



**Haringey**  
LONDON

# Haringey High Streets Recovery Action Plan

August 2020





Business Pledge event,  
March 2020

# Foreword

Haringey's high streets and town centres lie at the heart of the borough's communities. They are where our residents come to shop, socialise and work. They embody our diverse communities and include a rich tapestry of local businesses, predominantly independent traders and small to medium size enterprises spanning across retail, leisure and entertainment sectors.

The dramatic impact of COVID-19 has significantly damaged our local economy, including our high streets and town centres. The result of 'lockdown', closure of non-essential shops, alongside advice to 'stay home', has seen a significant reduction in local spend across our town centres with mounting pressure on our local high street businesses borough-wide. Local surveys suggest our hospitality, food and beverage sectors have been hit hardest, with some establishments already closed and with 80% needing specific support measures. We are also already seeing an increase in vacancy rates across our high streets and town centres.

Haringey's Good Economy Recovery Plan sets out our immediate and short-term response to the crisis, with a focus on our top four priorities, across the next 12-18 months.

We will:

- Re-open and support our high streets and town centres
- Support businesses through recovery and into renewal
- Support residents into work and training
- Secure social and economic value through investment in our neighbourhoods and communities.

This High Street Recovery Action Plan details how we will support our high streets and town centres to recover, as well as to identify and explore renewal opportunities to come back better, stronger and with a greener focus, including how we can better utilise digital technologies and support more sustainable initiatives for our long-term future.

It details how we will work collectively with businesses and stakeholders to safely re-open our high streets across the borough - building resident confidence and recognising the evolving usage of our town centres and public spaces to create more flexible, prosperous and inviting places. We note that this may mean supporting businesses through a re-introduction of restrictions.

As we continue to evolve and adapt to the ever-changing environment of high streets as well as the presence of COVID-19, we will refocus and build on previous work such as; the Tottenham High Road Strategy, the Connected Wood Green programme, as well as initiatives across the borough to consider footway widening and cycle routes as part of our response to COVID-19 to support a more sustainable future and reduce our carbon emissions.

We will also explore how we can better support local high street businesses with a focus on digital initiatives to improve the shopper experience whilst opening new and wider opportunities for retailers. As well as initiatives to improve efficiency and increase profitability alongside continued supportive communications campaigns. In line with the Good Economy Recovery Plan, this document outlines our plans for 'Recovery' and 'Renewal' - we know these stages won't always follow a linear process. We will be agile and adapt as we continue to live with COVID-19 and the impact of further potential lockdowns.

This plan is the starting point for all of our high streets and town centres across the borough. The council is determined to build on the relationships and networks that were strengthened through the COVID-19 crisis to ensure that we continue to work in partnership with the ability to be agile and resilient as well as to explore new opportunities for local businesses and our communities to enable them to thrive.

**Councillor Gideon Bull,**

Cabinet Member for Local Investment and Economic Growth

# Adapting our High Street for businesses and residents

Working collectively with local businesses and partners to adapt our high streets to deliver a safe and welcoming environment, that encourages residents to return to our town centres to shop and socialise and will enable local businesses to thrive.

Project Name	Project Description	Rationale
<b>A) Adapting our High Street for Businesses and Residents</b>		
<p><b>Making our high streets fit for purpose</b></p> <p>Modifying town centres and high streets to cope with the 'new normal' – social distancing, wider pavements, use of outdoor space by businesses</p> 	<p>Physical work to town centres to enable businesses/ town centres to function</p> <p>Communications and support to businesses about how to do this safely and improve performance</p> <p>Deliver Re-opening High Streets Safely Programme (communications, temporary public realm interventions) in coming months</p>	<ul style="list-style-type: none"> <li>• Enable businesses to increase trading area/opportunities where feasible and safe to do so</li> <li>• Seek to ensure social distancing can be practised and the public are encouraged to return to town centres and high streets</li> <li>• Encourage sustainable travel and transport options</li> <li>• Involve local creatives to create attractive spaces</li> <li>• Ensure businesses are aware of safe practices and latest legislation/guidance</li> <li>• Explore flexibility of planning use classes i.e. sharing of spaces for different uses/businesses</li> <li>• Assess use of parks/open spaces for events/commercial activity where practicable and safe to do so</li> <li>• Deliver public realm interventions at three town centre/high street sites to enable social distancing and improved business trading through RHSS Fund</li> </ul>
<p><b>Meanwhile...in Haringey</b></p> <p>Develop an approach to bringing activity back into vacant units</p> 	<p>Work with council commercial property and private landlords to utilise vacant units and spaces as meanwhile uses</p> <ul style="list-style-type: none"> <li>• understand the problem</li> <li>• develop an approach</li> <li>• work with landlords to implement</li> </ul> <p>Scope funding opportunities to deliver schemes this financial year</p>	<ul style="list-style-type: none"> <li>• Secure affordable space for London's next generation of entrepreneurs, creatives/artists and community leaders</li> <li>• Support the vitality of our town centres by bringing otherwise vacant units into use</li> <li>• Improve the overall appearance of our town centres</li> </ul>



Project Name	Project Description	Rationale
<b>A) Adapting our High Street for Businesses and Residents</b> (continued)		
<p><b>A Healthy, Greening approach to town centres</b></p> <p>Coordination of green, environmental practises within town centres – taking the opportunity to shape a 'new normal'</p> 	<p>Coordinate healthy-living programmes, food supply chain, public realm greening, active travel</p> <p>Build on existing, funded investments in our green infrastructure and public realm to create greener and healthier town centre environments</p>	<ul style="list-style-type: none"> <li>• Seek to green our town centres through hanging baskets, trees, pop-up parks for people to engage with</li> <li>• Make the most of people's desire to shop local, visit their local high street, use outdoor space and live, work and travel in healthier ways</li> </ul>
<p><b>Creating spaces for sale of local products and services</b></p> <p>Providing shop-window retail opportunities for local small businesses/creatives</p> 	<p>Pop-up shop proposals promoting artworks, products (crafts, textile, food and beverage) and more from the borough's businesses and creatives (i.e. Made By Tottenham)</p> <p>The MbT shop could be in Tottenham but could also be elsewhere in the borough in order to encourage a wider audience – could also be reciprocated through west to east trade</p> <p>Explore funding opportunities and work with local businesses to use the store space</p>	<ul style="list-style-type: none"> <li>• To support struggling businesses and creatives who need new avenues for sales and promotion</li> <li>• Make use of empty shops on our high streets that can provide opportunities for local small businesses and creatives</li> <li>• Tie in with other projects (Meanwhile...in Haringey, Shop Local, Business Directory, event-based programme), pop ups can be timed around winter or summer events</li> </ul>



Project Name	Project Description	Rationale
<b>A) Adapting our High Street for Businesses and Residents</b> (continued)		
<p><b>Develop targeted Improvement Plans for our high streets, starting with Turnpike Lane and rolling out across the borough as resources allow</b></p> 	<p>Develop and implement a programme of physical, public realm, business support and crime and grime reduction interventions in town centres</p> <p>Turnpike Lane has been developed with local traders, is partially funded, and is already moving into delivery</p> <p>Scope opportunities/challenges across the borough's town centres</p>	<ul style="list-style-type: none"> <li>• Develop holistic plans for individual high streets, recognising the need for support (advice to businesses, marketing), physical interventions (public realm, facade improvements, shopfront improvements, public art), and urban management (crime and grime, parking) to be considered in the round</li> </ul>
<p><b>High Street Shutter Gallery and Mural Projects</b></p> <p>Giving local artists a shop window and collaborating with local businesses</p> 	<p>A series of artworks/murals for shopfronts or shutters and in fly-tipping hotspots to deter repeat fly-tipping as part of initiatives such as Made By Tottenham</p> <p>Part-funded in Tottenham and beginning this summer. Initial scoping work to identify opportunities in rest of borough</p>	<ul style="list-style-type: none"> <li>• Improve the look and feel of high streets when many shops are closed and bring colour at a difficult time</li> <li>• Engage businesses creatively and improve their shopfronts</li> <li>• Pays creatives for their work at a time where income is low and promotes their work locally</li> <li>• Address fly-tipping issues creatively</li> </ul>



Project Name	Project Description	Rationale
<b>A) Adapting our High Street for Businesses and Residents</b> (continued)		
<p><b>Encouraging Market trading</b></p> <p>Investment in Tottenham Green Market and encouraging markets and market trading</p> 	<p>Invest in Tottenham Green Market (TGM) with gazebos etc. through potential Future High Street Funding with outcome known in autumn</p> <p>Consider feasibility of markets in other town centres and scope out possibility of a business support programme for new market traders</p>	<ul style="list-style-type: none"> <li>• TGM is requiring intensive support to move to the next level commercially and to make it more attractive to stall holders and visitors, refreshing its offer and branding</li> <li>• Support new and existing entrepreneurs to consider market trading as an accessible and affordable route into business</li> <li>• Cater for demand for local, fresh produce</li> </ul>
<p><b>Evening and Night-time Strategy</b></p> <p>Increasing the appeal of town centres beyond the 9-5 and encouraging a diversity of uses</p> 	<p>There is a need to invest in the High Street environment, to encourage visitors to return and for businesses to be encouraged to trade into the evening to enable more income generation whilst social distancing applies</p> <p>Develop an Evening Economy Strategy this financial year across the borough as part of New Local Plan requirements</p>	<ul style="list-style-type: none"> <li>• Budget for ENTE strategy and outcomes and the creation of an 'Alive After Five' culture</li> <li>• Creating child/youth-friendly spaces will form part of this work</li> <li>• Develop compelling reasons for potential consumers to visit and re-visit after 5pm</li> </ul>



# Business Support

Building on existing partner relationships and strengthening our business networks to provide; targeted and focused support, to implement efficiencies, improve profitability, as well as explore more digital and sustainable long-term solutions for the evolving nature of the High Street.

Project Name	Project Description	Rationale
<b>B) Business Support – Saving Businesses Money and Cutting Costs</b>		
<p><b>Business Cost Savings programme</b></p> 	<p>An initiative to secure business savings on utilities and other costs (either for one town centre or potential for borough-wide)</p> <p>Building on work by Future Wood Green and to be delivered in Tottenham this financial year. Review impact of projects and consider roll out across the borough</p>	<ul style="list-style-type: none"> <li>• Outcomes of recent business survey show that a high proportion of SMEs require help to save money on other areas of their business, such as utilities. This would enable businesses to reduce their outgoings, improve their bottom-line and profitability</li> <li>• Direct impact on SME finances by delivering immediate savings</li> <li>• Potential to assist dozens of businesses</li> </ul>
<p><b>Business Basics and How to Prosper</b></p> <p>Intensive 1-2-1 Business Support with Toolkit</p> 	<p>121 support covering business basics and 'how to get to profitability' targeted at high street retail, leisure and hospitality businesses</p> <p>Seek to produce a toolkit – model of a good, well-run business covering the basics of operating in business. Negotiating a lease, legislation, regulatory responsibilities, operating in a recession</p> <p>Immediately signpost businesses to existing support following thorough analysis of support available. Funding needs to be secured in order to deliver a programme of tailored support</p> <p>Packaged as a 'Kick Start programme with business toolkit', comprising of – Mentor /business advisor with bespoke tailored support</p>	<ul style="list-style-type: none"> <li>• Many businesses have not been eligible for COVID-19 grant funding and support</li> <li>• Evidence gathering has made it clear that core business skills and commercial understanding is lacking at some micro/SMEs and acutely in some BAME-led businesses</li> <li>• Many businesses are operating on the margins and tailored business support could make the difference between remaining open and closing</li> </ul>



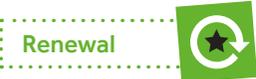
Project Name	Project Description	Rationale
<b>B) Business Support – Saving Businesses Money and Cutting Costs</b> (continued)		
<p><b>Tackling Business Crime and Anti-social behaviour</b></p> <p>Improving safety in town centres and for business</p> 	<p>Formal network of businesses, sharing info on ASB, reporting incidents and conducting training with Met Police and council</p> <p>Business Crime Reduction Partnership in operation through Future Wood Green and also being piloted in Tottenham this year</p> <p>Review success and consider steps to expand throughout borough subject to funding</p>	<ul style="list-style-type: none"> <li>• Key business and resident priority to tackle crime/ASB (actual and perceived)</li> <li>• Lack of crime reporting means that hotspots may not be addressed. Improving reporting measures scale of issue</li> <li>• BCRPs also enable emergency contact between businesses</li> </ul>
<p><b>Helping Businesses Go Green</b></p> <p>Energy management project providing businesses with practical measures to adopt greener practises</p> 	<p>Support for businesses to undertake energy management surveys, identifying recommendations and supporting implementation of action plans</p> <p>To work with businesses in Haringey's town centres and industrial estates to promote strong environmental management skills across the workforce and best practice for the business</p> <p>Initial project in Seven Sisters focusing on 20 businesses. Scope to assess results and roll out across the borough subject to identifying funding</p>	<ul style="list-style-type: none"> <li>• Provide support for businesses in the borough to adopt greener practices (vehicles, staff travel, energy saving, insulation etc.)</li> <li>• Food and drink sector likely to require more intensive and targeted support</li> <li>• Encourage take-up of environmental initiatives (and grants where available) including electric vehicle roll out</li> </ul>



Project Name	Project Description	Rationale
<b>C) Business Support – Going Online and Innovating</b>		
<p><b>Touch and Pay in Haringey</b></p> <p>Contactless payment rollout for businesses in Haringey</p> 	<p>Promotion of contactless payment as a preferable and safer payment method to cash</p> <p>Scheme to be devised and funding identified. Engage with businesses ready to trial card payments and signpost to providers where requested</p>	<ul style="list-style-type: none"> <li>• Increase payment methods for consumers</li> <li>• Assist businesses who wish to diversify into card and online transactions as well as cash</li> <li>• Reduce the need for consumers to carry cash</li> <li>• Reduce the need for business owners to bank large amounts of cash</li> </ul>
<p><b>Digital local shopping facility</b></p> <p>Haringey / town centres online portal for SME town centre-based sales</p> 	<p>Digital platform and potentially loyalty app aimed to increase customer loyalty, footfall and retail sales in our high streets</p> <p>Possibility to link into online business directory and consolidate deliveries and/or collection in town centres</p> <p>Trial starting in Tottenham in 2020-21, with a wider roll out subject to evaluation and further funding</p>	<ul style="list-style-type: none"> <li>• Reduced footfall and sales have hit retailers hard during COVID-19 pandemic, particularly cafes, restaurants, and hospitality businesses with phased re-openings</li> <li>• Helps promote retail centres and showcase local businesses</li> <li>• Provides SMEs with an online presence to trade, promote their opening times/offers</li> <li>• Allows local residents to browse their town centre online then collect by visiting the town centre or through consolidated delivery</li> <li>• Builds on public's increasing desire to buy local during pandemic</li> </ul>



Project Name	Project Description	Rationale
<b>C) Business Support – Going Online and Innovating</b> (continued)		
<p><b>Increase Haringey supply chain purchasing</b></p> <p>Project to increase the local supply chain, with the council, big businesses and contractors and between local businesses themselves</p> 	<p>Council to continue to promote the pre-approved preferred local suppliers list and explore ways business to business trading can be increased within Haringey</p> <p>Develop stronger connections between the borough's businesses and town centres, increasing awareness of trading opportunities and knowledge of best practice in order to improve tendering skills</p>	<ul style="list-style-type: none"> <li>• Keep more money local and support business recovery and business retention thus increasing Community Wealth Building</li> <li>• Increase local opportunities for local businesses and sole traders to bid for and secure work</li> <li>• Increase collaboration between businesses</li> </ul>



# Communications

Continuing our communications support to raise awareness of the High Street initiatives to build confidence, encourage and welcome back residents and shoppers to their local areas.

Project Name	Project Description	Rationale
<b>D) Communications – Both with the council and between Businesses</b>		
<p><b>Streamline how businesses contact and network with the council and improve how the council communicates with businesses</b></p> <p>Improving collaboration, problem solving and dialogue between the council and business communities</p> 	<p>Improve ease of access to council services, simplifying processes and improving choice</p> <p>Initiate a general business enquiry route. First phase implemented through <a href="mailto:business@haringey.gov.uk">business@haringey.gov.uk</a> and introduction of the Haringey Business Bulletin</p> <p>Portal for business enquiries adding value to existing routes in for business customers</p> <p>Strengthen and establish business networks in town centres, industrial areas and across sectors (i.e. Creative Enterprise Zone in Tottenham), connecting and facilitating where required</p>	<ul style="list-style-type: none"> <li>• Clearer ownership of business issues and follow up</li> <li>• Improve the accuracy and completeness of business data held across the council</li> <li>• Build on the improved communications with the business community through the pandemic</li> <li>• Stronger networks and self-reliance amongst business communities of interest</li> <li>• One-stop shop for businesses with clear points of contact</li> </ul>



Project Name	Project Description	Rationale
<b>D) Communications – Both with the council and between Businesses</b> (continued)		
<p><b>Communications Campaign to residents and businesses</b></p> <p>Phased communications and engagement campaign starting by promoting online purchasing, building/maintaining loyalty to local shops/centres then gradual, safe encouragement back to town centres and high streets</p> 	<p>Initiative to encourage patrons to return safely to town centres while observing social distancing guidelines</p> <p>Part-funded and being implemented through the Reopening High Streets Safely Fund</p> <p>Production and dissemination of Reopening brochure and sector themed editions. Communication of Government and council guidance and regulations through methods such as the Haringey Business Bulletin and improved information on dedicated business council webpages</p> <p>Second phase to showcase local businesses throughout the borough and how they have adapted to social distancing requirements and acting as best practice models</p>	<ul style="list-style-type: none"> <li>• Gradually increase footfall (COVID-19 had at first reduced footfall in town centres by 80-90%) throughout day and evening</li> <li>• Reopen businesses in a safe manner</li> <li>• Extend opening times in town centres where appropriate to reduce crowding at traditional peak times</li> <li>• Build consumer confidence in safe local town centres and shops</li> <li>• Ensure residents/young people/disabled people are involved and engaged effectively</li> </ul>



Project Name	Project Description	Rationale
<b>D) Communications – Both with the council and between Businesses</b> (continued)		
<p><b>Town centres Event Plan and Place Promotion Campaign (virtual and physical)</b></p> <p>Coordinated plan promoting local and regional/national events and encouraging participation whilst showcasing Haringey's businesses and town centres</p> 	<p>Programme of events around the retail calendar to attract footfall and improve sales in town centres subject to funding and working in partnership with local trader groups</p> <p>Includes promotion of Small Business Saturday and Independents Day borough-wide</p> <p>Christmas and other seasonal events tailored to social distancing guidelines of the time and kept under constant review</p> <p>Focus on where to shop, eat, stay, enjoy art and culture, heritage, leisure, and sport. Tying in local businesses with local events and larger attractions such as football, concerts etc.</p> <p>Subject to scoping and funding</p>	<ul style="list-style-type: none"> <li>• Footfall has declined dramatically during pandemic and is not at usual levels</li> <li>• Business networks and other businesses have asked for a set of events to encourage new visitors to their area and improve retail spend</li> <li>• Retailers have also asked for a place promotion campaign to sit alongside any events plan</li> <li>• Events will need to be virtual, then small scale and safe before being able to build to anywhere near previous levels</li> <li>• To support local independent businesses and local shopping, promoting local food and drink suppliers and showcasing local arts and creatives</li> <li>• Helps to mitigate against local independent businesses that may lose out because of online shopping and lower spend</li> <li>• To promote the unique provision and services in each centre</li> <li>• Part of wider place promotion and 'brand' visibility of town centres</li> <li>• Place promotion focused on key amenities, businesses, and history (i.e. breweries, sport, railways, architecture, people, etc) – tie-in to physical wayfinding</li> <li>• Research and deliver a campaign on area's unique character</li> <li>• Bringing in 'edge or out of town' features i.e. Bruce Castle into the overall Tottenham experience</li> <li>• Need to support retail and diversification i.e. evening/night-time economy, leisure, community health, education uses etc.</li> </ul>



We will continue to monitor and develop our plans and we welcome your feedback. If you have any comments relating to the High Streets Recovery Action Plan, please email us at:

**[business@haringey.gov.uk](mailto:business@haringey.gov.uk)**

To find more information about business support, please visit:

**[www.haringey.gov.uk/business](http://www.haringey.gov.uk/business)**

