into shops, cafes and restaurants and shopping districts.

What we are going to do:

- Develop a high streets toolkit -which will set out information and best practice for high streets and commercial locations to improve their area consisting of relevant, tailored information developed in partnership with businesses and the wider community.
- Continue to seek to secure additional investment for our high streets.
- Improve safety, cleanliness and physical appearance of our high streets and town centres
  - Work with businesses, local communities and public sector stakeholders to combat anti-social behaviour and litter on our High Streets.
  - Pilot a potential introduction of a Shopwatch scheme - Shopwatch is a partnership where retailers unify as an independent group to pre-empt thief in retail premises, working closely with the Council to reduce retail crime and antisocial behaviour. The aim is to make shopping areas safer for customers and staff.
- Support high streets businesses:
  - Explore ways in which the council can support Small Business Saturday.
  - Diversify the use of the high streets and town centres, while protecting the overall floorspace – Having businesses, other than retail, located on or close to high streets and town centres can in turn support the remaining retail offer, as workers from these businesses spend money in the local area. Workspace, commercial and light industrial can all be positive complements to the high streets offer.
  - Increase housing in Wood Green, Green Lanes and Tottenham Hale - The GLA have also identified them as having high potential for residential development in these areas, with West Green Road / Seven

Sisters having medium potential. Building homes in these areas will not only provide the much-needed homes, but also will help to increase footfall and therefore spend in local shops.

- Promote active travel while recognising the need for parking for some residents and specific businesses – While it is recognised that retail businesses believe that parking is important, there is growing evidence that people who walk, cycle and use public transport spend more, not to mention the positive health benefits to them and the contribution to environmental sustainability. Therefore, the Council will prioritise activity which promotes active travel. However, we recognise that some residents need to use cars to access local businesses (for example, if they are disabled) and that a very small number of businesses may require short-term customer parking for larger items.
- Work with high street businesses when developing the business support offer and networks (outlined in the business section).

### **Consultation Questions -High Streets and Town Centres**

- **How far have captured the role that Haringey's high streets and town centres play?**
- **What makes a good high street? What do you value on your local high street and what would you want from your local high streets in the future?**
- **How can we ensure that high Streets and town centres are sustainable in the long term, both environmentally and economically?**
- **What are the biggest issues on your local high street?**
- **How can we ensure that High Streets and Town Centres are accessible to all?**

# Employment Space and Infrastructure

## Vision

---

**We aspire to be a borough that offers employment spaces and the supporting infrastructure that best meets the needs of existing and future businesses, so that businesses can prosper and grow in Haringey.**

---

A good economy relies on physical employment space of the right type, quality and price. This can help retain and attract good businesses. It should:

- Maximise the use of space to provide opportunities for good work and support businesses to grow and thrive. This means offering a mix of premises, tenures, leasing types and price points which reflects business demand while being adaptable to the changing business landscape overtime. This includes ensuring a suitable level of affordable space for SMEs in particular.
- Have a low carbon footprint; encourage active travel; and promote physical and mental health.

Alongside physical space for businesses, infrastructure is also important in supporting the development of a good economy. High-speed internet connections are essential infrastructure for Haringey's residents and businesses. Full-fibre broadband is the latest, fastest and future-proof (with a life span of over 20 years) broadband technology. Importantly, full fibre is also the essential foundation for all the new and emerging technologies – including 5G, the next generation of high-speed mobile technology network. 5G will be the backbone of all new and emerging technologies and industries such as: Artificial Intelligence, Augmented Reality, Mobile Virtual Reality, Internet of Things (IOT), Smarter Cities, Driverless cars etc. Haringey needs to be equipped to make the most of these opportunities.

## Current Context

Employment space across the borough comes in many types, from industrial sites to high streets (covered in a separate section) to workspace hubs and other employment areas. Therefore, this section will focus on industrial estates and workspace hubs.

Haringey's industrial estates are one of the Borough's key economic assets. They provide employment space for a wide range of businesses from micro-enterprises to some of our largest companies. They are also key sites for employment. Eight out of 12 of the estates are Locally Significant Industrial Sites (LSIS)<sup>16</sup>, the remaining four

are within Strategic Industrial Locations (SIL), two within the Central Leaside SIL and two within the Tottenham Hale SIL. SIL's have been identified through the Mayor's London Plan as sites which support the functioning of the wider London Economy. It is therefore important for both Haringey and London, that we take an active approach to retaining and fully using this space.

Haringey's economy is built on the vibrancy of micro-enterprises and entrepreneurial spirit. Workspace hubs are of key importance for smaller businesses and those who are self-employed. They include coworking spaces, incubator, accelerators, artists' studios and makerspaces, but cover a diverse range of uses. They tend to have shared spaces and flexible access. In Haringey, we are seeing an increasing trend for these spaces to also combine business support. We currently have 21 workspace hubs and two-thirds of these are creative and artist studios. There is strong demand for these spaces, and this is projected to continue. For example, in Tottenham there is rising demand for workspace hubs, most notably for light-industrial and maker space, which has a vacancy of less than 1%. In addition, Haringey has three emerging sectors – professional services, creative sector and digital sectors. All three typically have an average of only two people in each business and therefore flexible workspace hubs will continue to be important.

However, there are challenges in terms of employment space and infrastructure. In line with wider London trends for land to be used to address the housing crisis, Haringey's total employment floorspace has been declining. Between 2011/12 – 2017/18 total employment floorspace has fallen by 95,805 sqm. Looking at planning consents, this is likely to continue with an expected decline of approx. 28,000 sqm<sup>17</sup>.

Preventing the loss of employment space is important for four key reasons:

- Space is critical for thriving and growing businesses - Businesses in Haringey have told us that a key constraint stopping them from growing is the availability of premises and it is likely to be a key factor for those good businesses who may wish to locate here.
- Decreasing supply and continued strong demand, drives up rental prices for businesses – This has already been seen in Haringey, in line with London trends. Industrial space in Haringey has seen an increase from approximately £7 per sqft in 2010 to nearly £13 per sqft in 2018.
- They are a key location for jobs in the Borough. The decline in floorspace has happened at the same time as jobs growth, albeit slow growth. This indicates that along with trends for home and flexible working, some of the employment floorspace has a higher number of jobs per sqm than previously experienced. However, given the slow jobs growth and projected population growth<sup>18</sup> a continuation of loss of floorspace would significantly limit jobs growth in the borough.
- Business rates paid against these premises directly fund services to businesses and Council services such as adults and children's social care. A loss of floorspace therefore has a direct impact on Council funding.

As well as a loss of floor space, there is also a risk that when existing employment sites are redeveloped, that the type and price point of employment space is lost or is difficult to re-provide.

Viability assessment studies undertaken by GVA in October 2014 found that new employment development in Haringey is generally not viable anywhere in the borough so without alternative stimuli for investment, existing employment areas may not be sustainable. The Council arguably stands in a better position than other landlords to try and attract this additional investment and to test the viability in specific locations.

In terms of infrastructure, Haringey lacks the modern high-speed broadband, especially full-fibre broadband infrastructure and connectivity. Investment in upgrading Haringey's digital infrastructure to full-fibre is of critical importance to allow the borough's residents and businesses to benefit fully from the economic and social advantages provided by full-fibre high-speed internet connectivity.

### **Priorities and Actions 2020-2024**

The Council has two important roles in relation to employment space and infrastructure, as landowner and planning authority.

#### **What we are currently doing:**

- **Broadband** - The Council has secured £800,000 Government funding to improve high-speed internet infrastructure and connectivity in North Tottenham, the area with the worst internet connectivity and high levels of economic deprivation. We are also working with major broadband suppliers to encourage them to invest and upgrade the borough's internet infrastructure to full fibre. This will include high-speed broadband connections to Council social housing stock, commercial premises and community buildings.
- **Permitted Development** - National legislation means that building owners can change offices to residential use without the need for planning permission (through a 'prior approval' process) which means that the loss of the offices, the associated jobs, the impact on the local economy and the quality of the residential accommodation cannot properly be assessed. The Council is proposing introducing an 'Article 4 Direction' to limit these permitted development rights so that planning permission would be required and the impacts can be properly assessed.
- **Haringey Workspace Providers List**, connects workspace providers with developers in order to guide the development of quality workspace that meets the needs of businesses.
- **Design Guide** for work and employment space, building on existing design guidance in areas of the borough, to ensure workspace is of sufficient quality to meet the needs of businesses.
- **Intensification of Industrial Sites Study** which identified opportunities to make better use of existing industrial sites in order to provide additional employment space.

- Develop an **Asset Management Plan** which provides the strategic focus for how we use our land and property assets, to maximise employment space on some of our own land and to enable a diversity of space typologies required for existing and new businesses.

#### **What we are going to do:**

- Further develop options for **industrial site intensification**, developing in-house skills to deliver this.
- Develop a new **Haringey Local Plan** which is the statutory Development Plan for the Borough used in determining Planning Applications. This will include updated policies relating to the development of new business floorspace including affordable workspace, as well as employment land designations based upon up-to-date evidence.
- An **Affordable Workspace Strategy** will also be developed and this may form part of the evidence to underpin affordable workspace policies in the Local Plan. This strategy will outline an approach to preventing the loss of affordable workspace and targeting the provision of affordable space.
- Create, monitor and manage a **list of tenant businesses** to supplement the Workspace Providers List.

#### **Consultation Questions - Employment Space and Infrastructure**

- **To what extent have we captured the employment space and infrastructure needs of Haringey's existing and future potential businesses? What is missing?**
- **What other infrastructure do Haringey businesses require to operate and to enable them to prepare for the future?**
- **How can the Council better support our industrial estates?**

# Employment and skills

## Vision

---

We want everyone in Haringey to have the chance to access good work, fulfil their potential and benefit from the learning and work opportunities that London has to offer.

---

The world of work has changed. While some people still struggle to find work, in-work poverty is experienced by more and more families. Wages that are too low to live on, contracts which offer too few hours or lack security are all too common. At the same time there are fewer routes for people to progress from low pay into good work. The types of jobs available are radically changing, especially due to automation. People will need to continue to retrain throughout their lives. At the same time, employers say people do not have the qualifications and skills, especially transferable skills, which businesses need.

This is a challenging situation, but there are opportunities for employers, employment and skills providers, residents, statutory organisations and the voluntary sector to work together to ensure as many people as possible can thrive in this new world of work. This includes:

- Increasing the availability of good work in the borough, while still supporting people to access the immense job opportunities available in the wider London jobs market.
- Building on people's strengths, supporting those out of work or in low pay to access appropriate advice and gain the qualifications and skills they need to move into good work.
- Collaboration and information sharing about what employers need now, and in the future, which then feeds through to the employment and skills offer and advice provided to people. Supporting businesses to fill gaps, contributing to their resilience, and residents to access good work.

## Current Context

### Local Context

There are 92,000 jobs in Haringey and over 80,000 Haringey residents access the wider London economy for work, demonstrating that residents are taking advantage of the good transport links to access the vast London jobs market. Three of the key strengths of the local labour market include:

- Low levels of unemployment at 3.8%, significantly below the London rate of 4.8%.

- 64% of the economically active population in the borough have a degree level or equivalent qualification (NVQ level qualification Level 4) which is higher than the London average.
- ¼ of residents are self-employed.

However, there is also evidence that our local jobs market could be stronger and more closely align with the overall vision of a good economy.

- In-work poverty – Earning below the London Living Wage (LLW) and being in part-time work are two of the key makers of in-work poverty. 29% of jobs in Haringey pay less than the LLW, which exceeds the London average by 8%. A third of jobs are part-time, with women being disproportionately likely to be in these roles, and it is believed there has been a growth in the number of people employed on insecure contracts in the gig-economy.
- Skills and qualifications - 18% of our residents have either no qualification or 'other' qualifications which are generally those not formally recognised within the UK qualification system, much higher than the London average. This is one of the factors which can trap people in low pay work and limit opportunities for progression.
- Skills shortages and gaps - 29% of Haringey businesses surveyed identified that they had experienced skills shortages and gaps.
- Haringey is the sixth slowest growing borough in terms of employment growth over the last five years, with only 2% of all the jobs in London. While many residents can access the wider London jobs market, those on lower incomes, with caring responsibilities or with health problems are less likely to travel.

### Groups facing barriers

These overall statistics also mask significant and entrenched deprivation and inequality, with specific groups being disproportionately impacted. This has a direct impact on them and their families, especially in relation to health and poverty, but also means employers are missing out on the immense talent, diversity and life experience that people can bring.

Evidence shows that there are specific groups who are more likely to be out of work or in low paid employment:

- Young People not in Education, Employment or Training (NEET)
- Care Leavers
- People age 50+ who are unemployed or in jobs at risk of automation
- Disabled people
- Single Parents
- Migrant residents, especially those with low levels of English.
- Part-time employment (where peoples preference would be for full time work).

These groups face different barriers for different reasons. It is critical to understand from their point of view what the main barriers are, to build on the strengths that they have and to encourage employers to recognise these strengths.

### Current and Future Jobs

As mentioned above, the future of work is changing. There are regional and national changes which have, or will in the future impact on Haringey, such as: the hourglass economy; automation; Brexit and new business models such as the gig economy. The scale of impact and what this means for Haringey jobs and residents is difficult to predict but may be significant. For example, it is estimated that 44% of Haringey jobs are vulnerable to automation, with lower skilled jobs most vulnerable.

The current Haringey employment profile, employment growth areas and identified opportunities can help to give some indications of where future jobs may come from and how they relate to the good economy model.

The five dominate sectors in Haringey in terms of employment are: public services; retail; arts and entertainment; accommodation and food services; and professional services.

Public service<sup>19</sup> is still by far the largest employment sector in Haringey and jobs in this sector often align with principles of good work. While employment in public services has decreased by 3% between 2013-2018, it is likely to continue to be a dominant employment sector in Haringey in the years to come. There are key areas within this which are likely to continue to grow in demand within Haringey. For example, Haringey is set to see a 73% rise in over 65s between 2020-2040. This will result in an increase demand for adult social care jobs, including those employed directly by the Council, through providers which the Council commissions and through individual self-funders for home care and supported housing.

The next three largest employment sectors are: retail; arts and entertainment; and accommodation and food services. They provide an important and diverse range of employment opportunities in the borough which can offer opportunities for progression. However, the key challenge with these sectors is that they are more likely to not meet some of the other criteria for good work i.e. paying below London Living Wage, sometimes on insecure or zero-hour contracts.

Haringey also has three traditional sectors: manufacturing, clothing and fashion production, and food and drink production. Clothing and fashion saw an overall growth in employment between 2013-2018 of 55% and manufacturing increased by 1%. However, food and drink production saw a fall in employment by 26%.

In terms of sectors for jobs growth, the fifth largest employment sector, professional services, is one of three emerging sectors identified<sup>7</sup> for potential jobs growth going forward, alongside the creative and digital sectors. This aligns with wider trends across London. Jobs in these sectors tend to be well paid and it is important that we support residents to access the job opportunities presented by this growth. However, these sectors can be more difficult for disadvantaged residents to access for a

variety of reasons. For example, they can require high skills levels to access employment and they sometimes have employment practices such as unpaid internships which exclude people without financial support from their families.

There are three priorities for Haringey which offer opportunities to generate employment:

- Construction – Employment in construction has been one of the fastest growing sectors in Haringey between 2015-2018. Haringey Council has an ambitious target of 1,000 new council home and council rents by 2022 and has a housing target (set by the Mayor of London) of 1,592 new homes a year. There are also a number of regeneration sites which will offer job opportunities. This aligns to a wider development trend across the capital which will result in an increase in a broad range of construction jobs, many of which are good quality jobs.
- Green economy - Haringey declared a climate emergency in March 2019, reflecting the local and national interest in tackling climate change, and is developing an Action Plan to get the borough to net zero emissions. Greening our economy is an important part of this and is a significant opportunity for creating new good work in the borough. For example, it is estimated that scaling up work to retrofit homes and buildings could generate 1,000 good jobs in the borough. Given the national interest, regulation and incentives are likely to be put in place to support the growth of the clean green economy.
- Council procurement – The Council's procurement strategy (October 2019) had a clear commitment to support local providers, both SMEs and VCS, into Council contracts, encouraging suppliers to offer LLW and job opportunities for local residents.

### Employment and Skills support provision

In order to prepare residents to access opportunities we have four key priority focus areas:

- Working with employers – There is a need for a clear and structured cross-Council approach to business engagement. The predominately micro-enterprise business base and having no single business network which speaks for all businesses, means that we will need to think differently about how we achieve this. The Council will also work with businesses to promote the London Living Wage, enable local residents to secure job opportunities and increase the provision and take up of apprenticeships.
- Co-ordinating provision, making it easier for residents to access the right help at the right time and avoid duplication – Employment and skills funding is fragmented, with a significant proportion still being commissioned at a national level. This means that it does not target locally driven priorities and also results in disjointed delivery which makes it difficult for people to understand

and navigate. There are a large number of providers, from community, voluntary, Further Education; adult learning, independent training provider and employers themselves. For example, there are over 140 organisations in Haringey offering ESOL provision. There is also competition between providers which further limits join-up. There is a clear need to coordinate joint planning to meet local need, as well as to map and communicate provision to enable residents to navigate this landscape. For example, many residents are not aware that all adults can study up to level 2 for free. The Council can play a key role in helping to support partners to come together.

- Lack of appropriate careers guidance, advice and information services – Learning on its own is usually not enough to improve someone’s career progression. Residents need support and information to consider their future career path and wider career advancement support is needed. Careers advice has been devolved to schools, without the necessary budget to deliver an effective service. While the Gatsby benchmarks may help to improve this and some schools are making it work, many more are struggling to provide the quality of advice that young people should be receiving. The shift from face-to-face careers guidance for adults to online provision has widened access. However, for those unable to access online services and those who are less engaged are missing out.
- Focus on promoting apprenticeships as a tool for in-work progression and career pathways – Apprenticeships can be a powerful route for entry and in-work progression when employers are able to offer the opportunities to people with low skills. For employers, they are also a useful tool for businesses to address skills shortage over the longer-term and grow their own talent. However, Haringey currently has the 3rd lowest take up of apprenticeships among 16-17-year olds in London, with 0.8% of 16-17-year olds currently enrolled in an apprenticeship. We need to work with employers and local providers to increase the number of apprenticeships and work placement opportunities available.

#### Case Study – Haringey Construction Partnership working with Haringey Works

S, originally from Iraq, is a qualified construction professional, living with health conditions, who was unable to access work in the sector after moving to the UK in 2014 despite being a qualified engineer.

Her Haringey Works employment advisor helped her to understand and navigate the routes into the UK construction sector and Haringey Construction Partnership supported her to get work. Saud is now flourishing as a Trainee Engineer with Ardmore, enrolled on the contractor’s Graduate Programme.

“This has been a lifechanging opportunity. I’ve been struggling for many years and this means so much to me and my family. I am working on a very interesting restoration project for Hornsey Town Hall and with a very supportive team, I really thank Ardmore and the Council for everything they have done for me.”

## Priorities and Actions 2020-2024

We will work with partners, businesses, the voluntary sector and residents to take steps to build on these strengths, develop capabilities and address challenges to move towards a good economy. There are three key priorities:

- Support residents out of work and on low pay to access good work:
  - Develop a joined-up employment and skills offer to ensure that residents can access the right support at the right time.
  - Strengths based approach to supporting residents, with a focus on those facing barriers in the current labour market.
  - Maximising the role apprenticeships can play
- Working with employers
  - Ensuring residents have access to employment and skills support which matches work available now and prepares them for the future jobs market.
  - Council maximises work and training opportunities through procurement and developer commitments (Section 106).
- Create good work in Haringey
  - Promoting the London Living Wage
  - Improving employment practices

### Support residents out of work and on low pay to access good work

What we are currently doing:

- The Council is working to support the join-up of the service offer:
  - Working with the GLA and Central London Forward to ensure we agree a common position for Central London on proposed changes to local government funding to support employment and skills
  - Employment Providers forum to ensure better co-ordination and collaboration of frontline service delivery.
  - Employment and Health Working Group, aligning health and employment interventions to support more residents with disabilities or health barrier secure work
  - ESOL coordination project to create a borough wide network to map the ESOL offer in the borough, provide ESOL advisors and to train voluntary sector ESOL providers.
- Focuses on those facing barriers:
  - Young People at Risk Strategy which identifies pathways to achievements, including work experience programmes.

- Connected Communities is supporting migrants to have their qualifications recognised in the UK system and helping them access support to get into work, as well as the wider support which they need.
- Apprenticeships
  - Haringey Works apprenticeship advisor role to support residents into opportunities we secure locally and in the wider London market.

What we are going to do:

- Work with employers, employment and support providers and residents to: understand the skills gap; co-ordinate training provision and employment support services; and design a way to better collaborate and share information. This may include exploring the potential to establish and Employment and Skills Partnership Board, which includes business representation, to co-ordinate and collaborate across the agenda.
- Improve join-up
  - Lobby and influence both the GLA and CLF with a view to making the funding work better for local need in Haringey, including lobbying for greater devolution
  - Pilot an employment navigator model in North Tottenham to maximise access to existing employment support provision.
  - Promote cross-sectoral working to better integrate employment support with allied services so residents can benefit from a holistic approach to support.
  - Explore the potential to introduce a Haringey skills tracker, that follows residents as they learn and progress.
- Focus on those facing barriers:
  - Delivering a hub and spoke job brokerage service Haringey Works which ensures outreach and community-based interventions that is universally accessible for all residents, but which is tailored to the needs of those most disadvantaged.
  - Work with existing community-based interventions to engage residents that may not access services through existing referral routes.
  - Work to improve data collection on young people not in education, employment and training (NEETs), work with partners to review 14-19 provision and identify actions to improve the transition for them.
  - ESOL – Develop the strategic coherence for ESOL and modernise and redesign the ESOL offer locally.
- Apprenticeships – Work with employers and local providers to increase the number of quality apprenticeships and work placement opportunities available for those with low skills, including:
  - As an employer the Council will be developing an apprenticeship team and strategy to increase the number of in-house apprenticeships.

- Work with anchor organisations to explore how to promote more apprenticeships and how to attract young people into them, as the 16-19 transition could be strengthened.
- Explore how we can support SMEs to take on more apprenticeships.

### Working with employers

What we are currently doing:

- Continue to deliver the Haringey Construction Partnership, which brings together developers and main contractors to co-ordinate construction phase and end phase jobs and training opportunities across borough. The partnership co-ordinates training provision so that residents have the best chance in securing future job opportunities and will be expanded to cover the Council's Housing Delivery and Capital Programmes
- Working with developers on all sites with S106 obligations to maximise employment and skills opportunities for residents from housing and regeneration developments (construction and end-use).

What we are going to do:

- Work with local business and anchor organisations to maximise job and training opportunities for our residents. This will include creating an employer engagement function within the council to build and streamline relationships between the Council and employers and share intelligence on employment opportunities with the employment and skills support providers. We will explore how this may align with the business networks outlined above.
- Working with Central London Forward and the Greater London Authority to undertake analysis of the skills gaps between what employers are looking for and residents have.
- Facilitate the sharing of knowledge between employers and the Employment Providers Forum and the Employment and Skills Partnership Board, if established, to ensure employment and skills support aligns with job opportunities available now and into the future.
- Form partnerships with employers which support access to high quality jobs for residents.

### Create good work in Haringey

What we are currently doing

- The Council is London Living Wage accredited.

## What we are going to do

- London Living Wage (LLW)
  - Work with large public sector providers to promote LLW and explore the potential of using the Mayor's Good Works Standard to enhance the quality of work further through these organisations, covering aspects such as diversity, career progression etc.
  - Explore how we can encourage and support other large employers and our extensive SME business base to offer or work towards becoming LLW employers.
- Positive employment practices:
  - Consider how they can recognise the skills and life experience of residents who are currently disadvantaged. This could include looking at recruitment practices and explore how jobs may be modified or adapted so that a broader range of people can work.
  - Encouraging businesses to implement diversity friendly practices, especially where they are leasing commercial premises or receiving business support for the Council or other public sector organisations.
  - Promoting diversity for these sectors which could offer high quality jobs to residents, but which currently struggle to recruit employees from diverse backgrounds.
  - Work with sector-based bodies to encourage them to improve the conditions for employees, including a focus on mental and physical wellbeing.

## Consultation Questions - Employment and Skills

- **How far have we described and understood the factors that stop some of Haringey's residents getting into good jobs and progressing within them? What would make the most difference in addressing these issues?**
- **How can the council and partners collaborate more effectively to respond to our employment and skills challenge? What, if anything, do we need to put in place to allow this to happen?**
- **How can we improve training and skills programmes to help individuals up- and re-skill for desirable local jobs and a lifetime of work?**
- **How can employers be supported to offer good jobs to make the most of the diverse talent and life experience of people in Haringey?**
- **How can we support small businesses to take on apprenticeships?**
- **How can the council and partners work together collaboratively to ensure that Haringey's residents are better able to take advantage of opportunities in growth sectors in the borough, and London more widely?**



## Foundations

A good economy needs to be underpinned by strong foundations, many of which the Council has a direct role in. While we will not directly cover these aspects in the Economic Development Strategy, it is important to note the relationship to this strategy.

### Housing

Everyone needs a safe, stable and affordable home. This enables residents to sustain employment as it contributes to their well-being and the physical and mental health of them and their families. It also benefits businesses, as they can retain and attract employees. Access to secure housing strengthens the relationships between communities by increasing levels of social inclusivity, allowing residents to feel part of their community and the decisions that shape them.

Housing is the Council's top priority with a focus on providing affordable homes and driving up the quality of housing in the borough. The council has made a commitment to deliver a thousand council homes at council rents by 2022, whilst ensuring that mechanisms are put in place to surpass this number in the future as Haringey continues to grow.

### Childcare

Families need access to affordable and flexible childcare. This is a key factor in supporting families, especially mothers and lone parents, to access paid employment. We also know that early years are a critical time in a child's development and can set them up for the future.

The council's Childcare Sufficiency Strategy & Action Plan aims to continue the improvement in access to quality childcare in Haringey. This strategy aims to ensure that sufficient childcare is available to meet housing growth and increased populations. The council will work with current childcare providers to improve understanding of free childcare entitlements and the provision of wider support with childcare costs for working parents. The strategy will aim to meet the increase in demand for breakfast, after-school and holiday clubs for children aged 5 to 11 and children with SEND.

### Education

Education has a substantial impact on longer term employment prospects. Higher quality learning is strongly linked with higher earnings, lower chances of being unemployed, better health and reduced crime. A good education returns a high level of social value and is therefore, a prerequisite for a fairer society, especially as the effects persist between generations. Attainment of Haringey pupils at GCSE levels

has improved significantly in the last five years and we have strong Progress 8 scores, which is evidence of pupils making good progress from the end of primary school to the end of secondary school.

The council is committed to ensuring that all young people in Haringey, regardless of their background, will be able to access routes to achievement and success. The council also recognises the Gatsby Career Benchmarks as a way of ensuring that all young people have access to careers advice that enables them to make informed decisions about their futures.

## Transport

Haringey is a very well-connected borough with easy access to central London jobs market and Stanstead. However, the cost of travel can be prohibitive, particularly for low-skilled residents accessing low value employment and some of our industrial sites are not currently well served by public transport. However, a more connected transport system can attract investment by making Haringey a more attractive place to do business.

The council is committed to providing a public transport system that is better connected, more accessible and supports our growth ambitions. The council is also committed to enabling residents to use more sustainable forms of transport and make active travel the default choice.

## Crime and Safety

All Haringey residents have the right to feel safe within their community. Safer communities mean that people are increasingly likely to visit the borough, increasing the community feel and inclusivity of these spaces. The council is committed to providing a safe environment that allows businesses to thrive and the economy to grow.

The council's Community Safety Strategy focuses on reducing the amount of hard crimes, whilst also improving public confidence in the police and reducing reoffending rates. Within our high streets and town centres, the council plays an active role within a number of partnerships aimed at reducing instances of crime and anti-social behaviour. The Wood Green Business Crime Reduction Partnership provides a number of services such as a town centre radio system, street rangers and monthly Business Watch meetings. More widely, the Safer Neighbourhood Board brings police and communities together to decide local policing and crime priorities. This facilitates collaborative problem solving and ensures that the public are involved in community safety decisions.

## Strong Communities

Haringey is a great place to live, work and visit, and the council wants everyone to take care and pride in their neighbourhoods. The council's civic pride campaign is encouraging the public to play their part in looking after their homes, businesses and showing respect to others. The campaign will aim to create a feeling of belonging and a stronger sense of shared ownership of Haringey, across all sections of the community.

The council wants all people who live and work in Haringey to feel a strong sense of community. This can involve a sense of belonging, the power to influence decisions or a shared emotional connection with the local area. The strategy will look to capitalise on Haringey's strong communities by using the local knowledge and unique perspectives held by our residents to create real and lasting change.

The council's Welcome Strategy is committed to ensuring that Haringey is an inclusive and welcoming place for everyone who wants to live and work here. By creating strong and cohesive communities, the council will enable all residents to live well and achieve their potential regardless of their background. For example, the council will support migrants who are currently unemployed or in-work poverty to find employment that matches their qualification levels.

## Consultation

This draft strategy requires the support of residents, businesses and partners for it to achieve its aims. Therefore, Haringey Council wants your views on how the vision presented within this strategy can be a real driver for change in Haringey.

The council will be providing a range of ways for stakeholders to feed into the future development of this strategy and action plan.

The council will publish this draft strategy online along with a series of questions focused on each priority and the good economy model.

Following this, we will be holding a series of consultation events with the public, businesses and partners.

### Key Dates

- 10<sup>th</sup> March – Cabinet
- 23<sup>rd</sup> March – Opening of online consultation
- 8 May – 5 June – consultation events
- September – Cabinet

## Endnotes

---

<sup>1</sup> [GLA London Plan Intend to Publish](#) (2019)

<sup>2</sup> [Haringey Borough Plan](#) (2019)

<sup>3</sup> [Community Wealth Building Cabinet Report](#) (2019)

<sup>4</sup> [New Economics Foundation \(NEF\)](#) are one of the leaders in this field and the Haringey model has been heavily informed by their work.

<sup>5</sup> [Social Metrics Commission](#) (2018)

<sup>6</sup> [Fair Society, Healthy Lives: The Marmot Review](#) (2010)

<sup>7</sup> [Economic Evidence Study](#), Hatch Regeneris (2020)

<sup>8</sup> Schemes such as the Ultra-Low Emissions Zone (ULEZ) is an example of an environmental tax.

<sup>9</sup> [Health Equity in England: The Marmot Review 10 Years On](#) (2020)

<sup>10</sup> [Community Safety Action Plan](#) (2019)

<sup>11</sup> [Procurement Strategy](#) (2019)

<sup>12</sup> [High Streets and Town Centres Adaptive Strategies](#), GLA (2020)

<sup>13</sup> [Healthy High Streets, Good Place-making in an Urban Setting](#). Public Health England and Institute of Health Equity (2018).

<sup>14</sup> £37 per sqft compared to £40 per sqft across London, although this does range across areas.

<sup>15</sup> [Economic Evidence Study](#), Hatch Regeneris (2020)

<sup>16</sup> [Haringey Community Toilets Scheme](#)

<sup>17</sup> Identified within [Haringey's Local Plan](#).

<sup>18</sup> Based on the London Development Database which tracks planning consents where more than 1,000m<sup>2</sup> of employment floorspace is being changed. [Economic Evidence Study](#), Hatch Regeneris (2020)

<sup>19</sup> [State of the Borough](#) (2019)

<sup>20</sup> To note, this includes employment, which is not only in the public sector, but services a public good such as nurseries.