

An Economic Future for the **Upper Lee Valley**



A Place to Start, Stay and Grow

Supported by:



An Economic Future for the **Upper Lee Valley**

FOREWORD

The Upper Lee Valley Partnership was formed by Enfield, Haringey and Waltham Forest boroughs, together with Lee Valley Regional Park and North London Business to transform the prospects for London's largest Opportunity Area. This economic vision is part of a suite of documents which are derived from the new vision for the Upper Lee Valley which was agreed by the partnership with the Mayor of London in 2007.

Despite the effects of globalisation and the challenges of the current economic downturn the Upper Lee Valley has proved resilient in maintaining its position as one of London's largest concentrations of employment. As the UK economy now, hopefully, emerges from recession the Upper Lee is well placed to take advantage of the upturn to create a strong, prosperous and sustainable economy which benefits London and drives regeneration of some of the capital's most deprived communities.

However, change of the magnitude and scale envisioned for the Upper Lee takes time and we are in this for the long term.

This document focuses on some key themes:

- A green and blue strategy building on the waterway, the park and enhancing the sport and leisure offer.
- The knowledge economy looking at education, skills and getting a strong Higher Education presence.
- The lifestyle economy focussing on the potential offered by the visitor economy and what the 2012 legacy could mean for the ULV.
- Making and moving focussing on manufacturing and logistics, building on current strengths and emerging sectors.

However, perhaps our biggest opportunity is ensuring the Upper Lee Valley is leading the way in green technology, sustainable development and environmental change.

We have some excellent businesses already in the Upper Lee, but we must do more to help them grow and also ensure greater levels of new investment. We need to be bold in our policies and decision making, working together to maximise resources and attract this investment to the benefit of our communities.



Cllr Clare Kober

Chair of Upper Lee Valley Partnership,
Leader Haringey Council



Enfield

Brimsdown

Enfield Lock
& Innova Park

Ponders End &
Columbia Wharf

King George's
Reservoir

A10

A110

Picketts
Lock

William Girling
Reservoir

A1010

A1055

Edmonton

A406

Central Leeside

Northumberland Park

Tottenham

Banbury
Reservoir

Lee Valley
Regional Park

Tottenham
Hale

Blackhorse Lane

A503

Walthamstow
Group Reservoir

Central London

Haringey



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A Place to Start, Stay and Grow

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INTRODUCTION

A Green Lee Valley

The Upper Lee Valley runs through Haringey, Enfield and Waltham Forest with Hackney linking it to the Lower Lea. The area continues to stand out as one of London's key areas of opportunity and need. Stretching six miles from the Olympic fringes to the M25, and located within the Government's 'London-Stansted-Cambridge-Peterborough' Growth Corridor, the Upper Lee Valley - at over 3000 hectares - represents by far the largest **Opportunity Area** in the London Plan.

At the area's heart is the **Lee Valley Regional Park**, an outstanding area of urban greenspace and London's second largest stretch of waterway. With close proximity to the huge investment in the Olympic Park and Stratford City, the Upper Lee Valley (ULV) is superbly positioned for change.

The Economic Vision sees a **Green Lee Valley** recognised for the quality of its environment, infrastructure and as a centre of excellence for green and environmental industries. Attracting a **Higher Education** presence will ensure that the skills are available to support this sector, and we will work with existing business and housing growth to develop a "green" agenda around **energy and waste**.



Tottenham Hale - Direct access to the Lee Valley Regional Park

The benefits, if the Vision can be realised, could amount to:

- 15,000 more **jobs** by 2026 in new or existing economic sectors; halving the level of unemployment across the catchment wards by getting people into work, education or training.
- A significant **upskilling** of the labour force, reducing by a third the percentage of residents with no qualifications, and increasing by 50% the percentage of residents with qualifications above Level 4.
- Sustained **population growth** through the creation of new communities and a more balanced population mix.

During the production of this study not only the UK economy but the world economy has undergone considerable change. However, this is a long term strategy and on the positive side the **downturn** gives us time to plan sustainable, integrated development that brings benefits to the local community, businesses and stakeholders alike.

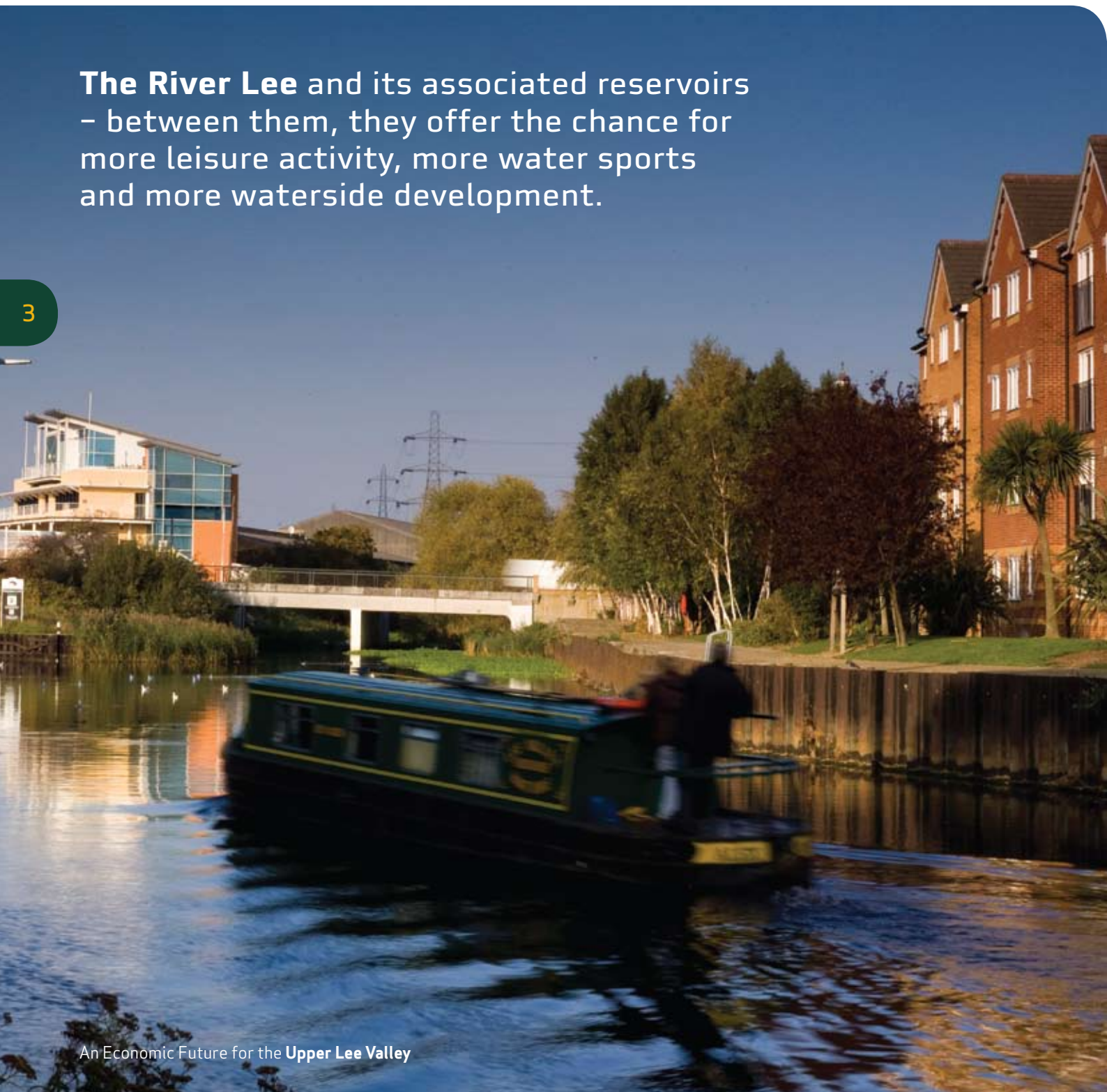


WHAT IS THE ULV'S POTENTIAL?

It is the Location: especially in relation to an expanding **Central London**, the investment and regeneration in **Stratford** through the **Olympic Legacy** and the proximity to the **M25** with access to the growing economy of South East.

It is the Land: the ULV offers the land and the 'elbow room' to respond to the economic change which is needed. It has available sites, **underused** or poor quality industrial land, and '**lazy assets**' such as wasted waterside land or factory buildings nearing the end of their useful life - all of which could be used to take advantage of emerging economic opportunities.

The River Lee and its associated reservoirs – between them, they offer the chance for more leisure activity, more water sports and more waterside development.



It is the Blue: the River Lee is a key asset in the economic development of the area. The study recognises the potential of the **Lee Valley Regional Park**, the River Lee and its associated reservoirs – between them, they offer the chance for more leisure activity, more water sports and more waterside development. All in a context which respects both the clean water needs of the city and the natural heritage of which they form a part.

It is the Green: forming part of the **leisure and visitor** offer, the open space of the park presents the chance to use the maze of pathways, waterways, green spaces and unrealised places to create a strong north-south green corridor. The river and parkland give a sense of character to the area, provide a framework to development and make the opportunities more attractive.

It is the People, too: the study is not just focussed within the Valley itself, it is also about what it can contribute to the ULV Boroughs, how it can help meet their needs for work and leisure, and how it can help achieve **regeneration** aims so that the Boroughs can respond to pressures for change. Some of these pressures are common to much of outer London and some specific to the industrial legacy of the valley.

The study identifies opportunities and uses which will meet wider Borough needs and objectives, such as the need for a focus on education and skills, and how this can lead to opportunities in the knowledge economy.



Tottenham Carnival and Festival



RECOGNISING THE GEOGRAPHY

This strategy presents a holistic vision for the whole of the Valley, sensitive to, but not dominated by, the spatial differences across the area. The main focus of the work is an economic one rather than a spatial one, however, the geography of the area is inevitably an important consideration when thinking about how the economy can develop.

This partly reflects the current pattern of economic activity in the Valley and how it varies; it is partly because the locational opportunities of the Valley changes from north to south, affecting its development potential; and it is partly due to variations in the inherited infrastructure and built environment across the area.



The Impact of Stansted

It is estimated that expansion of Stansted in line with subsequent growth plans will lead to an increase of employment of around **25,000**, spread across London and the East of England, by 2030. As with past growth, even greater effects would come from the impact on **business activity** and growth through the productivity and wider global links.

The Lee Valley is relatively well connected to Stansted – particularly by public transport. Indeed **Tottenham Hale** is the first node connected to Stansted as one comes into London. The growing role of Stansted, and the Valley's good connections

to what is the UK's **third airport**, provides an opportunity to promote the area as a location for internationally oriented businesses and realise a "Heathrow" type effect on economic development. In the northern part of the valley, this could be focussed on larger international firms while in the southern part, the emphasis could be on SMEs, particularly in knowledge-based sectors.

It is, of course, the case that these very large impacts are both distant in time and uncertain due to policy differences. Nevertheless, in developing a long term vision of the valley we should keep in mind this potential.



Not to scale

FOUR STRATEGIES TO UNLOCK POTENTIAL

The four main interlinked strategies identified to focus the Economic Vision are:

A Green and Blue Strategy:

This is about reinvigorating the canals, reservoirs, open spaces, towpaths and underused places that the ULV has to offer. This needs to:

- link with the visitor economy
- create a better sports and leisure offer
- provide opportunities for new development
- create an improved quality of place to appeal to potential investors.

A 'Green and Blue' strategy is needed to improve access to the parklands and waterways for both visitors and local people. This means better west-east connection to nearby urban areas, and a more consistent quality to the north-south links, so that there is a seamless feel of quality and connectedness between the Regional Park in Hertfordshire and the Olympic Park in the Lower Lea Valley.

A green and blue framework will shape and inform development and the visitor, sport and leisure attractions. The green and blue spaces of the ULV could potentially create a framework from which all other spatial elements could hang.

NLSA, Design for London and LVRPA, along with their project partners, have commissioned the **Upper Lee Valley Landscape Strategy**. The aim of this strategy is to develop a landscape and public realm framework aimed at defining key interventions which will deliver an improved and accessible park and waterways. Projects under consideration are proposals to develop a **Walthamstow Wetlands Centre** and improve access to the Park.



Hale Wharf

The Knowledge Economy:

The Vision is proposing securing Higher Education /Further Education investment. This would aim not just to extend skills higher up the educational scale but would also seek to use HE/FE as a focus for knowledge-related industries to be attracted to the ULV and improve the links between research and industry.

There must be clear links between education, training and the economy. We can build on the involvement of Middlesex University's **Centre for Sustainability and Energy Management for Business and the LondonWaste Ecopark** to support the development of the resource management sector and green technologies.

Research shows that every **1,000 new residents** can support the creation of **230 new jobs**. New population could also mean a more varied pool of labour, depending on the socio-economic mix of new residents. There is thus the potential to lift the average skills level through new residents as well as measures targeted at the existing population. Initiatives must form part of a suite of efforts from sustained and expanded current programmes targeting worklessness and focussing on training related to the needs of ULV businesses to the ambitious new goal of developing a higher education presence in the area. Key aims of this theme include:

- Providing a 'ladder of opportunity' in training provision ranging from basic skills to NVQ Level 4.
- Ensuring residents have the skills necessary to access jobs in the growing green and resource management sector.
- Developing businesses in knowledge industries, supporting existing business and encouraging growth in emerging sectors.



BIC at Innova Park

Planning and economic development policy is key to attracting new businesses and enterprises through providing flexible and affordable workspace, combined economic incentives and a quality business support service.

Aesica Pharmaceutical



The Lifestyle Economy:

This is focussed around the potential to strengthen the local and London visitor economy, the 2012 legacy and the economic benefits that new housing can bring to the area.

The **Olympics** coming to the Lower Lea in 2012 brings investment prior to the Games and then as part of the Legacy. There is therefore an opportunity to spread the benefits of this investment into the ULV, creating a more robust

visitor economy by using and improving **existing assets, facilities and attractions** combined with a strategy to raise the profile of the area's offer to visitors. Working with Lee Valley Regional Park Authority we need to encourage and develop new visitor attractions building on the natural assets, industrial heritage and speciality sectors that has green technology and energy production.

Golf on the River Lee



Making and Moving:

Focussed on helping the ULV do better what it does already. The vision is not about rejecting the industrial heritage. It means working with our existing firms and sectors to maintain the ULV's strong position in an increasingly competitive market in existing sectors like:

- advanced manufacturing
- logistics, and production
- and by unlocking new opportunities such as energy generation, green technologies and resource management.

As the waste reprocessing and recycling industries are forecast to grow substantially for the foreseeable future, this presents a number of transformational economic opportunities for the ULV to nurture and develop these sectors.



Hiremech

Opportunities for developing these green industries may include developing the recycling sector to reduce the amount of waste going to landfill (thus reducing council liabilities on landfill tax), and reducing greenhouse gas (GHG) emissions, as well as providing a source of enterprise and employment in the ULV.

Developing the Energy from Waste sector

has the potential to reduce waste to landfill as well as providing a source of energy for homes and businesses. Renewable energy technologies could be promoted in the ULV including wind power, biomass, combined heat and power etc. An Energy Centre could use a variety of technologies, using waste from local businesses and beyond to produce energy and power for that could lead to cheaper energy for these businesses.



LondonWaste EcoPark centre



CONCLUSION AND NEXT STEPS

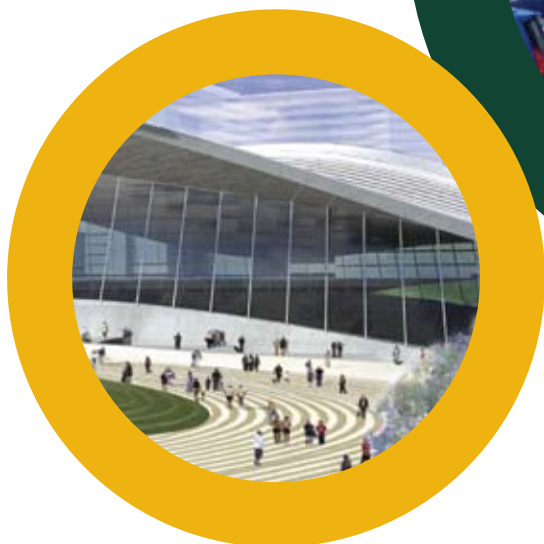
As one of London's largest opportunity areas the ULV has the potential to deliver new homes and considerable employment opportunities thereby contributing to London's growth and its position as a world city. Working together we can create a strong and prosperous future for the Upper Lee Valley based on maximising its natural assets, strategic location and embracing opportunities in the national and regional economies. However, the current economic climate has resulted in a considerable stalling of the housing growth agenda. The challenge for the Upper Lee Valley Partnership is to focus on what can be progressed in the short/medium term.

In 2009/10 the ULVP will focus on four key areas of work linking both the place shaping and economic agendas:

- Green/sustainable industries and resource management – the climate change agenda and the existing role the ULV already has in resource management mean that the area is well positioned to take advantage of emerging opportunities in this sector. We will look at opportunities to encourage enterprise and explore business support initiatives working with new and existing businesses.
- Raising skills and creating employment opportunities – particularly focussing on young people, apprenticeships, the successful North London Pledge and the expanded offer from the College of Haringey, Enfield and North East London.
- Attracting a higher education presence – including developing the existing role of Middlesex University both in terms of research, learner development and services to business and the community. We will also explore opportunities with new partners particularly those linked to green technology and recycling activities.
- 2012 and the visitor economy – ensuring we promote the ULV leisure and visitor attraction offer. Maximise employment, training and business opportunities from the Olympics legacy.

Finally, the Economy Study is part of a wider regeneration strategy for the Upper Lee Valley. It provides strategic direction which needs to be incorporated in the range of sub-regional and borough policies that will ensure strategy translates to delivery.





Current activity on the key themes of the study is already delivering real benefits to the area and providing the building blocks for success.

THEME: Raising Skills

College of Haringey, Enfield and North East London

The College of Haringey, Enfield and North East London recently merged with Enfield College further strengthening the skills and education offer in the ULV. As one of the top providers of employment skills in the country the College offers exceptional vocational courses, apprenticeships and basic skills provision. In addition strong links with employers mean that students are well placed to successfully move into employment after qualification.

Working with the ULV boroughs the College has developed a public sector apprenticeship model offering apprenticeships across a range of council services.

The College has won a national LSC bid to establish an Apprentice Training Agency to promote apprenticeships with local business. The company brand will be Apprenticeship First and its key role will be to recruit apprentices and train them to meet employer needs in London with a particular focus on SMEs.

Future plans include building on links with higher education institutions to provide a progression of learning opportunities.

The existing partnership with Middlesex University continues to give learners more opportunity to progress into Higher Education and stay in the North London area, with a number of students receiving a first class degree.

During 2009 the college partnered with Birkbeck, University of London, giving students a direct route to London's only specialist provider of part-time, evening higher education. With a real understanding of access issues and how to make it easier for people to study, Birkbeck is working to develop ways of offering some of their existing courses at our Tottenham Centre.

www.conel.ac.uk



THEME: Resource Management

The Ecopark Resource Management Facility

The LondonWaste EcoPark in Edmonton North London is owned and managed by LondonWaste Ltd, a 50:50 joint venture company owned by Sita UK and the North London Waste Authority. It is a site of strategic importance within London and provides economic, efficient and responsible ways of managing material no longer required by local business and the community.

As climate change initiatives focussing on waste reduction, recycling and energy from waste are becoming increasingly important the Ecopark is a key player in delivering a green agenda for the Upper Lee Valley and contributing to a new economic vision for the area.

LondonWaste Ltd has been responsible for developing the site and since 2003 investment has resulted in:

- A Bulky Recycling Centre.
- The In-Vessel Compost Centre. The Centre also supplies compost for agriculture, thousands of tonnes of compost is provided free each year to allotment-holders in north London.
- An upgrade of the Energy Centre to meet new WID requirements and ensure the life of the facility was extended to at least 2020.
- A Wood Chipping Centre.
- Successful trials using the Lea Navigation Canal to move recyclates by barge.

Future plans include the addition of a state of the art Anaerobic Digestion facility to the Ecopark. The project, currently at feasibility stage will introduce cleaner, more efficient technology, add a further source of renewable power to the area and secure additional skilled jobs and training opportunities.

The facility employs 180 staff from electrical engineers to recycling operatives with many coming from the local area. Employment is also provided through contract companies supporting LondonWaste's activities.

The Ecopark is also linked to the local community through a programme of engagement and awareness activity with local residents, educational groups, foreign delegations, local authority officers and councillors. LondonWaste Ltd is a key member of the North London Recycling Forum (now known as the Resource Forum), a cross-sector organisation containing representatives from local authorities, the waste industry, the not-for-profit sector and academia.

www.londonwaste.co.uk



THEME: Lifestyle and the Visitor Economy

Lee Valley Regional Park Authority (LVRPA)

Lee Valley Regional Park is a 26 mile long, 10,000 acre mosaic of award-winning open spaces, sports venues, heritage sites, country parks, farms, golf courses, lake and riverside trails, campsites, marinas and boating locations which attracts over 4 million visitors every year.

The LVRPA is a key member of the Upper Lee Valley Partnership, and plays an integral role in the economic development of the area. Current masterplanning exercises being carried out in support of the economic vision for the ULV include the Upper Lee Valley Landscape Strategy and the Walthamstow Wetlands study which is looking at proposals for opening up large stretches of the Walthamstow Reservoirs for public use. This will present a stronger visitor offer for the area.

Work is also planned with the Upper Lee Valley Partnership developing a guide to the visitor attractions throughout the Upper Lea Valley and linking in to the Olympic Park to encourage visitors to see the region as a primary visitor destination.

As part of its regeneration programme the Park works in partnership to deliver opportunities to groups across the region. Young people are a core group and through programmes such as Personal Best, RockCorps and Star-track, the Authority is able to engage with young people and hard to reach groups.

- The Personal Best programme encourages workless and socially excluded people to gain new skills and work towards becoming Olympic volunteers.
- RockCorps aims to bring together young people to make a difference in their local community through the passion of music. Over 200 young people volunteered an afternoon of their time at the Middlesex filterbeds in Leyton.
- Star-track is a national scheme created by UK Athletics, the programme is run in partnership with the Lee Valley Athletics Centre and offers young people the opportunity to try a range of athletic activities.

www.leevalleypark.org.uk



THEME: Green Industry**The Centre for Environment and Safety Management for Business (CESMB)**

CESMB is a centre of environmental expertise based within Middlesex University. Established in 1993 to promote wider recognition of environmental management and innovation as key factors of business competitiveness, CESMB provides business support, training and research services, health & safety advice and risk assessment.

The Centre has played an important role in advising businesses in the ULV to improve their productivity and profit through more efficient energy and waste management practices. Organisations such as UKAY Catering, a ketchup and condiments manufacturing company based based in Waltham Forest, have saved an estimated £3,000 on energy costs as a result of support and advice from the CESMB Team.

At the same time, other quality related problems of condensation and shrinking labels were resolved, resulting in substantially reduced waste and as a consequence, waste costs.

Subsidised support for businesses can currently be accessed via the Centre's EcoVate project which offers environmental expertise to investigate opportunities for improved waste, energy and water management, and identify cost benefits and options for green technologies and materials.

For those wishing to foster in-house knowledge, CESMB offer a Certificate in Recycling for Sustainability. The business focussed programme, which is completed over six to nine months, follows a Work Based Learning approach as participants work their way through high quality workbooks with the support of a Middlesex University tutor throughout; learning is applied immediately in the workplace, resulting in improvements to waste and environmental practices and potential cost savings.

www.mdx.ac.uk/cesmb



LINKS AND RESOURCES

Upper Lee Valley - www.upperleevalley.org.uk

North London Business - www.northlondonbusiness.com

North London Strategic Alliance - www.nlsa.org.uk

London Borough of Enfield - www.enfield.gov.uk

London Borough Haringey - www.haringey.gov.uk

London Borough of Waltham Forest - www.lbwf.gov.uk

Greater London Authority and the Mayor of London - www.london.gov.uk

Department of Communities and Local Government - www.communities.gov.uk

The London Development Agency - www.lda.gov.uk

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