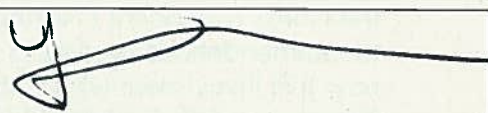




Haringey Council

| | | | |
|--|--|---------------------------------|--|
| Report for: | Cabinet 7 February 2012 | Item Number: | |
| Title: | Funding and Investment Package for the Tottenham Regeneration Programme | | |
| Report Authorised by: | Lyn Garner Director – Place and Sustainability  | | |
| Lead Officers: | Anne Lippitt Project Director – Tottenham Terry Knibbs – Tottenham Regeneration Programme | | |
| Ward(s) affected: White Hart Lane; Northumberland Park; Bruce Grove; Tottenham Hale; Tottenham Green; Seven Sisters; St Ann's; West Green | | Report for Key Decision: | |

1. Describe the issue under consideration

- 1.1 On the 16th January 2012, the Mayor of London announced a £41,345,000 funding and investment package for Tottenham. This package consists of the following projects and funding sources:

| Project | GLA funding (inc. capital / revenue) | Council match funding | Other match funding |
|--|--|-----------------------------|--|
| 1. North Tottenham / Northumberland Park | £18m | £9m | - |
| 2. Growth on the High Road | £2.5m | £200k | £145k (from English Heritage, Diocese of London & Design for London) |
| 3. Opportunity Investment Fund | £3m | £1m | - |
| 4. Employment and Skills | £1.5m | £1.5m | £1.5m (from private sector) |
| 5. 639 High Road | £3m | - | - |
| Total | £28m | £11.7m | £1.645m |

- 1.2 The Mayor's funding announcement followed the submission of a comprehensive investment bid from Haringey Council to the GLA in December to fund key



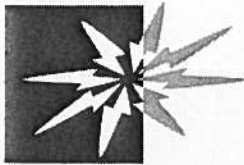
Haringey Council

projects, schemes and initiatives as part of the regeneration programme for Tottenham.

- 1.3 This report recommends approval for this package of funding for Tottenham, combining Council and Mayor of London resources to help leverage private sector funds. The aim of this funding package is to deliver a first phase of sustainable social, economic and physical regeneration in Tottenham, with a particular focus on the priority area of North Tottenham.
- 1.4 A key part of the funding package for Tottenham is Council and GLA investment in the North Tottenham / Northumberland Park area. This report sets out specific recommendations regarding public sector investment for this area and outlines how this investment will be used to complement the existing Northumberland Development Project (NDP) being led by Tottenham Hotspur Football Club (THFC) and contribute to comprehensive wider area regeneration of North Tottenham.

2. Cabinet Member introduction

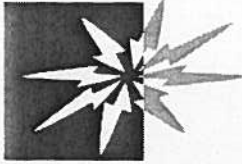
- 2.1 Promoting Tottenham's regeneration has long been a Council priority and the community's desire to see change has been brought even more sharply into focus since the riots of last summer. In the public and stakeholder consultations undertaken since the riots, the local community in Tottenham has been telling us they want to see comprehensive regeneration that delivers fundamental improvements for the local community. We need to bring forward high quality developments on the High Road that create more housing and work space opportunities. We need to deliver jobs and skills that enable local people to take advantage of the opportunities. We also need to transform Tottenham's image for local people and external investors. In short, local people are telling us that they want Tottenham to be a thriving place where people choose to live, work and stay throughout their lives.
- 2.2 This report sets out the Council and Mayor of London's funding package for Tottenham designed to kickstart the first phase of regeneration and improvement for Tottenham and leverage in sustained investment from the private sector. This funding package covers five priority programmes of investment:
 - Investment in North Tottenham and Northumberland Park
 - Supporting growth on Tottenham High Road
 - Opportunity Investment Fund for land assembly and partnerships to initiate commercial and residential developments on the High Road and Tottenham Hale
 - Employment and skills programme
 - An Employment and Enterprise Centre at 639 High Road.
- 2.3 These programmes will play a key role in delivering sustainable economic, social and physical regeneration to Tottenham and its diverse communities.
- 2.4 One of Tottenham's most important assets is Tottenham Hotspur Football Club. Their plans for a new Stadium and associated development can be the first step to securing major regeneration in North Tottenham and the £27m funding package for North Tottenham in para 1.1 supports this ambition. THFC is already a major investor in the borough. The existing Stadium draws hundreds of thousands of visitors each year to Tottenham boosting the local economy. The work of



Haringey Council

Tottenham Hotspur Foundation supports local community groups, school children, young people and the unemployed. The NDP scheme with the new larger capacity Stadium, new retail and commercial floorspace as well as new homes, public space and heritage improvements, will create hundreds of new jobs many of which will be targeted to local people. The additional 20,000+ new spectators to each football match in the new Stadium (plus participants at non-football events and conferences) will bring substantial new spending in the local economy, supporting local businesses – both those supplying direct to the Stadium as well as those in the general area.

- 2.5 However, the new Stadium development faces a funding gap that has been exacerbated by the current very challenging conditions in the financial and property markets. Public sector investment is needed in the wider Tottenham area to increase public and investor confidence which can then lead to the release of much greater private sector finance.
- 2.6 A public sector investment package for the wider Tottenham area is being recommended to complement the Club's investment proposals, linking with proposals for additional development in the NDP Scheme to boost development value. The overall package of measures will give the Club the necessary confidence to secure the private investment for this £400m+ development.
- 2.7 We have secured £18m. from the Mayor of London to support North Tottenham's regeneration, as well as £7m for the wider Tottenham area and a £3m investment to create an Employment and Enterprise centre at 639 High Road.
- 2.8 Capitalising on the Club's stadium investment in North Tottenham, there is an opportunity to explore and promote a next phase of regeneration to the west of the stadium between Brereton Road and the borough boundary. Subject to consultation with local residents and businesses, regeneration could result in more high quality housing, new retail and business floorspace and new public space.
- 2.9 This 10 hectares area includes housing land owned by the Council south of White Hart Lane and mixed commercial, retail and industrial uses north of White Hart Lane. The Council owns approx. 35% of this area, including 297 Council dwellings, the Grange Day Centre and offices at 32-34A White Hart Lane and Coombes Croft Library. The commercial area north of White Hart Lane is in a variety of private ownerships, including some properties owned by THFC.
- 2.10 I recommend Cabinet to support the Tottenham investment package detailed in this report. I also recommend Cabinet to agree to the start of consultation with residents and businesses to gauge their views on the next phase of regeneration in North Tottenham, including the potential for estate renewal. I am proposing that consultation is in the context of key principles that the Council will use to underpin detailed regeneration proposals. Draft principles are listed in Appendix 2.



Haringey Council

3. Recommendations

That Cabinet :

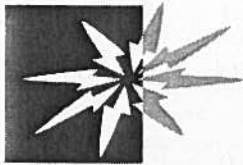
- 3.1 **Funding and investment package for Tottenham:** agrees and supports the funding and investment programme for Tottenham of £41.345m. as outlined in para 1.1 above.
- 3.2 **North Tottenham investment package :** approves in principal a further allocation of £5m to make a total of £9m investment (including £4m capital programme investment already provisionally agreed by Cabinet on 20/12/11 but subject to Full Council agreement) in North Tottenham (linking with the Mayoral investment of £18m.) to support:
- a contribution to heritage building improvements in the vicinity of the NDP Scheme (£3m.);
 - a contribution to public and community event space to be provided as part of the NDP Scheme (£5m.);
 - environmental improvements on Worcester Avenue (£0.5m.); and
 - the formulation of a phased North Tottenham regeneration masterplan with a primary focus on the area west of High Road centred on White Hart Lane (£0.5m.);

This further allocation of £5m will be formally added to the Capital Programme at an appropriate point in the future once the relevant part of the NDP scheme has progressed and when funding has been identified.

- 3.3 **Growth on the High Road:** notes that funding for the 'Growth on the High Road' programme is for the projects in the Outer London Fund (OLF) bid submitted to the GLA on the 14th November 2011 (attached as appendix 4) and notes that the match funding is made up of:
- Officer resources (£100k)
 - S106 monies for environmental improvements to Tottenham Green (£100k)
 - Diocese of London contribution to improvements to the Old School Yard on Tottenham Green (£80k)
 - English Heritage contribution (£25k)
 - Design for London contribution (£40k)

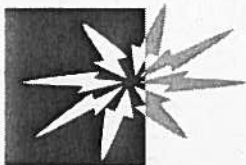
This further allocation and expenditure of £2.5m will be formally added to the Capital Programme at a future date following agreement with the GLA on the terms and conditions and profiling of the expenditure.

- 3.4 **Opportunity Investment Fund:** approves the Council's match funding commitment to the Opportunity Investment Fund of £1m. Please note that this was approved by Cabinet on 20/12/11 as part of the provisional capital programme for 2012 – 2015 and is subject to agreement of Full Council;
- 3.5 **Employment and Skills Programme:** notes the funding allocation from the GLA and seeks approval for the Council's match funding. Please note that the detail of the Employment and Skills Programme will be the subject of a separate report to Cabinet at a later date, although the £1.5m match funding can be met from the £2m total made available for Worklessness schemes elsewhere on this meeting's agenda;



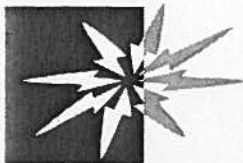
Haringey Council

- 3.6 **Employment and Enterprise Centre at 639 High Road:** notes the GLA have set aside a sum of £3m for bringing 639 High Road (Council premises) back into use as an Employment and Enterprise Centre. The intention is that, subject to Cabinet's decision (the subject of a separate report to this Cabinet meeting), the building will be sold to the GLA which will take responsibility for the refurbishment and future revenue funding. The Council will be involved in shaping the proposal and the GLA funding is to purchase the building from the Council, undertake the refurbishment works and develop a range of initiatives that will support enterprise and skills development for the local community. Cabinet is asked to note that the Mayoral funds identified for this project will be used to provide the Council with a capital receipt (secured at market value) and that the balance of capital and revenue monies will be used to refurbish the building and develop the initiatives offered at the centre. This balance of monies will not be passed to the Council.
- 3.7 **Agreements for Mayoral funds that will be paid to the Council :** authorises the Directors of Place and Sustainability and Corporate Resources, in consultation with the Leader of the Council, to sign all necessary grant funding agreements with the Mayor of London for Mayoral funds that will be passed to the Council for investment in Tottenham.;
- 3.8 **Approve the allocation and expenditure of Mayoral funds :** approves the allocation and expenditure of Mayoral funds that are to be passed to the Council as indicated in Appendix 1:
- highway, parking and pedestrian route improvements in North Tottenham to be undertaken in phase with NDP Scheme construction (£3.5m.)
 - district-wide combined heating and power scheme in North Tottenham with capacity to serve proposed and potential new development in the area (£2.5m.);
- These items will be added to the Capital Programme once full agreement with GLA on terms and conditions and profile of spend is agreed.
- 3.9 **Key focus on North Tottenham :** attaches a high priority to the phased regeneration of North Tottenham to capitalise on and complement the delivery of the THFC NDP Scheme with, as a next phase, a focus on the 10 hectares area between Tottenham High Road, Brereton Road, the railway line and the borough boundary (including exploring with residents the potential for estate renewal of the Love Lane/Whitehall Street housing estates and neighbouring blocks);
- 3.10 **Consultation with local residents and businesses :** authorises consultation with local residents and businesses on the principle of promoting the next phase of regeneration in the Northumberland Park area. The recent 'Have your Say' consultation on the regeneration plans for Tottenham identified the Northumberland Park area as a priority for regeneration and investment. This consultation will engage residents and businesses in Northumberland Park (including the area west of the High Road, as shown on the plan in Appendix 3) in developing plans and proposals for the area. The consultation will use the draft key principles set out in Appendix 2 (together with the Council's planning policies) as a basis for driving key regeneration outcomes;



Haringey Council

- 3.11 **Memorandum of Understanding** : notes that a non-binding Memorandum of Understanding has been signed with Tottenham Hotspur that sets out the intentions of both parties (without fettering the future exercise of discretion of either Cabinet or the Planning Sub-Committee) to support the delivery of the NDP scheme in the North Tottenham area and to explore the potential for wider regeneration in the area.
- 3.12 **Proposed NDP Scheme & s106 revisions**: notes the proposed NDP scheme amendments and revised s.106 to be considered at Planning Sub Committee on 13/02/12.
4. **Other options considered**
- 4.1 Supporting regeneration in Tottenham is a major Council priority and these recommendations will initiate the next phase of economic, social and physical regeneration for Tottenham.
- 4.2 These recommendations also support the delivery of the NDP Scheme which, in turn, can act as a catalyst for wider area regeneration consistent with the Council's objectives.
5. **Background information**
- 5.1 Tottenham comprises some of the most deprived areas of the country. Securing lasting improvements is a key priority for the Council and partners, exacerbated by the impact of the riots last August. Since the riots, the Council has undertaken wide ranging consultation with residents, businesses and stakeholders to understand their key concerns, aspirations and priorities with a view to developing a draft Regeneration Strategy for Tottenham (to be considered by Cabinet on 20th March.). The framework for consultation has focused on delivering regeneration and renewal in the following four priority areas:
- Northumberland Park / North Tottenham
 - Tottenham Green and Seven Sisters
 - Tottenham High Road
 - Tottenham Hale
- This spatial focus has gone hand in hand with consulting on the actions required to deliver the following key community and stakeholder priorities:
- Safe, Secure and Confident Communities
 - Thriving Businesses and More Jobs
 - High Quality Housing
 - Excellent Public Space and Transport
 - Investment in Tottenham
- 5.2 The investment package detailed in this report is informed by the priorities identified in para. 5.1 and by the feedback received so far during the public consultation exercises.



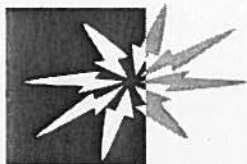
Haringey Council

5.3 North Tottenham / Northumberland Park Investment Programme

- 5.3.1 Central to the regeneration ambitions for Tottenham will be the ability to capture and exploit for the area the catalyst brought about by the potential £400m investment from a new Tottenham Hotspur football stadium and associated development. To deliver this opportunity in current challenging conditions requires co-ordinated investment by the Council, Mayor of London and the private sector.
- 5.3.2 The THFC NDP scheme can bring major benefits for Tottenham, signalling confidence in the area to counteract the negative images of last summer's riots. It will complement other important elements of the Tottenham recovery and regeneration strategy being spearheaded by the Council and partners. However, the building of a new stadium is only part of the regeneration solution. This catalyst, if properly harnessed, can provide the Council with a unique opportunity to secure more than just a stadium development. It can encourage regeneration across North Tottenham and beyond providing a new leisure destination, plus new homes and jobs in an area where investment is key to providing opportunity for local people, as well as raising the profile of North Tottenham across London, nationally and internationally.
- 5.3.3 Measures need to be considered to increase the viability of the NDP Scheme. Some of these, eg. revising the existing s106 legal agreement with Tottenham Hotspur and increasing the scale of development in the NDP Scheme, will be considered and determined by the Planning Sub-Committee at its next meeting on 13 February 2012.
- 5.3.4 Other measures are for Cabinet decision and are the subject of this report. A package of £27m. public sector investment (£18m. from the Mayor of London and £9m. from the Council) is proposed to help kickstart area regeneration. This includes investment that both complements the NDP Scheme and benefits the wider area and, at the same time, helps to boost confidence for private sector investors.

5.4 Current Position

- 5.4.1 Planning permission was granted for the THFC NDP Scheme on 20 September 2011 following the completion of the s106 agreement. However, THFC has made it known for some time that its new Stadium was not financially viable especially given the current very difficult situation in financial and development markets.
- 5.4.2 The Council has commissioned specialist advice on the Club's financial projections. This advice concludes that the Club is prudently managed and there is reasonable use of additional revenue from the larger Stadium to repay loan funding as well as recycling part of the capital receipts from the linked commercial and residential development. Advisers have indicated that the Club's financial assumptions are reasonable. Subject to approval to the measures being recommended in this report, together with the measures to be considered by the Planning Sub-Committee, the advice concludes that the Club now has a financial plan that has a reasonable prospect of supporting a viable and implementable NDP development.

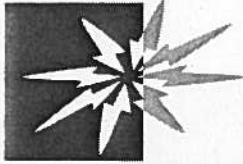


Haringey Council

- 5.4.3 There is a determination to bring forward the stadium development in order to capture the catalyst that the investment could provide. The stadium will bring investment, additional spending power, new jobs and homes. It is seen as central to the ambition to provide a new leisure-led destination in North Tottenham that could then attract further private sector investment. It provides the opportunity for the borough, with the support of local people, to bring about lasting change in the area.
- 5.4.4 In recent months the Council has also been consulting the local community to understand what type of change and regeneration people want to see in Tottenham. The key messages are that local people want safe, secure and confident communities, thriving businesses, more jobs, high quality housing, excellent public spaces and transport, and more inward investment.
- 5.4.5 The comprehensive regeneration of Tottenham requires investment in a full range of physical, social and economic measures across the four key character areas within Tottenham. The regeneration of the Northumberland Park area of north Tottenham is a strategic priority for the borough and for the Mayor of London such that public investment that complements existing proposals for the major stadium led regeneration scheme is vital for the transformation of one of the most deprived areas of the UK.
- 5.4.6 Negotiations have taken place with THFC and the Mayor of London to secure a public sector investment package that has the ability to stimulate further investment and bring forward complementary initiatives to improve the wider area. The Council's element of that package requires Cabinet's approval to the recommendations in this report.
- 5.4.7 In order to capture the key elements of these negotiations, the Council has entered into a Memorandum of Understanding with THFC. The Memorandum outlines the anticipated funding package for the whole area (including the provisions that are being recommended in this report), together with a range of other statements of intent to work with THFC to promote wider area regeneration. While the Memorandum is commercially confidential, it is not legally binding and cannot fetter the future exercise of the Council's discretion. However, it is important for private sector investment confidence and to outline a 'direction of travel'. There are no formal commitments until relevant decisions are taken by the Cabinet (as per this report), Planning Sub-Committee or other Committees as appropriate in accordance with the Council's Constitution.
- 5.4.8 In the light of the Memorandum and the negotiations with the Mayor, THFC has now announced its commitment to stay in Tottenham and is restructuring itself as a private company to be in a better position to secure development finance for the NDP Scheme.

5.5 Public Sector Investment & Regeneration in North Tottenham

- 5.5.1 In a letter dated 16 January 2012, the Mayor of London has committed to invest £18m. to support North Tottenham's regeneration (alongside, and as part of, the wider announcement of the £41.345m public / private funding package for the Tottenham regeneration programme). The specific elements of that investment are set out in Appendix 1. Subject to completing grant funding agreements with



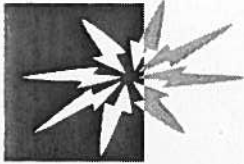
Haringey Council

the Mayor, it is proposed that £6m. of that will be passed to the Council in relation to North Tottenham (alongside £7m of other funding for regeneration projects in Tottenham.)

- 5.5.2 This Mayoral investment is linked to an additional co-ordinated and match funded investment by the Council of £9m. (subject to Cabinet approval to the recommendations in this report) producing total new investment of £27m. to support regeneration in North Tottenham. Cabinet has already approved £4m. investment in North Tottenham through the provisional capital programme for 2012/15 (however, this is subject to Full Council approval). This report requests a further £5m capital investment be committed to support regeneration in North Tottenham. The source of this funding is yet to be confirmed, but includes the possibility of being able to apply land receipts that may arise as part of any future estate renewal in the area. A financial viability exercise will reveal the potential for realising such a receipt.
- 5.5.3 Appendix 1 summarises the elements to be funded from the £27m. package. Funding by, or to be made available via, the Council is recommended to focus on five key elements of complementary investment to the NDP Scheme that will provide wide community benefits:
- new public and community event space;
 - heritage improvements
 - highway and parking improvements;
 - environmental improvements; and
 - a potential district-wide heating and power scheme.
- 5.5.4 Mayoral investment will help to secure land for new public space as a 'Stadium Approach' linking the new THFC Stadium with a potential new ticket hall situated at the southern end of White Hart Lane Station platform. This scheme may also bring new homes and commercial space. The Mayor will also provide funds to Transport for London towards providing additional passenger capacity at Tottenham Hale Station. Although not in North Tottenham, this is an important project to make travel to North Tottenham easier on Stadium event days as well as promoting Tottenham Hale as an investment and visitor destination.

5.6 Proposed NDP Scheme changes and s106 Agreement

- 5.6.1 Separately, the Planning Sub-Committee, at its next meeting on 13 February 2012, will be recommended to consider other elements of the overall package to help improve the viability of the NDP Scheme being funded by the private sector:
- increasing development floorspace to increase realisable value;
 - reviewing the extent of s106 funding obligations; and
 - considering the housing tenure mix of proposed new homes.
- 5.6.2 Specific highway, parking and pedestrian route improvements are proposed to be undertaken as part of the public sector package (£3.5m.) with an additional £3.5m. of Mayoral funds supporting improvements at Tottenham Hale Station. Cabinet's decision to allocate £3.5m. of the Mayor's funds to highway, parking and pedestrian route improvements is necessary to inform consideration by the Planning Sub-Committee of a report to review the extent of s106 obligations on 13 February 2012.

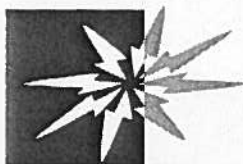


5.7 Opportunity for wider regeneration in North Tottenham

- 5.7.1 The proposed Council and Mayoral investment, together with the other measures to improve development value and reduce development costs of the NDP Scheme (subject to Planning Sub-Committee approval), now leads, in the opinion of specialist consultants appointed by the Council, to a reasonable prospect that the NDP Scheme will be able to attract the required private sector funding. That, in turn, should help bring forward wider regeneration attracting additional inward investment in North Tottenham and further new homes, jobs and public space.
- 5.7.2 The THFC investment provides a real opportunity for the community in North Tottenham to benefit from wider regeneration. Without it, there will be no catalyst to begin the process. However, the catalyst that this investment can provide for wider area regeneration and sustainable improvements in the local area – social, economic and physical – needs to be galvanised by public sector intervention.
- 5.7.3 The initial focus for that intervention is proposed to be the area west of Tottenham High Road covering 10 hectares north of Brereton Road up to the borough boundary east of the railway line (see Appendix 3).
- 5.7.4 The Council owns 35% of this area with 297 homes, a leased commercial property, Coombes Croft Library and The Grange Day Centre/offices on White Hart Lane. The industrial land north of White Hart Lane contains car repair/storage uses, a food production factory, a Sainsbury store, under-occupied industrial premises and premises along the High Road. Most of this land is in third party private ownership though THFC does own some plots.
- 5.7.5 Subject to consultation with local residents and businesses, the area has the potential for substantial change and improvement. It is recommended that this opportunity be explored and approval be given to key principles (linking with existing planning policies) that should underpin consultation and the shaping of regeneration options. Draft principles are listed in Appendix 2. Progress and decision reports will be brought back to Cabinet as appropriate.

5.8 'Growth on the High Road' Investment Programme

- 5.8.1 On the 14th November the Council submitted a comprehensive bid to the Mayor's Outer London Fund (OLF) for a range of projects and initiatives that would support growth and vitality on Tottenham High Road. The original bid submission was for over £10m of funding. Whilst noting the strength of the bid, the GLA requested that the projects be prioritised due to limited resources in the OLF. Following this, a prioritised bid for £2.505m of funding was submitted.
- 5.8.2 The key elements of the 'Growth on the High Road' investment programme are:
- Heritage and shop fronts improvements in Bruce Grove - £100k
 - High Road landmarks (inc. markets at Bruce Grove and Holcombe Road) - £335k
 - Transport and public realm improvements in Bruce Grove town centre- £450k



Haringey Council

- Tottenham Green: Cultural Hub (inc. landscaping, public realm improvements and market infrastructure) - £1.29m
- Interim uses, festivals and events (inc. film and arts programmes) - £130k
- Project delivery - £200k

5.8.3 Full details of the projects contained within the OLF bid are attached as Appendix 4.

5.9 Opportunity Investment Fund Investment Programme

5.9.1 This fund will be used to initiate projects and bring forward schemes and developments in Tottenham that otherwise could not happen either due to viability issues or lack of funding. Detailed option appraisals will be worked up for individual schemes and these will be subject to further discussions with Ward Councillors. Current options for the fund include:

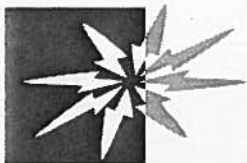
- Entering into partnership arrangements and overcoming scheme viability issues for developments that are integral to realising the regeneration objectives on the High Road and at Tottenham Hale
- Bringing forward development and occupation of vacant residential and commercial sites
- Brokering agreements between landowners and developers
- The potential for providing gap funding to bring forward upgrades to accessibility and capacity at Tottenham Hale station, as well as improving connectivity between the station and the £400m Hale Village scheme through public / private partnership

5.9.2 Clearly, public resources for the regeneration programme were always going to be limited and an investment fund that 'pump primes' projects, as well as offers the potential for investment returns to be rolled back into the fund, can be a way of optimising funds to make things happen in the area. The delivery of these schemes will see new housing being built, new jobs being created from the associated development activity, commercial units and empty properties being brought into active use and potential for improved connectivity to the transport hub at Tottenham Hale station.

5.10 Employment and Skills Programme

5.10.1 The Council is committed to continue tackling worklessness in the borough. High and increasing unemployment is perhaps the greatest challenge facing Haringey - and this is particularly focused in the east of the borough. Tottenham has historically suffered from high levels of labour market deprivation and this has been exacerbated by the recession of 2008 and subsequent economic turbulence.

5.10.2 Labour market deprivation is particularly acute in Tottenham where there are 17,430 people claiming out of work benefits, 22.1% of the population aged 16-64 and 63% of the borough total. The out of work benefits claim rate in Tottenham is amongst the 5% highest across all parliamentary constituencies in England. Deeper geographical analysis shows Northumberland Park to have the highest out of work benefits claim rate, at 30.4%, of all wards in London.



Haringey Council

5.10.3 Feedback from the public consultation events on the development of a regeneration strategy for Tottenham also shows that a lack of jobs, opportunities and enterprise is by far the biggest concern of local people.

5.10.4 The Council will be developing a new local programme tackling worklessness. Key elements underpinning the development of the new programme will be:

- aligning with the vision for, and utilising the opportunities from, a new **Employment and Enterprise Centre** at 639 Tottenham High Road
- a focus on **young people aged 16-24**;
- targeting **residents furthest away from work** who will not be supported by the Coalition Government's Work Programme and who will need **bespoke personalised support** to gain employment;
- **creating private sector employment**;
- **supporting local businesses and the local economy**
- **contributing to and be tied to the development of the regeneration programme for Tottenham**

5.10.5 The £1.5m funding from the GLA will be used to support the development of this programme.

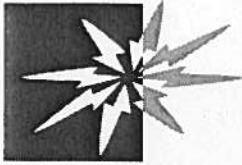
5.10.6 Full details of this new approach to employment will be contained in a separate report to Cabinet at a later date.

5.11 639 High Road Employment and Enterprise Centre

5.11.1 On top of the funding allocation for the Tottenham regeneration programme the GLA has set aside a sum of £3m for bringing back into use 639 High Road as an Employment and Enterprise centre. Prior to the riots 639 High Road housed the Council's Planning and Building Control service as well as parts of Homes for Haringey. Situated opposite Carpet Right and JobCentre Plus, the loss of these buildings in the riots have had an adverse affect on visitors and economic activity on that part of the High Road.

5.11.2 As stated in para 5.10.3, one of the key concerns coming through from residents are the lack of job and enterprise opportunities for residents of Tottenham. The development of an Employment and Enterprise Centre at 639 High Road could offer the following core services:

- **Enterprise space & support** – a centre for social entrepreneurs and business development, mentoring & administration support, short term space, workshops, and networking for start-ups or early stage businesses, links to existing and new incubator space or appropriate premises, a brokerage for sponsorship, loan and investment finance opportunities.
- **Employment and Skills Brokerage** – linking together the existing employment and employability services, a front-facing service for individuals from the age 16-64 seeking support into work, an employment brokerage service to employers offering advice and support on overcoming red tape, apprenticeships and incentivising local employment.
- **Support to young people and people at the entry levels of jobs/careers** – including identifying local support services/businesses, links to sports coaching, music, leisure food and hospitality sector opportunities, support



Haringey Council

to school and college career development initiatives through work experience, apprenticeships, training and volunteering.

- **Support to the Volunteer Network** – a focal point for local volunteering and work experience, a place for local people and businesses to support others through mentoring, knowledge and advice and a centre for business and career seminars, special events and initiatives.
- **Café and Crèche** – offering training and skills development in the hospitality and care professions, providing networking space for businesses and individuals, providing assistance to individuals with family and care responsibilities.

5.11.3 A separate report on the future use of 639 High Road is being considered at this Cabinet meeting (7/02/12). Subject to Cabinet's decision, the recommendation is that it should be sold to the GLA which will take responsibility for the refurbishment of the building and ongoing revenue funding. The Council will then work in partnership with the GLA to shape the proposals for the development of the Employment and Enterprise Centre. The funding identified by the GLA is to undertake the refurbishment works and to develop and run the enterprise initiatives.

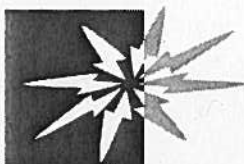
5.11.4 Full details, supporting information and options analysis is contained in a separate report to this Cabinet meeting (7/02/12).

6. Housing Service comments

- 6.1 Part of this report describes the potential benefits of regeneration to the west of the football stadium, and recommends that early consultation takes place with residents to gauge their views on the principle of regeneration in the area.
- 6.2 To improve the quality of housing, tackle neighbourhood disadvantage, attract investment and build sustainable and cohesive communities, it is essential that the Council considers the extent to which all sites – including the area to the west of the stadium – can contribute to the regeneration of Tottenham.
- 6.3 It is essential, also, that, as is proposed, the Council consults with local residents at an early stage and that all consultation with residents is carried out in partnership with Homes for Haringey and other registered providers.
- 6.4 Any regeneration proposal for the area must have regard to the aspirations, financial interests and housing needs of the leaseholders and social housing tenants. It is expected that any units of social rented housing that are lost in the course of any redevelopment will be replaced and that any social housing tenants who want to remain in the area will be rehoused in that area.

7. Comments of the Chief Finance Officer and financial implications

- 7.1 Although the headline announcement is a total package of £41.345m it is important to understand that this represents a combination of;



Haringey Council

- New Funding from External Organisations (primarily the GLA)
- Existing funding from external organisations
- Existing Council Funding approved at prior meetings but subject to Full Council approval
- Additional Council Funding to be agreed
- The value of in kind support where no actual money will be received

7.2 This is shown in more detail below;

| Description | Amount £ms | Source | Status |
|---------------------------------------|---------------|---|---|
| North Tottenham / Northumberland Park | 4 | Council Capital | Agreed by Cabinet 20/12/2011 in draft capital budget for 2012/13 subject to agreement of Full Council |
| North Tottenham / Northumberland Park | 5 | Council Capital | To be agreed in principle as part of this report with source of funding to be agreed at a later date |
| North Tottenham / Northumberland Park | 18 | GLA (please see Appendix 1 for full breakdown) | Confirmed by GLA |
| Growth on the High Road | 2.5 | GLA / OLF Bid | Confirmed by GLA |
| Growth on the High Road | 0.2 | Council | £100k is committed S106 £100k of officer resources |
| Growth on the High Road | 0.145 | Other (please see Appendix 1 for full breakdown) | £25k EH funding confirmed; £80k Diocese of London funding is in kind support; £40k Design for London funding TBC |
| Opportunity Investment Fund | 3 | GLA | Confirmed by GLA |
| Opportunity Investment Fund | 1 | Council Capital | Agreed by Cabinet 20/12/11 in draft capital budget for 2012/13 subject to agreement of Full Council |
| Employment and Skills | 1.5 | One-off additional funding identified in the Medium Term Financial Strategy | Funding in principle to be agreed by Cabinet on 7/2/2012 and subject to agreement of Full Council. Detailed programme to be agreed by Cabinet at a later date |
| Employment and Skills | 1.5 | GLA | Confirmed by GLA |
| Employment and Skills | 1.5 | From Local Businesses | To be secured from the private sector as part of new programme |
| 639 High Road | 3 | In kind support from GLA | Subject to Cabinet decision 7/2/2012. No funding will be received by the Council, aside from capital receipt from disposal. |
| Total | 41.345 | | |

7.3 Where the status is 'Confirmed by the GLA' this means the amount has been agreed in principle but the exact detail of the project will need to be agreed in



Haringey Council

partnership with GLA and it is likely that funding will only be passed over once this is resolved.

- 7.4 Thus the only additional Council resources to be agreed by this report are the £5m for the North Tottenham / Northumberland Park development. The source of this £5m. is still to be identified, however it could come from land sale receipts should estate renewal progress. It should be noted that there is no guarantee of the exact amount of income that will be received here and the Council needs to ensure it complies with regulations governing the use of capital receipts where Housing Revenue Account land is involved. If estate renewal does not progress then alternative funding will need to be identified to comply with the investment package.
- 7.5 Complementary to this report, Planning Committee will be asked to reconsider the NDP Section 106 payments to be made at their meeting on 13/02/12.
- 7.6 Where funding from the GLA is expected to fund projects or to be passed through the Council to complement the NDP scheme, the Council will need to be assured that all relevant agreements are complete with the GLA before entering into any commitments.
- 7.7 The Council is working with external advisors to assure itself that the business model presented for the Northumberland Park Development scheme is robust and offers the best opportunity to deliver wider regeneration in North Tottenham.
- 7.8 Revenue funding for the Tottenham Team to support the Regeneration Programme is considered within a separate report to this Committee.

8. Head of Legal Services and legal implications

- 8.1 The proposed amendments to the NDP S.106 Agreement are to be considered and determined by Planning Sub-Committee on the 13th February. That Committee will also be considering two planning applications to amend the existing planning permission to allow further development as part of the overall aim to improve the viability of the stadium proposal. The allocation of funds by Cabinet does not fetter the future exercise of discretion by Planning Sub-Committee in considering and determining those matters.
- 8.2 The issue of State Aid for the whole package will be considered and no monies will be committed by the Council until appropriate counsel's advice has been received about this issue.
- 8.3 The Memorandum of Understanding is not legally binding on any of the parties. It will not fetter the future exercise of the Council's discretion and is subject to the necessary Cabinet, Planning Sub Committee and other consents required. The MoU has appropriate safeguards to ensure that Council expenditure is contingent on receipt of Mayoral funds.



Haringey Council

9. Equalities and Community Cohesion Comments

- 9.1 The Index of Multiple Deprivation scores show that areas in the east of the borough particularly the north east, in White Hart Lane and Northumberland Park have the highest levels of deprivation in the borough. Of the 144 Super Output Areas across the country, 26% are among the top 10% most deprived in the country. All except one of these is in the east of the borough, populated predominantly by Black and Ethnic Minority communities and characterised by among other things: higher than average levels of unemployment; lower levels of skills and qualifications and; lower than borough average rate of self-employment
- 9.2 The funding package and the investment and regeneration programmes outlined in this report are targeted at these most deprived districts of Haringey and will benefit the most deprived communities who live in those districts, helping to redress some of the inequalities that exist in Haringey. It will also help to transform Tottenham's image for local people and external investors and help create a thriving place where people choose to live, work and stay throughout their lives, thus enhancing community cohesion in the area.
- 9.3 We are meeting with specific equalities groups as part of the development of the Regeneration Strategy. A full Equalities Impact Assessment will also be developed as part of the draft Regeneration Strategy that will be considered by Cabinet on March 20th.

10. Head of Procurement Comments

n/a – although procurement advice will need to be provided on certain projects and programmes as the regeneration programme develops

11. Policy Implications

n/a

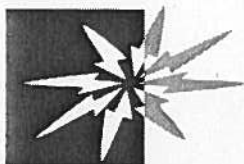
12. Use of Appendices

- Appendix 1 – Tottenham Regeneration Programme – Public Sector Investment Package
- Appendix 2 – Draft Transformation Principles for North Tottenham
- Appendix 3 – Plan of High Road (west) area
- Appendix 4 – Outer London Fund bid

13. Local Government (Access to Information) Act 1985

Background Papers

- s106 Agreement dated 20 Sept. 2011 between THFC, the Council, Transport for London and other parties
- Letter from the Mayor of London 16 January 2012 'North Tottenham Regeneration Funding'

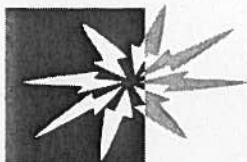


Haringey Council

Appendix 1. Tottenham Regeneration Programme – Funding and Investment Package

1. North Tottenham / Northumberland Package Investment Package

| Measures | £ (capital) | £ (revenue) | Funded by | Year |
|--|---------------|-------------|----------------|---------|
| Highway, Parking & Environmental Improvements: | | | | |
| ▪ Highway, bus & ped'n. route improvements (linked to construction of NDP Phases 1 & 2) | £2.22m. | - | Mayor (to LBH) | 2011-13 |
| ▪ CPZ – Haringey (incl'dg. free residents permits) (linked to construction of NDP Phases 1 & 2) | £0.98m. | - | Mayor (to LBH) | 2013-15 |
| ▪ Road closures and Traffic Management Orders (linked to NDP Phase 2) | £0.1m | - | Mayor (to LBH) | 2012 |
| ▪ Access to Northumberland Park Station | £0.2m. | - | Mayor (to LBH) | 2012 |
| Worcester Avenue – environmental, traffic & parking improvements | £0.5m | - | LBH | 2016 |
| Sub-total | £4m | - | | |
| Public Transport Capacity Improvements: | | | | |
| Tottenham Hale Station – funding towards gateline and escalator passenger capacity improvements | £3.5m. | - | Mayor (to TfL) | 2012-16 |
| Sub-total | £3.5m | - | | |
| Public realm and heritage improvements linked to NDP Scheme: | | | | |
| ▪ Heritage building improvements | £3m. | - | LBH | 2012-14 |
| ▪ Contribution to community event and public space | £5m | - | LBH | 2015-16 |
| Sub-total | £8m | - | | |
| Wider Area: | | | | |
| ▪ CCHP plant – funding towards construction of plant with capacity to serve NDP & potential new development in North Tottenham | £2.5m. | - | Mayor (to LBH) | 2013-14 |
| ▪ Stadium Approach – land acquisition and new public boulevard/square linking to new White Hart Lane Station ticket hall | £8.5m | - | Mayor | 2012-15 |
| ▪ North Tottenham Regeneration Masterplan | £500k | - | LBH | 2012 |
| Sub-total | £11.5m | - | | |



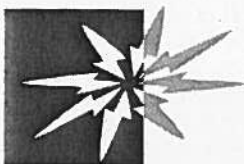
Haringey Council

Total Funding:

Mayor £18m.
Council £9m.
£27m.

2. Growth on the High Road (OLF bid)

| Measures | £ (capital) | £ (revenue) | Funded by | Year |
|--|-------------|-------------|--|---------|
| 1. Heritage & Shop Front Improvements | | | | |
| Bruce Grove Priority Schemes | £100k | - | Mayor (to LBH) | 2012/13 |
| 2. High Street Landmarks | | | | |
| Bruce Grove Toilets – external works | - | £25k | English Heritage | 2012-14 |
| Monument Way Toilets – design options | - | £10k | Mayor (to LBH) | 2012-14 |
| Bruce Grove Market – new canopy | £100k | - | Mayor (to LBH) | 2012-14 |
| Holcombe Road Market – new canopy | £200k | - | Mayor (to LBH) | 2012-14 |
| Westerfield Rd Arches – market feasibility study | - | £25k | Mayor (to LBH) | 2012-14 |
| 3. Transport and Public Realm | | | | |
| Bruce Grove Town Centre Public Realm | £450k | - | Mayor (to LBH) | 2012-14 |
| 4. Tottenham Green: Cultural Hub | | | | |
| Landscaping of the Green | £400k | - | Mayor (to LBH) - £300k LBH - £100k | 2012-14 |
| Installation of market infrastructure | £150k | - | Mayor (to LBH) | 2012-14 |
| Old School Yard | £280k | - | Mayor (to LBH) - £200k Diocese of London - £80k | 2012-14 |
| Bernie Grant Arts Centre – public space | £90k | - | Mayor (to LBH) | 2012-14 |
| Improvements to footpaths | £50k | - | Mayor (to LBH) | 2012-14 |
| Town Hall Approach Road – raised carriageway | £500k | - | Mayor (to LBH) | 2012-14 |
| 5. Meanwhile uses, festivals and events | | | | |
| Community Film festival – Film London & LOAF | - | £60k | Mayor (to LBH) | 2012/13 |
| Tottenham Public Room | - | £80k | Mayor (to LBH) - £40k | 2012/13 |



Haringey Council

| | | | | |
|--|---|-------|--------------------------------------|---------|
| | | | Design for London - £40k | |
| Arts Programme – Bernie Grant Arts centre / LOAF | - | £30k | Mayor (to LBH) | 2012/13 |
| 6. Project Delivery | | | | |
| Heritage and shop fronts project | - | £150k | Mayor (to LBH) - £100k LBH - £50k | 2012-14 |
| Programme management | - | £150k | Mayor (to LBH) - £100k LBH - £50k | 2012-14 |

Total Funding:

| | |
|---------|----------------|
| Mayor | £2.505m. |
| Council | £200k |
| Other | £145k |
| | £2.85m. |

3. Opportunity Investment Fund

| Measures | £ (capital) | £ (revenue) | Funded by | Year |
|---|-------------|-------------|-----------------------------------|---------|
| Projects TBD following options appraisal and economic impact assessment | £4m | - | Mayor (to LBH) - £3m LBH - £1m | 2012-14 |

Total Funding:

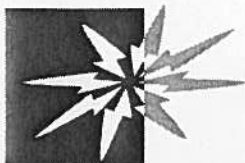
| | |
|---------|-------------|
| Mayor | £3m. |
| Council | £1m. |
| | £4m. |

4. Employment and Skills

| Measures | £ (capital) | £ (revenue) | Funded by | Year |
|------------------------|-------------|-------------|---|---------|
| Detailed programme TBD | - | £4.5m | Mayor (to LBH) - £1.5m LBH - £1.5m Private sector - £1.5m | 2012-14 |

Total Funding:

| | |
|----------------|---------------|
| Mayor | £1.5m. |
| Council | £1.5m. |
| Private sector | £1.5m |
| | £4.5m. |



Haringey Council
5. 639 High Road

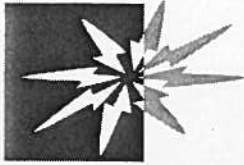
| Measures | £ (capital) | £ (revenue) | Funded by | Year |
|---|-------------|-------------|-----------|---------|
| Purchase and refurbishment | £2m | - | Mayor | 2012/13 |
| Employment, enterprise, training, skills and volunteering initiatives | - | £1m | Mayor | 2012-14 |

Total Funding:

Mayor

£3m.

£3m.



North Tottenham's 10 Transformation Principles (Draft for consultation):

Regeneration proposals for North Tottenham will encompass:

- 1. Phased redevelopment and improvement focused on enabling existing residents to stay in the area in better quality homes*
- 2. Expanding housing choice and supply*
- 3. Social and economic development programmes to increase educational attainment, job skills and opportunity for local people*
- 4. Fostering the growth of new and existing businesses in appropriate locations and, where moves are necessary, supporting firms to remain in Haringey*
- 5. Increasing jobs*
- 6. Sustainable development with access to new public spaces for community and cultural events*
- 7. Phased provision of supporting community infrastructure, including school places and healthcare facilities*
- 8. Increasing residents' and visitors' perceptions of safety*
- 9. Catering for the needs of visitors, maximising spend in North Tottenham while minimising adverse impacts on residents and businesses*
- 10. Maintaining strong public transport links with the wider area and modernising rail infrastructure*

TOTTENHAM HOTSPUR

STADIUM APPROACH

WIDER REGENERATION AREA

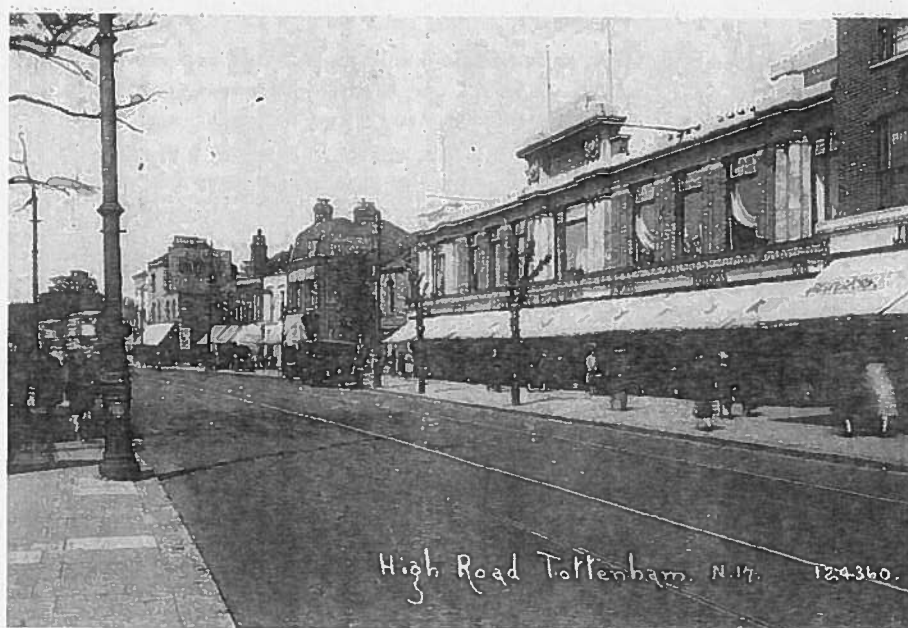
WIDER REGENERATION AREA

Tottenham High Road

Growth on the High Street

In support of LBH bid for the Outer London Fund - Round 2

November 2011



Tottenham High Road circa 1910

The Challenge

On the evening of 6th August 2011 Tottenham High Road bore witness to the most extraordinary scenes of civil disturbance in decades. The protesting that turned into a standoff with police and escalated to widespread looting and arson triggered a week of civil unrest across the capital and other major English cities and left the high road scorched and strewn with rubble.

Over 200 businesses were disrupted, 9 businesses closed because their properties were destroyed. Consumer confidence has been badly shaken and when local retailers were surveyed they felt that trade was down by over 50% in the weeks following the disturbances.

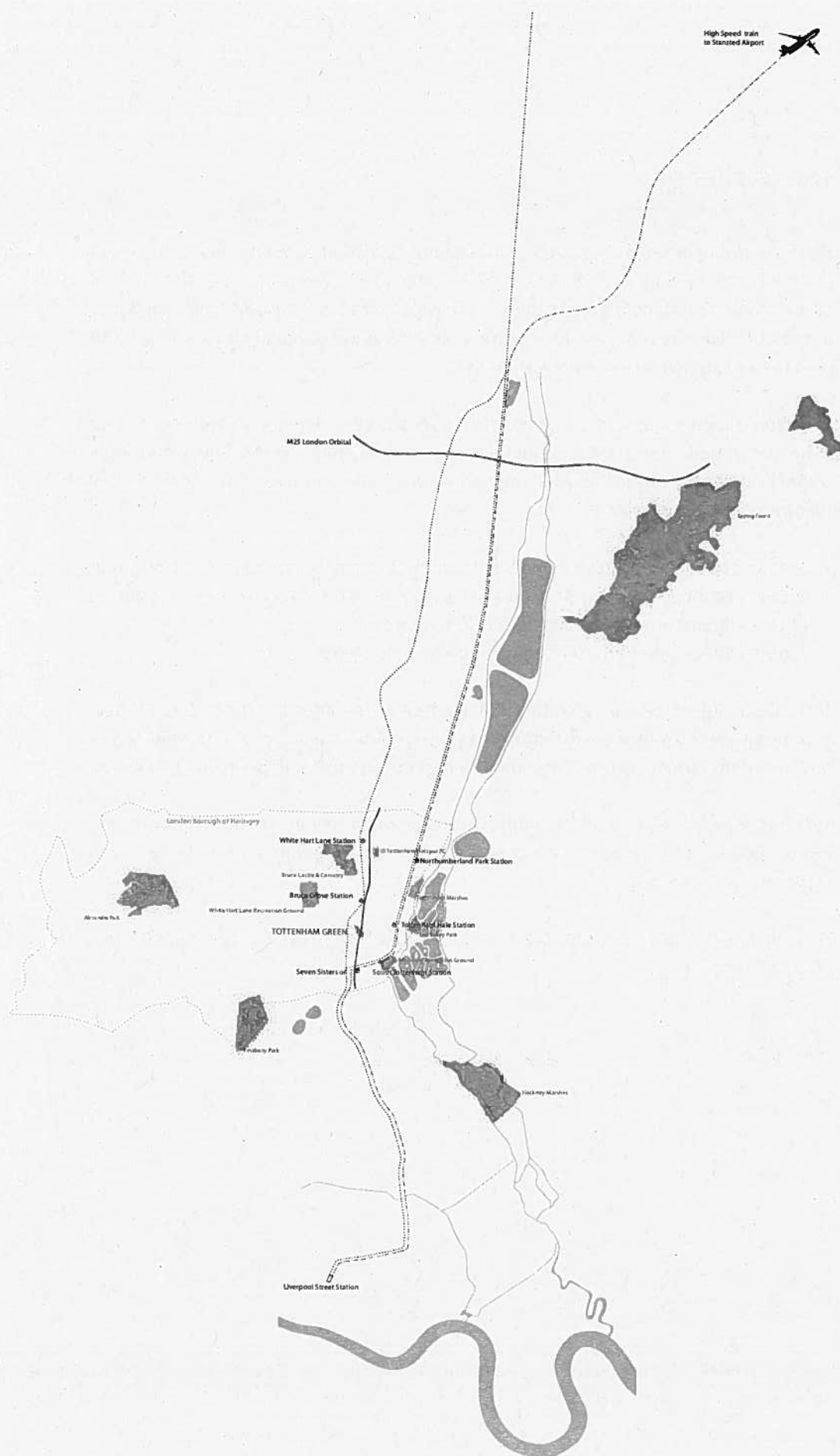
This was a brief but destructive event in the long history of Tottenham. The disruption to business exposed serious structural weaknesses in the small business economy

- traders whose turnover is less than £800 per week
- traders who couldn't afford to fully insure their contents.

Tottenham High Road is an architecturally rich site embedded in a richly diverse local community with Tottenham Hotspur FC as a key cultural asset, but that opportunity and latent dynamism is not translating to success in the small business economy.

This bid seeks to revitalise and improve the look and feel of the environment and infrastructure and to be an excellent platform for ongoing and wide reaching regeneration schemes.

This bid complements the proposals submitted under the Mayor's Regeneration Fund, outlined in section 4.



Contents

This document is intended to support the LB Haringey application for Outer London Fund round 2 funding to be made in mid November 2011.

- 1**
 - 1.1 The Place
 - 1.2 High Road Opportunities
 - 1.3 High Road Challenges

- 2**
 - 2.1 The Actions

Action 1 - Continuation of Heritage & Shopfront Renewal Programme.

Action 2 - Regeneration and Restoration of Community Landmarks.

Action 3 -Public Realm & Transport Works: Tottenham Hale to and including the High Road.

Action 4 - Tottenham Green Cultural Events Space.

Action 5 - Meanwhile Uses: Public Rooms & Events.

- 2.2 Project Costs Summary
- 2.3 Capital / Revenue Split

- 3**
 - 3.1 The Criteria
 - 3.2 Geographic Suitability
 - 3.3 Deliverability
 - 3.4 Vibrancy & Growth
 - 3.5 Collaboration & Support

- 4**
 - 4.1 The Package

- 5**
 - 5.1 Demonstrating Economic Uplift
 - 5.2 Outcomes
 - 5.3 Equalities
 - 5.4 Risk Register

- 6**
 - 6.1 Contact Details and Endorsement

- A**
 - Business Case and Economic Impact Assessment

1

1.1 The Place

Tottenham, Haringey

Tottenham is part of the London Borough of Haringey which is an outer London borough defined along its eastern boundary by the geography of the Lea Valley and the reservoirs within the valley.

Tottenham is a key strategic location within the Upper Lee Valley Opportunity Area and the London-Stansted-Cambridge-Peterborough growth corridor and is well connected by road and rail to the City and West End in the Central Activities Zone.

Tottenham has a population of 91,201 and comprises a rich mix of different nationalities, cultures and ethnic backgrounds. 36% of the population are under the age of 24 (compared with just under 28% for the rest of the borough) and almost 200 languages are spoken.

The economic geography of Tottenham is based upon various connected centres of economic activity on the radial transport corridor of the High Road (A1010) which connects Tottenham with the M25, the City and central London.

The High Road

The High Road is a historic route into London that has become a diverse and varied mixed-use high street that now plays a key role in linking a series of north London communities. The distinct centres on the High Road include Northumberland Park & White Hart Lane which is home to Tottenham Hotspur, the historic Georgian high street area at Bruce Grove, the emerging cultural hub at Tottenham Green and Seven Sisters which is rich in multi-cultural life.

The reconfiguration of Tottenham Hale gyratory to take two way traffic will connect the High Road with the Hale Village redevelopment scheme happening at Tottenham Hale and open up a London Plan Opportunity Area for major housing growth and job creation.

Tottenham's current economic structure is enriched by a vital and diverse package of small independent

retailers and service sector businesses, as well as a variety of industrial business in and around the High Road and also in the Lea Valley.

Growth

Moving forward, our regeneration ambitions for Tottenham will be focused on four priority areas along the High Road corridor. This will create an enhanced leisure destination with new housing and jobs that will complement the new Tottenham Hotspur stadium complex. To the South, the High Road will be anchored by a major mixed use development at Wards Corner which through the improvement of the public realm as a result of the reconfiguration of the Tottenham Hale Gyratory will link to the emerging Tottenham Green leisure, education and cultural quarter.

The commercial heart of the High Road itself has potential for 250 new homes through intensification of sites and a range of public realm, transport and shop front improvements. Linked to the High Road through the reconfiguration of the Tottenham Hale gyratory, Tottenham Hale has seen significant private and public investment to date and as a result of this combined with other development opportunities that area has the potential to become a town centre with high density mixed use community creating over 4,000 new homes and jobs, high quality employment space and retail park and significantly improved urban realm improving public access to Lee Valley Regional Park.

The borough recognises that employment, community and culture in Tottenham are centred around the High Road and it is essential that the High Road is able to support growth in the area as well as attract visitors from other parts of London. This is recognised by the borough-led commissioning of East Architects to produce the High Road Urban Framework, issued in January 2011. This framework strongly informs the approach to this bid which seeks to continue delivering the objectives set out in the framework document.

1.2 High Road Opportunities

Tottenham High Road is a bustling, diverse London high street. A trading route for two thousand years, the High Road has many layers of architectural and cultural heritage that is a strong foundation for the high street's growth and is potentially a strong attractor to inward investment. Today its commercial and civic role reflects the diverse Tottenham communities that surround it and reaching out into the neighbouring boroughs.

It also attracts tens of thousands of visitors to the Tottenham Hotspur Stadium as well as local festivals, visual art events, film screenings, music and theatre performances as well as to the shopping corridor.

1) Significant new private and public investment is being made;

Major projects on and around Tottenham High Road listed below are channelling significant private and public investment into the area over the coming years:

The Tottenham Hotspur Stadium and related development has been reported as being a potential investment of £400 million.

Hale Village to the east of Tottenham Hale Station will include 1,200 residential properties plus a range of community and leisure facilities.

The gyratory is being transformed into a two way system that includes the High Road and a new bus station at Tottenham Hale.

The RSL sector has invested in new affordable and intermediate tenure developments for example the development of new housing by Newlon Housing Trust behind the old Town Hall on Tottenham Green.

CONEL is continually seeking to strengthen and develop its campus at Tottenham Green.

The redevelopment of Wards Corner at Seven Sisters Road is being promoted for residential and mixed use development.

2) The High Road is a diverse and bustling retail corridor;

Shops include major supermarket chains, local convenience and comparison retail as well as independent clothing and electronics outlets. There are also a number of pubs, restaurants and entertainment venues.

3) There is a highly valued historic fabric;

There is a significant Georgian, Victorian and Edwardian built heritage on the High Road. This includes homes, shop fronts, civic buildings, museums, parks and landscapes at locations such as Seven Sisters, Tottenham Green, Bruce Grove and Scotland Green.

4) Tottenham High Road has a significant collection of community facilities;

At the southern end of the high street is anchored by a series of institutions including the College of Haringey, Enfield and North East London, the Tottenham High Road Enterprise Centre, the Bernie Grant Arts Centre, the Marcus Garvey Library and a local authority leisure centre. There are thousands of users and visitors to these facilities each week.

To the north there are sports facilities and schools fronting the High Road.

5) Established infrastructure is in place;

A series of development sites have been identified. Approximately twenty sites have been identified with housing potential ranging from ten to a hundred homes, along with other uses.

Highways, public transport, utility services are all in place and the block and parcel framework is well established.

1.3 High Road Challenges

1) There are significant local housing pressures;

There are problems of over-crowding and high numbers in poor quality accommodation, high numbers in temporary accommodation, high numbers in homes in multiple occupations, a shortage of family accommodation and the particular housing needs for larger units of black and minority ethnic (BME) families.

There is scope for the High Road to help address housing pressures and this will be an important element in the success of an intensified borough.

2) There is deprivation to be addressed;

The Lower Level Index of Multiple Deprivation Super Output Area Analysis (SOA) shows that Northumberland Park, Bruce Grove and Tottenham Hale are all in the 5% most deprived SOAs in London. Housing and employment investment is required to reduce deprivation.

3) Property values have lagged;

Local property values are lower than in communities to the south and west despite good access to public transport and employment. Residential values increased more slowly during the 2001- 2007 boom than London as a whole and other parts of North London.

Average residential values for local wards are:

Northumberland Park - £ 210,846

Bruce Grove - £ 239,492

Tottenham Green - £ 252,142

Tottenham Hale - £ 201,021

Average values in the eastern part of Haringey lag well behind the west but this is an opportunity to provide much needed homes for families rather than low quality homes of multiple occupation.

4) The public realm detracts from the quality of place;

The public realm, the street-scape, landscape and open spaces, is inconsistent, aging, poor quality and under-used.

The High Road has a rich history with many buildings of national historic and architectural interest. However,

the character of the road has been somewhat eroded in the 20th century by less sympathetic interventions and a decline in the condition of the building fabric and public realm.

5) Site development will be required to enable public improvements;

It is expected that public funding will be constrained for the next three fiscal years at a minimum. Private investment needs to be encouraged and this investment could be prompted by a stronger high street environment.

5) The August riots have left scars on the high street and within the community that need to be addressed;

The riots have had a major impact on local communities and businesses. As well as the cost of the damage (45% of businesses were damaged or lost stock, 95% lost trade), the loss of such high street staples as the Post Office, Job Centre Plus, Carpet Right, Aldi and Fitness First have dramatically affected footfall for the wide range of small, independent businesses, often existing at the margins, that play a key role in job creation in the local economy.





Action 1 - Heritage & Shopfront Improvements

Action 1 - Heritage & Shopfront Improvements

Action 1 - Heritage & Shopfront Improvements

Action 3 - Public Realm & Transport Works

Action 5 - Tottenham Green Cultural Events Space

2

2.1 The Actions

The intention of this bid is to begin a programme of works that facilitate growth on the High Road. In the wake of the disturbances and in light of the current and future housing growth anticipated in the area, it is essential to see the High Road as occupying a central role in making Tottenham a better place to live and visit.

All of the proposed actions pave the way for growth in terms of housing, employment and community.

Action 1

Continuation of Heritage & Shopfront Renewal Programme.

Proposal

A package of frontage and street level improvements to shop fronts and heritage facades on the high street.

Context

Over the last 10 years the Council, together with English Heritage and Heritage Lottery Fund, has been pursuing an ongoing programme of conservation led regeneration of the High Road. As a result many of its historic building and terraces have been repaired and reinstated, and now once again make a valuable contribution to uplifting the quality and character of the area. The most recent programme of works has delivered over £3.2million of historic building improvement works in the Bruce Grove conservation area.

A consolidated approach will be taken by focusing on defined commercial and mixed-use areas which are important to the local community and neighbourhood businesses that form the focus for community life and prosperity. The service will oversee the delivery of the scheme, contracting the professional team and building contractor which has proved to be successful in previous schemes.

The heritage and shopfront projects on the High Road will link in with other improvements in the area and create a synergy of regeneration to nearby existing communities and businesses, and other parts of Tottenham.

Outcomes

- Higher Quality High Street

Up to 20 buildings will be brought back into use and maintained. This will also help raise property value in the area.

- Greater Visitor Numbers

The renewed shopfronts will help attract new visitors from outside of the area and cement the High Road as a quality visitor and shopping location.

- Inward Investment & Economic Renewal

A minimum of 5 businesses will be created or accommodated in restored properties helping to trigger further inward investment.

- Education & Skills

Up to 20 tenants and/or landlords will be invited to gain skills by participating in design and construction processes.

- Job Creation

Up to 100 new jobs could be created on the High Road with around 100 more safeguarded.

Locations

Five packages of work have been identified four of which are to be considered for this bid the final one being a longer term and secondary ambition.

1. Bruce Grove Priorities (471-489 High Road)
2. North Tottenham Priorities
3. Tottenham Hotspur FC Heritage Buildings
4. Secondary Schemes
5. Reserve Schemes (not applied for)

Delivery Team

Land owners / stakeholders
Heritage architect
Graphic designer

Delivery Timescale

Medium to long term - 22-26 months.

Consultation with property owners and tenants would start in March/April 2012 prior to legal agreements being drawn up and signed. The schedule of works would be drawn up and contractors secured from the framework. Delivery will take two years to complete.

Other / Match Funding Secured

£190k has been secured from landowners for the North Tottenham Priorities work.

Requested Contribution Breakdown

| | |
|-------------------------------|-------|
| 1. Bruce Grove Priorities | £100k |
| 2. North Tottenham Priorities | £755k |
| 3. THFC Heritage Buildings | £3M |
| 4. Secondary Schemes | £450k |

Total OLF required - £4.305M

(Total Project Budget - £4.495M)



Completed LBH shopfront improvements scheme funded through EH.

Action 2

Restoration & Regeneration of High Road Landmarks

Proposal

A programme of physical work to two important street markets and feasibility studies into a new market site at Westerfield Way and reusing a redundant toilet block on Monument Way.

Context

The markets at Bruce Grove Station and Holcombe Road are a key part of the local retail offer. They also play a major role in generating the 'atmosphere' in Bruce Grove through vibrant outdoor shopping and driving footfall.

Haringey Council and Network Rail will be the principle delivery partners for the market schemes as landowners, and the scheme will require engagement with shop holders occupying premises under the railway arches. The market at Holcombe Road is designated as a retail space, let by the Council to the Hall family – who have had a trading history in that location for over 50 years.

These projects have already been subject to initial feasibility and design concepts by East Architecture. This will form the basis of a formal tender process for a design and build scheme.

Outcomes

- Higher Quality High Street

2 street markets will be regenerated and restored along with work on two derelict buildings.

- Stronger Community

More community space will support the current and future housing growth in the area with one new market site identified and initial design work done.

- Inward Investment & Property Prices

Two vacant buildings will be restored and initial work on reactivating them undertaken.

- Increased Footfall / Shopping Revenue

Restored and new markets will help bring in new visitors and increase footfall on the high street.

- Job Creation

The new market site could create around 30 new jobs

on the High Road once operational.

Locations

Bruce Grove Market - new canopy

Holcombe Road Market - infrastructure / environment

Westerfield Rd - feasibility study looking at using the site as a market site.

Monument Way Toilets - initial design work investigating reuse.

Bruce Grove Toilets - facade restoration (not applied for).

Delivery Team

Land owners

Architect / designer / Business planning

Landowners / stakeholders

Delivery Timescale

Medium term - 4-8 months.

Enabling works will be relatively light for this scheme and to avoid prolonged loss of trade for existing tenants and loss of services to customers, delivery time will be kept to a minimum. It is anticipated that this could be delivered within 6 months of funding approval.

Other / Match Funding Secured

£25k of funding has already been secured from English Heritage for external works to a second unused toilet block at Bruce Grove.

Requested Contribution Breakdown

| | |
|---------------------------------------|-------|
| Bruce Grove Station Market | £100k |
| Holcombe Road Market | £200k |
| Monument Way Toilets Feasibility | £10k |
| Bruce Grove Toilets (not applied for) | |
| Westerfield Way Market Feasibility | £25k |

Total OLF required - £335k

(Total Project Budget - £360k)



Bruce Grove Market - will benefit from a new canopy which will replace the impromptu one that has been erected by the stall holders.



Holcombe Road Market - will be reworked and upgraded which will bring new life to this important high road feature.



Monument Way Toilets - to be the subject of a feasibility study into their reuse.



Bruce Grove Toilets - LBH have already done a feasibility study looking at how the toilets might be brought back into use. £25k has been secured from EH to restore the exterior. The borough is not asking for further funding from OLF for this project.

Action 3

Public Realm & Transport Works: Tottenham Hale and the High Road

Proposal

Public realm improvement work along the High Road and linking the High Road with Tottenham Hale.

Context

Major investment in urban realm on Tottenham High Road is based on TfL's Better Streets principles. The proposed investment would be between Northumberland Park and Park Lane and between Monument Way and Scotland Green – areas designated as North Tottenham and Bruce Grove respectively.

A High level of intervention is proposed which would include:

- Tidy up of road marking and street furniture.
- Decluttering of pavements.
- Relocate/merge functions such as signposts and seats.
- Modest rethinking of traffic management options.

Estimates are based upon a recent Wood Green pilot study by Urban Initiatives the High level of intervention is estimated to cost £200 per M2. All interventions involving the installation of Legible London signage has the technical support and experience of Transport for London to support delivery.

Outcomes

- Better Traffic Management
- 1.5km of road improved.

- Improved Public Realm
- 6000m2 of public realm improved.

- Increased Footfall

Up to 400k visitors to sporting events and shopping areas.

- Improved linkage to transport centres

Vastly improved public realm and wayfinding between Tottenham Hale and the High Road as well as areas around Bruce Grove and Seven Sisters.

Locations

Legible London Signage - Tottenham Hale & the High

Road.

Chestnuts Road - public realm improvements between Tottenham Hale and the High Road.

Bruce Grove Town Centre - public realm works centred around Bruce Grove.

North Tottenham Highways Improvements - highways work in Northumberland Park associated with the Tottenham Hotspur FC development.

Delivery Team

Architect / Urban Designer
Highways & Transport Planning
Transport for London

Delivery Timescale

Long term - 22-26 months.

Initial Tidy-up and decluttering works will be delivered in the initial 12 months after funding approval, including full planning and works. Traffic Management options will take a full year to plan and implementation will not begin until 2013/14. The implementation of Legible London schemes will be coordinated with the project to upgrade the Tottenham Hale gyratory and with footpath works in North Tottenham. Thus the start of this project will be scheduled for the 3rd of June 2013 and completed in 8 months.

Other / Match Funding Secured

£30k has been secured from TfL for the Legible London work.

£130k has been secured from the Local Improvement Fund for the public realm work on Chestnuts Road between the High Road and Tottenham Hale.

Requested Contribution Breakdown

| | |
|---------------------------------------|-------|
| Public Realm Chestnuts Road | £270k |
| Bruce Grove Town Centre Public Realm | £450k |
| Legible London Signs (Tottenham Hale) | £85k |
| North Tottenham Highways (TH FC) | £3M |

Total OLF required - £3.805M

(Total Project Budget - £3.965M)



The public realm between Tottenham Hale and the High Road is low quality and difficult to navigate. The Chestnuts Road and Legible London work will help create a stronger link between Tottenham Hale Station and the High Road.

Action 4

Tottenham Green Cultural Events Space

Proposal

A rework and improvement of Tottenham Green to include an events space, opening up of the Holy Trinity Old School Yard for public use and strengthened links with the Bernie Grants Arts Centre.

Context

East Architects have provided initial concepts for the schemes at Tottenham Green, additional schemes and costs have been provided by key partners in the wider area proposals; the Diocese of London for Holy Trinity school building and the Bernie Grant Arts Centre.

Tottenham Green is identified in the borough's emerging Core Strategy as a focus for cultural activities, which is supported by the proximity of cultural and community venues and will be supported by works to make the green a space for hosting public events and markets.

The project will support the current development of new housing by Newlon behind Tottenham Town Hall.

Outcomes

- Improved Green Space

2 Hectares of green space will be improved for local community use along with 100m metres of road and pavement.

- Stronger Communities

The Old School Playground work will facilitate the opening of a new community facility.

- Higher Visitor Numbers

The space and the events that take place will be a strong attractor of visitors, up to 46,000 visitors are estimated.

- Virtuous Circle of Investment

Having a facility of this nature in the area will help attract future investment.

Locations

Tottenham Green Landscaping - relandscaping of the green to include an outdoor events space.

Market Infrastructure - plug in points and storage for market events on the green.

Old School Yard - Relandscaping and opening of the Old School Yard with Holy Trinity Church.

Bernie Grants Arts Centre Space - completed landscaping of space between centre buildings.

Improvements to Footpaths - new footpaths on and around green.

Town Hall Approach Road Levelling - the road carriageway raised to pavement level.

Delivery Team

Architect / Urban Designer

Local Community / User Groups and Artists

Landowners / Stakeholders

Delivery Timescale

Medium term - 12-24 months.

Works to create the community square at Bernie Grant Arts Centre will happen within 6 months of funding approval. Full scheme design and consultation for the re-shaping of Tottenham Green and Holy Trinity School will take 6-8 months and works will be carried out between November 2012 and March 2013.

Other / Match Funding Secured

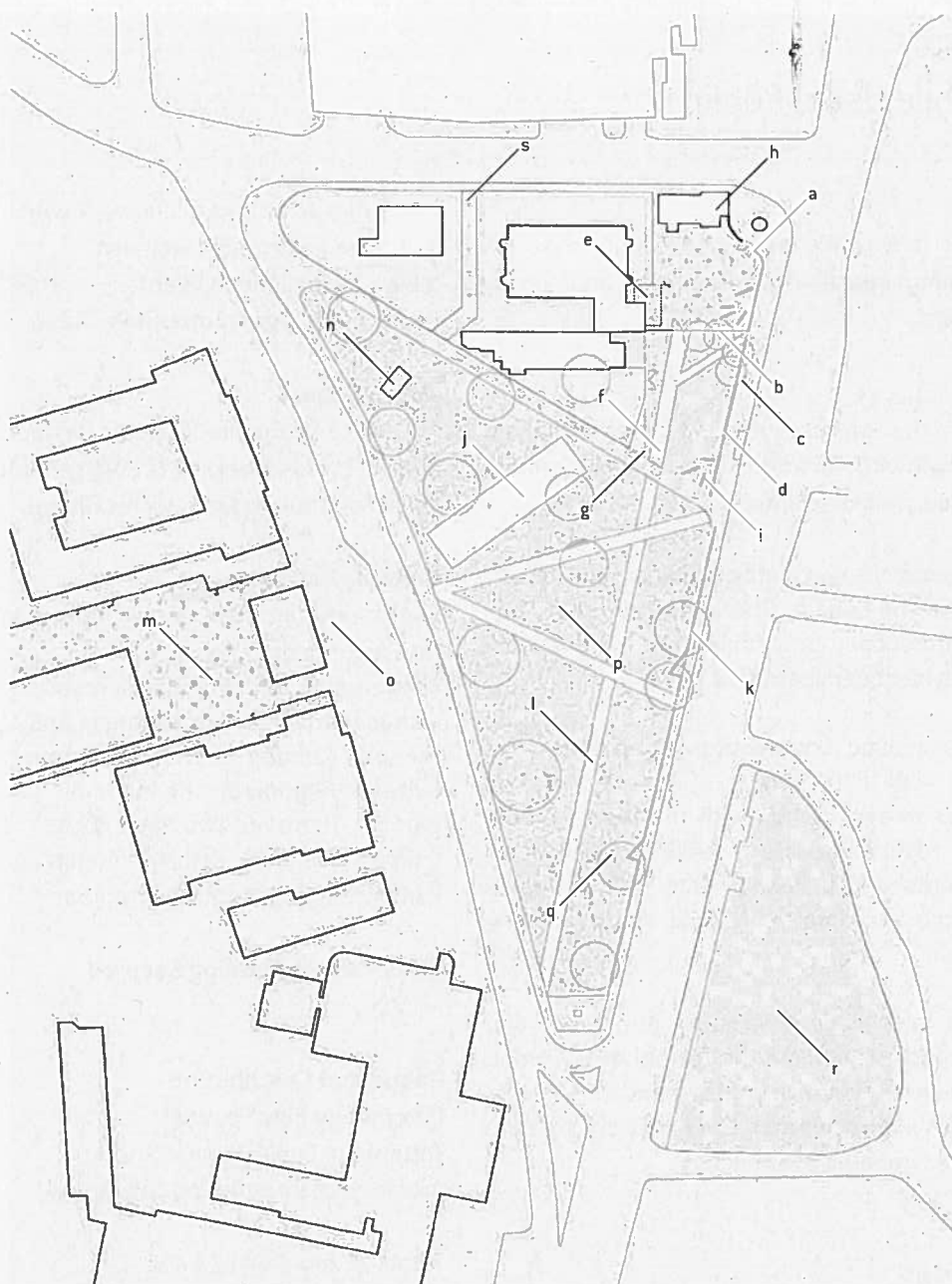
£100k has been secured through a section 106 agreement to contribute to landscaping of the Green. £80k is being contributed by the Diocese of London in connection with the Old School Yard. The parish is also providing a licence for use of new green space, community use of Old School Building, 2no volunteer management of centre and access to playground for much of the year.

Requested Contribution Breakdown

| | |
|---------------------------------|-------|
| Green Landscaping | £300k |
| Market Infrastructure | £150k |
| Old School Yard | £200k |
| Bernie Grants Arts Centre Space | £90k |
| Improvements to Footpaths | £50k |
| Town Hall Approach Rd Levelling | £500k |

Total OLF required - £1.29M

(Total Project Budget - £1.47M)



Tottenham Green - core scheme

- | | |
|---|--|
| <p>a Existing gates to be open at all times unless specific activity on site requires them to be temporarily closed.</p> <p>b New fence and gate to be open at all times unless specific activity on site requires them to be temporarily closed.</p> <p>c Some existing trees to be retained.</p> <p>d Southern part of old school playground boundary wall to be remade due to state of poor repair.</p> <p>e Toilet / kitchen block could be redesigned, allowing improved access to church hall and public / heritage frontage.</p> <p>f New path to across opened land to be made from water water-permeable material.</p> <p>g Fence to be removed and replaced with a more visually open design, possible new access point for nursery users along with possible realignment of fence. Unused space to the north might be substituted for realigned area.</p> <p>h Wheelchair access to be provided to toilet facilities within old school building.</p> <p>i Public seating which could double up for market use or childrens play etc.</p> | <p>j Events platform with moselle pattern to reflect that found in the town hall moselle room.</p> <p>k New edge treatment, low wall for sitting on and to protect green from vehicular access.</p> <p>l Adjusted / extended path layout crossing the green.</p> <p>m Landscaping around the Bernie Grant Arts Centre to be complete to original design.</p> <p>n Electrical sub-station to be clad in reflective material.</p> <p>o Re-worked landscape in front of BG Arts Centre to allow for better connection to Green and potential for pavement events / markets. New street furniture in this area.</p> <p>p Earth bunds to be re-worked to create a more amphitheatre like set of forms.</p> <p>q Tree canopies to be raised in order to increase visual permeability of space.</p> <p>r The green on the far side of the high road should be restored with increased seating.</p> <p>s New access route to church entrance from the Green.</p> <p>t Town Hall Approach Road to be raised to the same level as the pavements.</p> |
|---|--|

Action 5

Meanwhile Uses: Public Rooms & Events

Proposal

A series of meanwhile uses and events that will occupy empty spaces with engaging and locally driven events.

Context

Building on the success of the I Love Tottenham campaign held in October this year, this programme will deliver a series of events.

The programme of events and activities incorporated in the bid for the London Outdoor Arts Festival has already been scoped out, costed and a framework of providers has been identified.

The events include community and outdoor film screenings with Film London. A series of Arts Programmes in association with the Bernie Grants Arts Centre, regular markets at the Green, Slow Down London events and a Public Room that promotes local produce and informs people about ongoing regeneration.

Events will take place in existing temporary and permanent locations along the Tottenham Corridor, subject to negotiation with land owners and venues, and in places like Tottenham Green will consolidate the site as an ongoing event space.

Outcomes

- Attract Visitors

It is estimated that the events and arts programmes could attract 27k visitors per annum.

- Publicity

Events will help publicise the area as a happening and good place to be as well as promote the High Road as a good shopping destination.

- Stronger Communities

The events will draw on local and London wide talent to make good things happen and create stronger community links that are vital for successful growth.

Locations

Multiple unused / temporary locations. Events will include:

6 free film screenings including 3 outdoor events.

1 or more public room 'pop ups'.

3 Slow Down London Events.

Regular Markets at Tottenham Green

Delivery Team

Architect / Designers / Graphic Designers

Special Events Planning & Engagement

Local Community Groups / Art Groups

Delivery Timescale

Short term - immediate start with events rolling into the long / medium term.

All events will be scheduled across 2012/13 to spread visitor footfall across the year and to complement the pan London events programme such as the cultural Olympiad, the Olympic and Paralympic games. There are two fixed dates – the Slow Down London weekend – 4th/5th August, and the Outdoor Film Weekend 7th/9th September.

Other / Match Funding Secured

None.

Requested Contribution

| | |
|--------------------------------------|------|
| Community Film Festival | £60k |
| Tottenham Public Room / Shop | £40k |
| Arts Programme with Bernie Grants AC | £30k |

Total OLF required - £170k

(Total Project Budget - £170k)



Local child taking part in Tottenham Festival, organised as part of the 'I Love Tottenham' campaign.

2.2 Project Cost Summary

(* Priority Project)

| | Capital | Revenue | Total Project Cost | OLF - LB Haringey | OLF - Tottenham FC | Total OLF Funding | Other Funding Secured |
|--|---------------|------------|--------------------|-------------------|--------------------|-------------------|-----------------------|
| Action 1 - Heritage and Shop Front Improvements | | | | | | | |
| Bruce Grove priority schemes | 100 | - | 100 | 100 | - | 100 | |
| North Tottenham priority schemes | 945 | - | 945 | 755 | - | 755 | 190 |
| THFC - Heritage Buildings | 3,000 | - | 3,000 | - | 3,000 | 3,000 | |
| Secondary schemes | 450 | - | 450 | 450 | - | 450 | |
| Reserve schemes | 2,584 | - | 2,584 | - | - | - | |
| Total Costs | 7,079 | 0 | 7,079 | 1,305 | 3,000 | 4,305 | 190 |
| Action 2 - High Street Landmarks | | | | | | | |
| Bruce Grove Toilets - external works | - | 25 | 25 | - | - | - | 25 |
| Bruce Grove Toilets - bring back into use | 540 | - | 540 | - | - | - | |
| Monument Way Toilets - design options | - | 10 | 10 | 10 | - | 10 | |
| Bruce Grove Market - new canopy | 100 | - | 100 | 100 | - | 100 | |
| Holcombe Road market - new canopy | 200 | - | 200 | 200 | - | 200 | |
| Westerfield Rd Arches - market feasibility study | - | 25 | 25 | 25 | - | 25 | |
| Total Costs | 865 | 60 | 900 | 335 | 0 | 335 | 25 |
| Action 3 - Transport and Public Realm | | | | | | | |
| Legible London signage, Tottenham Hale & High Rd | 115 | - | 115 | 85 | - | 85 | 30 |
| Public realm improvements Chesnuts Road | 400 | - | 400 | 270 | - | 270 | 130 |
| Bruce Grove Town Centre Public Realm | 450 | - | 450 | 450 | - | 450 | |
| North Tottenham Highways improvements | 3,000 | - | 3,000 | - | 3,000 | 3,000 | |
| Total Costs | 3,965 | 0 | 3,965 | 805 | 3,000 | 3,805 | 160 |
| Action 4 - Tottenham Green: Cultural Hub | | | | | | | |
| Landscaping of the Green | 400 | - | 400 | 300 | - | 300 | 100 |
| Installation of market infrastructure | 150 | - | 150 | 150 | - | 150 | |
| Old School Yard | 280 | - | 280 | 200 | - | 200 | 80 |
| Bernie Grant Arts Centre - public space | 90 | - | 90 | 90 | - | 90 | |
| Improvement to footpaths | 50 | - | 50 | 50 | - | 50 | |
| Town Hall Approach Road - raised carriageway | 500 | - | 500 | 500 | - | 500 | |
| Total Costs | 1,470 | 0 | 1,470 | 1,290 | 0 | 1,290 | 180 |
| Action 5 - Meanwhile uses, festivals and events | | | | | | | |
| Community Film festival - Film London and LOAF | - | 60 | 60 | 60 | - | 60 | |
| Tottenham Public Room | - | 40 | 40 | 40 | - | 40 | |
| Arts Programme - Bernie Grant Arts Centre/ LOAF | - | 30 | 30 | 30 | - | 30 | |
| Total Costs | 0 | 130 | 130 | 130 | 0 | 130 | |
| PROJECT DELIVERY | | | | | | | |
| Heritage and shop fronts project officer | - | 150 | 150 | 100 | - | 100 | 50 (LBH) |
| Programme Management | - | 150 | 150 | 100 | - | 100 | 50 (LBH) |
| Total Costs | 0 | 300 | 300 | 200 | 0 | 200 | 100 |
| Total | 13,379 | 490 | 13,844 | 4,065 | 6000 | 10,065 | 655 |

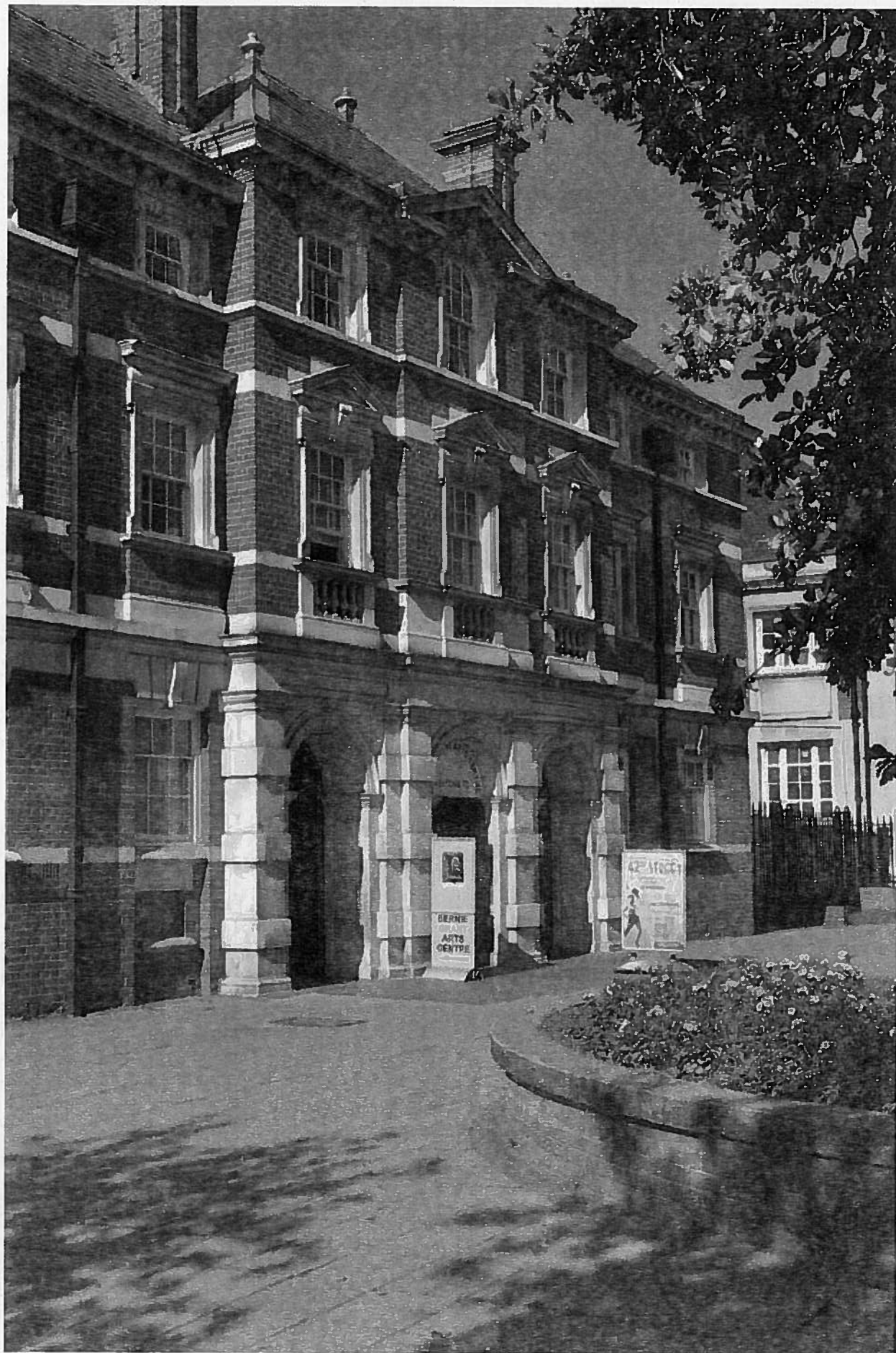
Although all of the projects are good candidates for OLF funding and urgently needed, LB Haringey have highlighted (in blue) a priority package of just over £2.5M that should be considered a baseline proposal.

2.3 Capital / Revenue Split

| Full OLF Package | £10.065M | Priority OLF Package | £2.505M |
|------------------|-------------|----------------------|--------------|
| Revenue | £490k (5%) | Revenue | £465k (19%) |
| Capital | £9575 (95%) | Capital | £2040k (81%) |



Local people cleaning up the High Road after the August riots.



3

3.1 The Criteria

Economic context

Tottenham High Road sits within the wider Upper Lea Valley (ULV) – designated as an opportunity area in the London Plan. The ULV's location 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 the south-east offers huge benefits to businesses. It offers the land and 'elbow room' to respond to economic change, and the underused or poor quality industrial land and 'lazy assets' London's industry is vital to its role as a World City and we are putting in place wide ranging plans to realise an industrial renaissance across North London. There is also a significant opportunity to revitalise our town centres – to bring new investment and create a better mix of uses including significantly more office and workspace and a wider cultural industrial offer.

Despite Town Centres in the ULV providing a number of opportunities for quick development (with established transport and community infrastructure and places with individual character), a range of local studies have concluded that the area is underperforming. They highlight a need for places to be made more distinctive, diversify their offer and control the type of retail provision. Average market rents for retail are around £15 per sq ft, which is 41% below the Brent Cross comparator for the sub region. In the bid for Enterprise Zone status in the ULV it was determined that there was potential for up to 1,000 new jobs within development opportunities across the town centres across the ULV. As the largest centre – spatially – Tottenham High Road has the potential to deliver a significant proportion.

Modern thriving town centres cannot rely on a traditional mix of retail and evening economy uses to be a sustainable economic ecosystem. They need to offer genuine mixed use employment opportunities where office workers, cultural industries and light industry provide the basis for footfall and expenditure in the town centre.

3.2 Geographic Suitability

The Tottenham Corridor contains two District Town Centres; Bruce Grove and Seven Sisters/West Green Road (Haringey UDP designations). There are a number of local shopping areas that adjoin the district centres and Tottenham Hale (identified in the London Plan and the draft borough Core Strategy as an emerging district centre). This agglomeration of important retail centres combines to create a wider Tottenham retail and small business service offer of over 400 units, turning over in excess of £90m (Haringey Retail and Town Centre Study 2008) and employing over 3,500 people in retail, food & drink and service sector activities along the whole high road (BRES 2010).

We know, through analytical tools like CommuterView and Commuter APS (both ONS) that the majority of locally employed people live within the borough and in the case of employment along the high road corridor, many live in the local or adjoining ward. This makes the Tottenham Corridor vitally important to the economic wellbeing of local residents. Interventions need to simultaneously secure local employment, boost employment growth and create high standard of retail and leisure opportunities.

In terms of wider eligibility, Haringey is an Outer London Borough as defined by the Outer London Commission. There is no direct Crossrail or Olympic investment taking place in Haringey. Estimated benefits to Haringey for Crossrail investment are based upon potential expansion of economic opportunity through reduced travel times along the east-west axis of the capital, rather than direct investment. The 'Crossrail Distribution of Benefits Paper' commissioned by Crossrail Limited and Transport for London places Haringey just above the median in terms of estimated annual transport and earnings benefits by Londoners from Crossrail. This measure and Haringey's ranking is a crude statistical assessment and assesses individual financial gain per resident rather than per

business – who are the principle stakeholders in our town centres.

3.3 Deliverability

Haringey Council has a well established track record in delivering major capital schemes of the type identified in Actions 1 to 4. All schemes put forward have been identified as priorities and developed by officers who have a wealth of experience and understanding of how to effectively plan and manage projects of this type and scale. All schemes identified have been developed to be achievable in two years.

For action 5, we have worked with cultural organisations; the Bernie Grant Arts Centre, the London Outdoor Arts Festival (co-ordinated by Allium Opus) and Film London to ensure that the events and creative programme are delivered by organisations with requisite capacity and track record. All elements of action 5 will be delivered in year 1 of the programme.

The bid document has been subjected to local stakeholder consultation, compliments the funding bids submitted under the Mayor's Regeneration Fund (see section 4 of this bid) and aligns to our regeneration ambitions for Tottenham and delivering our vision for Tottenham.

Vision - Tottenham will be a thriving destination where people choose to live, work and stay throughout their lifetimes

Underpinning the delivery of this vision will be:

- Inward investment – promotion of Tottenham's assets, driving forward investment to bring new businesses, homes and jobs to the area.

- Excellent public space and transport – we will improve access points to the area, enhance existing public open space and refresh local character areas to support a flourishing business environment.

- Thriving businesses, more jobs – we will invest in education, training and skills to equip local people who live here to enter the workplace and take advantage of new business opportunities as a result of inward investment.

- High quality housing – we will build high quality new homes, offer housing choice and promote balanced communities who choose to stay in Tottenham.

- Safe, secure and confident communities – we will work with, and through, local communities to rebuild confidence in the area and help people to feel safe.

3.4 Vibrancy & Growth

Retail is one of Haringey's key sectors and our Town Centres are the key location for that sector and home to the majority of the 8,000 retail jobs in the borough. Our town centres feature 162,000 m² of retail floorspace which generates over £420m turnover annually. Our emerging LDF recognises the importance of town centres and Policy SP10 of our Core Strategy states:

"Haringey's town centres are more than just targeted areas to shop – they provide an "experience" including leisure for shoppers (cinema and leisure centres), community facilities as well as employment in the form of offices and places to live. They provide a focus of activity and community life and provide character and identity to the local area and borough as a whole."

Haringey's Economic Regeneration service has worked extensively to support the development of Town Centre Partnerships comprising of businesses and traders in each of our town centres. Tottenham is no exception to that. The long established Tottenham Traders Partnership have received financial and technical support from the council, helping them to take a proactive approach to the development and success of their trading environment.

Whilst there is good social capital locally, despite recent events, there is insufficient financial capital for the market to drive major investment alone. Public intervention is required to prepare the ground and help realise the latent potential of the Tottenham Corridor.

3.5 Place Shaping

All submitted proposals are building on existing and emerging identities that give the Tottenham Corridor a distinct look and feel. This is based upon key cultural influences, historic specialisms and niche retailers. Tottenham High Road has its origins as far back as Roman times, although the current Bruce Grove section of Tottenham High Road has its development attributable to late Victorian times following the opening of Bruce Grove railway station in 1872. Subsequently Bruce Grove/Tottenham High

Road District Centre is characterised by Victorian and Edwardian buildings with some modern infill. Today the centre serves an important local function to residents and shoppers in Tottenham and of course it has Tottenham Hotspur FC as a standard bearer for the area carrying its name to success in top flight football domestically and across Europe. West Green Road was once 'the' destination for craft and quality tailoring for residents of that part of the old county of Middlesex.

As part of Haringey's LDF, a suite of local planning documents will be emerge including relevant Area Action Plans and potential Neighbourhood Plans that will shape development in the Tottenham Corridor. Successful planning needs strong stakeholders who are capable of supporting high quality strategy and policy development.

3.5 Collaboration & Support

The proposals in this document represent workstreams that have been developed over the last 18 months, supported by a range of external bodies including TfL, East Architects, Design for London, English Heritage and prioritised by a range of stakeholders, including:

- Haringey Council
- Landowners
- Traders and the business community
- Residents associations
- Local heritage groups
- Transport for London
- The Greater London Authority
- Tottenham Hotspur FC

Delivery will be supported by key partners identified in the bid and through the deployment of an organisation knowledge and expertise in delivering similar schemes and an existing framework of providers.



299KG
13446

299KG
13446



5

5.1 Demonstrating Economic Uplift

First and foremost the Outer London Fund presents a massive opportunity to protect London's more vulnerable town centres from the serious deterioration in retail trading conditions that has begun in the north and is slowly moving south. Consumer confidence has continued on a downward trajectory, Gfk NOP survey figures show a 3% decline in consumer confidence in June 2011 compared to June 2010. The Consortium of British Retailers reported that sales were up 1.5%, against a 3.4% increase in June 2010 and that it shows just how tough times are when total sales growth of 1.5 per cent is regarded as "not that bad"

Wider regeneration objectives for Tottenham will be delivered over a long timescale.

Businesses in the Tottenham Corridor and the Council will work together to establish a set of baseline indicators prior to the start of each project.

Footfall - Haringey Council has commissioned Nathaniel Lichfield Partners to conduct a Town Centre Healthcheck in the Tottenham Corridor, including a footfall study in November 2011, which will establish a baseline position. An immediate survey of local business after the riots revealed a perception based figure of a 50-70% drop in footfall in the weeks immediately after 6th August 2011 and a drop upwards of 90% of trade in the Night Time Economy.

Turnover - The overall turnover along the Tottenham Corridor, including Tottenham Hale is estimated at in excess of £90m per annum - based on these figures a 50% drop over two/three weeks will amount to a loss of income in excess of £2m, much of this to small independent traders. A comparator group will be established, representative of the business community in the Tottenham, who will provide a baseline of turnover to measure the local impact of funding.

Vacancy rates/empty properties - current vacancy rates are less than 1.5% across the 700+ units in the Tottenham Corridor. The council operates a quarterly monitoring of vacancies.

Conduct a second perception survey of business, following up from the survey conducted post disturbances. Low vacancy rates are indicative of relatively low property prices - up to 41% lower against the sub-regional average - and an under-developed capacity for commercial floorspace. Since the riots there is evidence of new businesses opening on the High Road, which suggests that price is still an incentive for investment.

Business rates (NNDR yield) - The rateable value for retail alone along Tottenham High Road and Tottenham Hale Retail Park is £18.34m per annum. The 2008 borough retail study identified a capacity for an additional sales floorspace of 2,230 sqm - an increase of 114%. This would facilitate a substantial increase in NNDR - assuming a similar balance of use classes. The majority of this increased floorspace will require substantial inward investment to achieve.

The 2008 retail study indicated that for high value comparison goods, the in-borough retail offer, such as at Tottenham Hale Retail park are key sites. However, both household and on-street surveys indicated that the environmental quality and safety of all centres including Tottenham was an issue. The other key finding to note is that on-street surveys indicated that average visit to town centres was relatively short - between 23 and 33 minutes - this indicates that all centres including Tottenham are not sufficiently capturing the leisure visitor market.

5.2 Outcomes

Increase footfall by creating and marketing a retail offer that attracts new customers, developing a cultural and creative programme that attracts new visitor footfall.

Create new and safeguard existing employment through growth and improved economic performance.

Creating new employment opportunities through inward investment and new commercial activity.

Better townscape through restoration and repair of buildings on the High Road that represent the strong architectural heritage of Tottenham.

Restoration of key nationally and locally listed buildings by White Hart Lane football stadium as gateways to the redeveloped stadium and new public realm in the South East corner of the site.

Better pedestrian experience through improved footpaths, removal and simplification of street furniture, better signage and better traffic management.

Better supporter experience for large volume of pedestrians on Tottenham Hotspur match days through improved footpaths, removal and simplification of street furniture, better signage and better traffic management.

Implementing Legible London signage at Tottenham Hale and Seven Sisters Stations to improve the visitor experience and to better direct new visitors to the commercial centres of Tottenham and encourage walking leading to better health outcomes.

Development of a new and flexible events space at Tottenham Green.

Extension of green space at Tottenham Green to include land and access to the old school building at Holy Trinity Church.

Enabling works for the old school building at Holy Trinity Church to become a community facility and to hold events, attracting an additional 14,000 visitors a year.

Create a community square and performance space at Bernie Grant Arts Centre that can increase the capacity of the venue to a maximum of 4,000 people – indoor and outdoor use.

Develop and deliver an aspiration programme of creative and cultural events that engage local residents and new audiences. New audiences including the growing student population at Tottenham Hale, but also engaging with a growing culturally literate audience who it can be demonstrated through other examples in outer London will travel to new places for quality events and activities.

5.3 Equalities

The Council has assessed, where possible, all schemes in this proposal against the impact on the following key equalities strands, in line with its duties under the Equality Act 2010: age, disability, gender, race, religion or belief and sexuality. The assessment extends to the Council ensuring that the partners included in this application have the policies and procedures in place to adhere to the requirements of the Equality Act 2010.

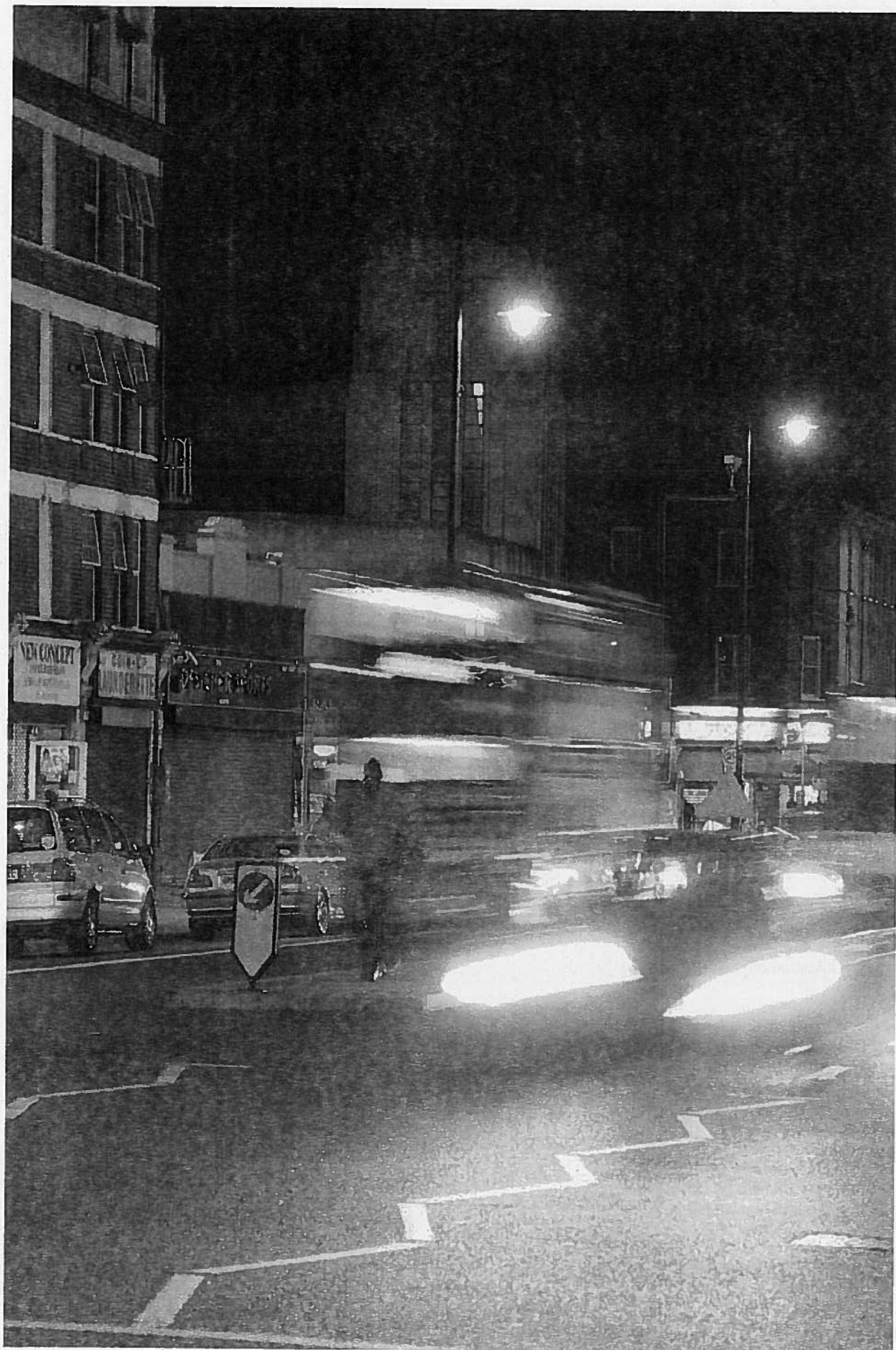
The projects focus upon some of the most deprived areas of the borough and recognises the diversity and ethnicity of the area. All sections of the community including disadvantaged groups will benefit from the scheme, as it will lead to improved shops and an improved environment. Legible London signage is a component part of this scheme, which will promote access and usability of public highways.

An Equalities Impact Assessment will be prepared as part of the planning and design of all schemes and events. The impact of the actions will be monitored, where possible, against the key equalities strands identified above and reported to a project steering group and the GLA, if required.

In developing this application the Council has closely consulted with key stakeholders, including business representative groups, to determine how to maximise the effectiveness of the projects proposed. The Council will act as the accountable body for these projects and will distribute funding on a contractual basis with agreed, measurable and time bound schedules of outputs/outcomes included. The schedules will be monitored by the Council and project progress will be reported to a steering group made up of key stakeholders from the Local Strategic Partnership. This will also feed into any GLA monitoring and reporting requirements.

5.4 Risk Register

| Risk | Risk Owner | Impact (H/M/L) | Probability (H/M/L) | Proximity (MM/YY) | Mitigation Plan Summary |
|---|------------|----------------|---------------------|---|--|
| Economic Regeneration may not receive the expected full allocation from the Outer London Fund. If this happens there is a risk that the programme budget will fall short of the expected budget for Tottenham and therefore not deliver all the outcomes. | LBH | M | M | January 2012 | Economic Regeneration to seek funds through other funding sources (such as Section 106 or Housing Association) as match or savings in other projects to cover any funding gaps. If this is not possible, the scope of the project will be reviewed and reduced to match funding available whilst ensuring benefit is realised. |
| There is a risk that the freeholder/tenant of properties may not agree to participate in the heritage and shop front improvement scheme which would lead to properties identified for repairs not benefiting from building improvements grant-aid. | LBH | L | M | Any point up to signing of the legal agreements. | Move onto the next property identified in the next priority list in the identified delivery plan. |
| Discovering unforeseen building conditions (full building condition survey cannot be carried out until scaffolding erected at start of building contract) | LBH | M | M | April 2013 | Architect to make assessment of increased costs that might occur during the course of the contract. Financial provision made for contingency as advised by Architect. |
| For property/shop owners where English is a second language, there may be communication difficulties. | LBH | M | M | From point of initial contact and consultation - April 2012 | Project Officer to provide additional support and extra time to support needs where necessary. If necessary a translator to be employed. |
| Prolonged bad weather during the winter forces the delay or halts external works | LBH | M | M | November 2012 | Risks will be mitigated where possible by contingency planning. |
| Negotiations with key stakeholders cause delay to access and licenses for highways works where not LBH controlled highways. | LBH/TFL | L | L | November 2012 | Risks will be mitigated where possible by contingency planning. |



6

6.1 Contact details and endorsement

London Borough of Haringey
Tottenham Team
6th Floor
River Park House
225 High Road
Wood Green
London
N22 8HQ

Tel: 020 8489 2670

We have read the GLA data protection and freedom of information policies and accept how we generally plan to treat your application and other related information if someone asks to see it under the Freedom of Information Act 2000.

Please treat our proposal as confidential information .

Please treat the financial information as confidential information.

To the best of my knowledge, I confirm that the information supplied on this form is correct and complete. If successful, this organisation will use the funding only for the purpose shown in this application and will meet all the terms and conditions of the attached agreement to any funding offer that is accepted.

Signed:



Name (please print): Marc Dorfman

Position: Assistant Director Planning and Regeneration

Date: 11/11/2011

Endorsement - see separate letter from Chief Executive



A

Business Case and Economic Impact Assessment

The Place

Tottenham is a key strategic location within the Upper Lee Valley Opportunity Area and the London-Stansted-Cambridge-Peterborough growth corridor and is well connected by road and rail to the City and West End in the Central Activities Zone. In recent years it has seen major investment in improvements to the buildings along the High Road, the phase 1 works to facilitate the reconfiguration of the gyratory and improvements to Tottenham Hale station forecourt by Transport for London.

Tottenham has a population of 91,201 and comprises a rich mix of different nationalities, cultures and ethnic backgrounds. 36% of the population are under the age of 24 (compared with just under 28% for the rest of the borough) and almost 200 languages are spoken.

The economic geography of Tottenham is based upon various connected centres of economic activity on the radial transport corridor of the High Road (A1010) which connects Tottenham with the M25, the City and central London. The High Road is a historic route into London that has become a diverse and varied mixed-use high street that now plays a key role in linking a series of north London communities. These centres on the High Road include the proposed Tottenham Hotspur stadium redevelopment, the heritage led regeneration of the Georgian high street, the development of an emerging cultural hub at Tottenham Green and proposals for a major mixed use scheme at Wards Corner. The reconfiguration of Tottenham Hale gyratory to take two-way traffic will connect the High Road with the Hale Village redevelopment scheme happening at Tottenham Hale and open up a London Plan Opportunity Area for major housing growth and job creation. Tottenham's current economic structure is dominated by small independent retailers and service sector businesses, as well as a small but important range of industrial businesses.

Moving forward, our regeneration ambitions for

Tottenham will be focused on four priority areas along the High Road corridor (Figure 1) and delivering our vision for Tottenham.

Vision - Tottenham will be a thriving destination where people choose to live, work and stay throughout their lifetimes

Underpinning the delivery of this vision will be:

Inward investment – promotion of Tottenham's assets, driving forward investment to bring new businesses, homes and jobs to the area.

Excellent public space and transport – we will improve access points to the area, enhance existing public open space and refresh local character areas to support a flourishing business environment.

Thriving businesses, more jobs – we will invest in education, training and skills to equip local people who live here to enter the workplace and take advantage of new business opportunities as a result of inward investment.

High quality housing – we will build high quality new homes, offer housing choice and promote balanced communities who choose to stay in Tottenham.

Safe, secure and confident communities – we will work with, and through, local communities to rebuild confidence in the area and help people to feel safe.

The Problem

The riots have had a major impact on local communities and businesses. As well as the cost of the damage (45% of businesses were damaged or lost stock, 95% lost trade), the loss of such high street staples as the Post Office, Job Centre Plus, Carpet Right, Aldi and Fitness First have dramatically affected footfall for the wide range of small, independent businesses, often existing at the margins, that play a key role in job creation in the local economy.

Even before the recent disturbances there were considerable barriers to private sector investment in Tottenham. A cycle of economic and social deprivation, transient communities and low land values have prevented private investment, regeneration and the development of mixed tenure communities in the area. Whilst Tottenham does have a range of strengths (strategic location, excellent transport links, distinctive local character and historic environment) and opportunities, these haven't yet been translated

into improved economic and social outcomes for local people and businesses.

The business community of Tottenham is becoming a two speed economy. Employment-generating light industry and 'out of town retail' shopping – common growth sectors across the Upper Lea Valley (ULV) – and small independent traders offering a retail and services offer along the High Road. Therefore a substantial portion of local economic performance is driven by activity away from the High Road corridor. A small business survey in Tottenham, conducted in the two weeks following the riots, asked businesses for details of their typical annual turnover. Of 129 respondents, 41 businesses were willing to disclose this data. The median figure was £160,000, but the harmonic mean was lower at £92,000. This suggests a low capacity for employment and growth on the High Street and the marginal nature of wealth creation for small traders – many of whom are family businesses. Self employment figures also demonstrates the fragility of entrepreneurial activity in Tottenham. Whilst Haringey has a higher rate of self employment than the London average and the Hornsey & Wood Green parliamentary constituency has the highest rate in the ULV – particularly in professional trades such as architecture, design, photography, accountancy etc – the rate in Tottenham has dropped significantly to be the lowest current rate in the ULV area. There is a strong correlation between high self-employment rates and higher levels of affluence.

Although there has been sustained public sector investment over the last decade in education, skills and opportunities for young people and families which has resulted in improvement in key education and skills outcomes, Tottenham as an area performs poorly compared with the rest of Haringey and London across a range of education and skills attainment, economic activity, health and well-being indicators. Young people in Tottenham perform significantly worse than their counterparts in Haringey and across London in terms of achieving Level 4 in English and Maths at Key Stage 2 and in achieving five GCSE grades at A-C. This continues into adulthood with substantially higher numbers of people with no qualifications and substantially less numbers of people qualified to Level 4 compared to Haringey and London. This lack of skills manifests itself into low levels of economic activity with higher levels of unemployment (11.2%

c/w 8.3% for Haringey) and higher numbers of people living on benefits.

The 2010 Indices of Multiple Deprivation (IMD) shows that levels of multiple deprivation are high across the borough, with Haringey ranked the 13th most deprived in England out of 326 local authorities (based on the average IMD score) (Fig.3 below). In 2007 it was ranked the 18th most deprived local authority. This deprivation is focused on Tottenham. Whilst deprivation occurs across Tottenham, there are particular areas where deprivation is even more concentrated. Four super output areas (SOAs) in Northumberland Park rank amongst the 1,000 most deprived SOAs in England and Northumberland Park ward, according to estimates by the GLA, has the highest JSA claim rate out of all wards in London. There is also a significant concentration of mono tenure housing in Tottenham with 60% of the Council's social housing stock located in the N15 and N17 postcodes (and almost 40% of that being located in the Northumberland Park Ward).

However, as outlined in figure 1 above, along the A1010 Tottenham High Road corridor sites and opportunities exist for comprehensive regeneration if a co-ordinated public sector investment strategy can be brought forward to pump prime the area and leverage in private sector investment in new homes and jobs.

The regeneration of Tottenham requires integrated interventions from partners, addressing physical, environmental, social and economic development themes in deliverable packages to provide a real opportunity for investment in physical infrastructure and local people. Low property values are providing a barrier to investment and the area needs a co-ordinated public sector strategy for advancing potential development sites.

The interventions outlined below are closely aligned with, and are integral to, the delivery of our emerging regeneration vision for Tottenham.

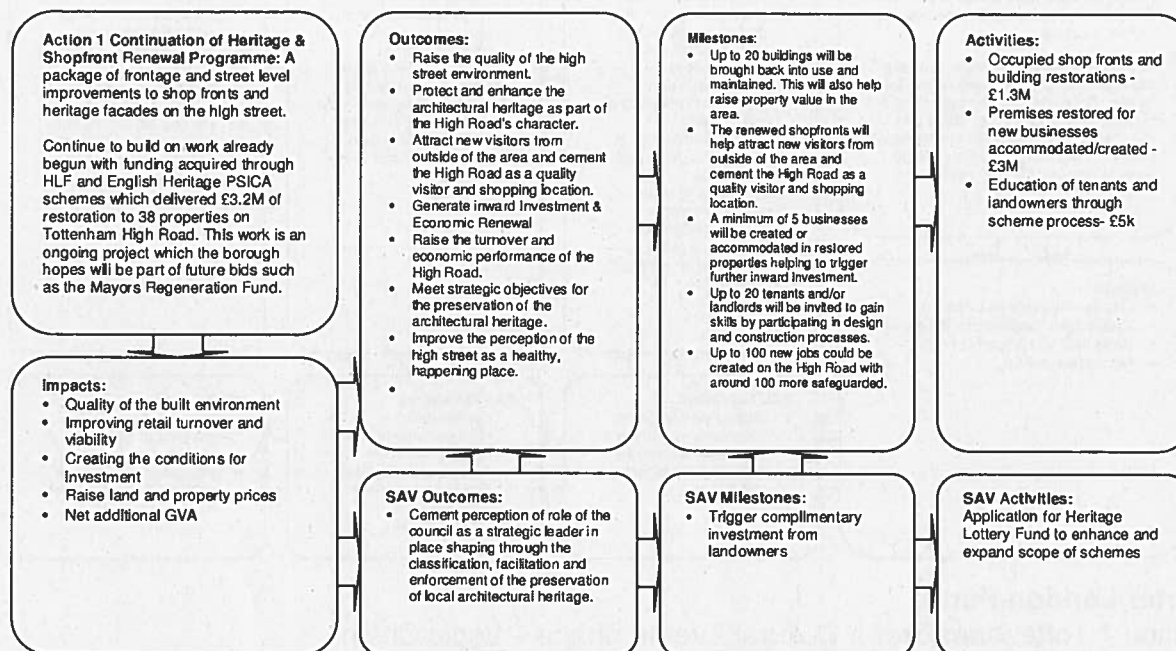
Actions

The Outer London Fund bid seeks to address these problems through five actions, details of which are contained in the main bid document.

LOGIC CHAINS

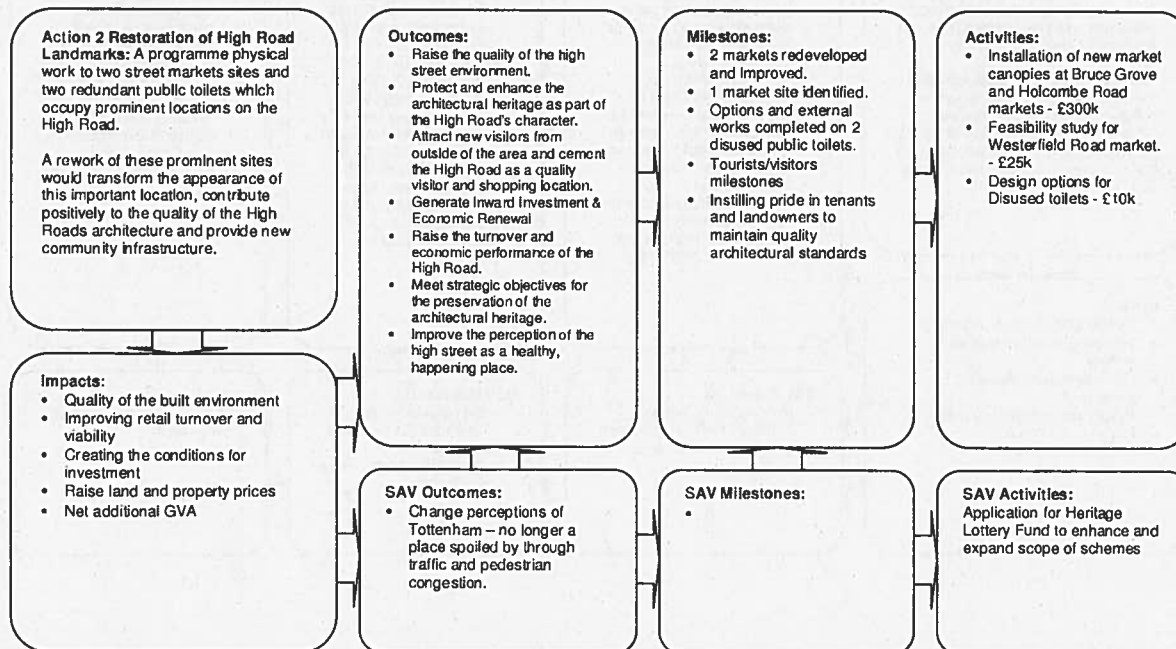
Outer London Fund

Action 1 Continuation of Heritage & Shopfront Renewal Programme – Logic Chain

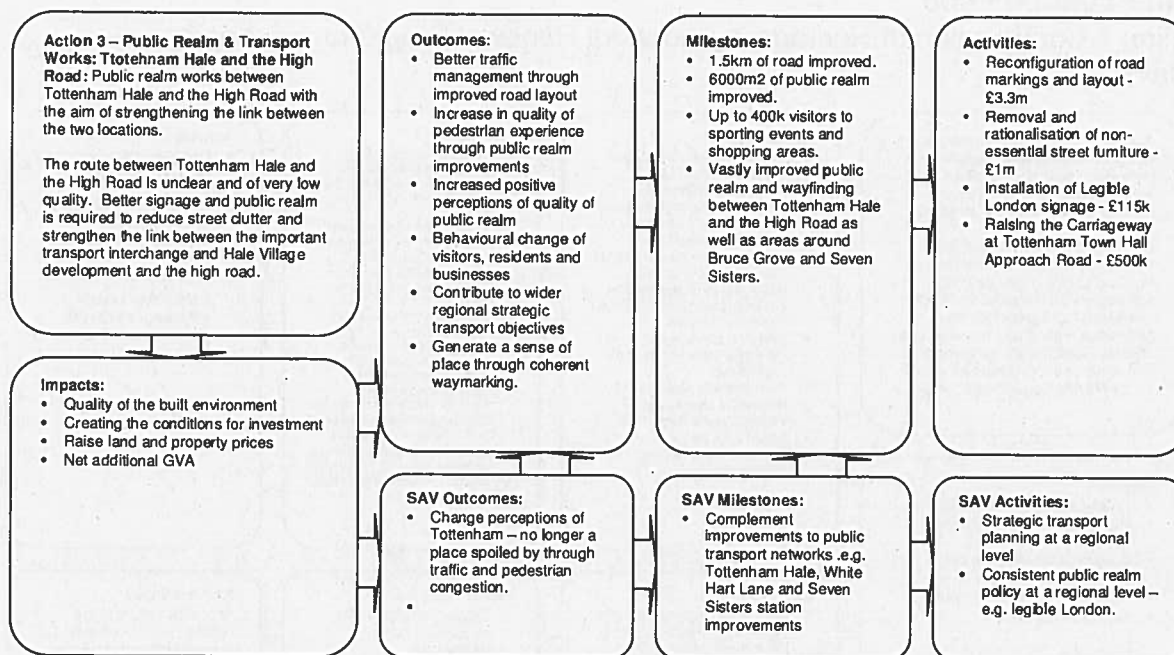


Outer London Fund

Action 2 Restoration & Regeneration of High Road Landmarks – Logic Chain

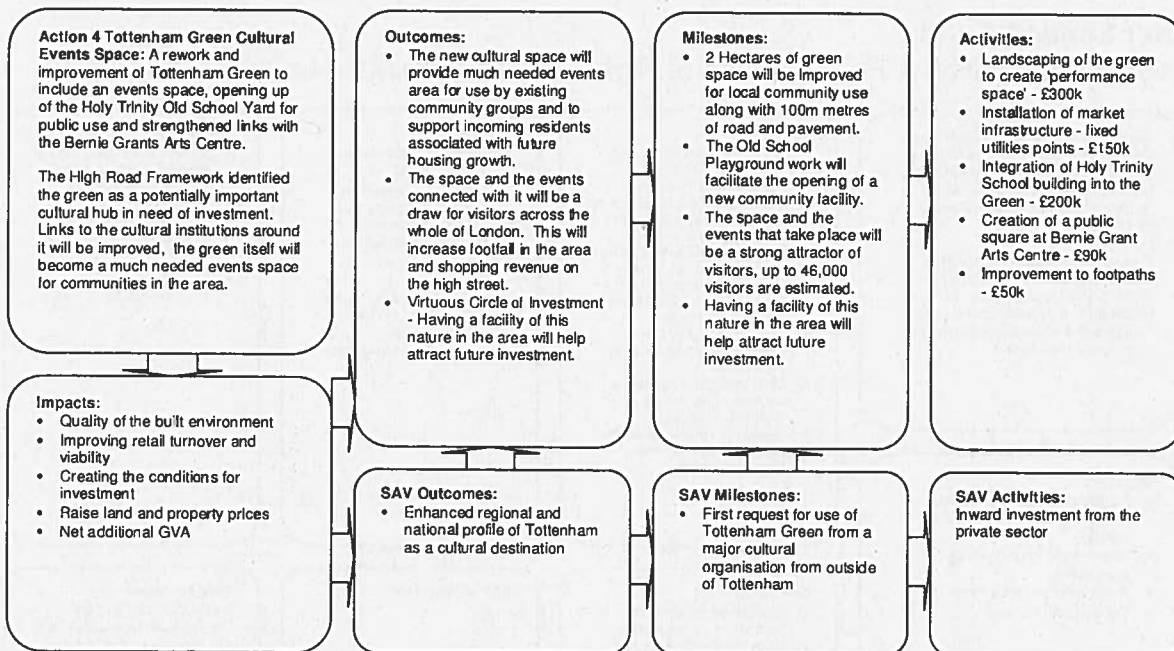


Action 3 Public Realm & Transport Works: Tottenham Hale and the High Road – Logic Chain



Outer London Fund

Action 4 Tottenham Green Cultural Events Space – Logic Chain



Outer London Fund

Action 5 Meanwhile Uses: Public Rooms & Events – Logic Chain

