

A Strategy for Tottenham High Road 2019-2029



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A Strategy for Tottenham High Road 2019-2029

Introduction by the Cabinet Member for Strategic Regeneration

Tottenham's High Road is the social and economic heart of vibrant and growing communities. Connecting distinctive centres, the High Road supports retail, civic, employment, cultural, wellbeing, leisure, community activities and more, enriching the lives of visitors.

At a time when High Streets all over the country face pressure to adapt for a digital age, we are excited and inspired by the ambitions expressed in public consultation earlier this year, when residents, visitors and business owners shared their visions for making Tottenham's centres even better.

Improving opportunities, wellbeing and experiences for local people is central to this Strategy for Tottenham High Road; this Strategy presents a vision to unlock Tottenham's vast potential and to support our wider commitment to addressing socio-economic inequality, through excellent places, new opportunities, and infrastructure that fosters inclusion and improves outcomes for all.

I'm grateful to all those involved in its development, especially all the local residents and businesses who contributed to the research, and officers for their hard work. Challenges remain in Tottenham, but its real strength is in those who live and work there, and the passion they bring to their communities. There has been some great progress on projects in recent years – such as improvements to Tottenham Green and improvements to Holcombe Market. I believe this Strategy will create further opportunities, putting local people at its heart, and creating a high street fit for the future.

We look forward to working closely with residents, local business owners and partners to deliver this ten-year strategy.



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1. The case for investment

- 1.1 Through a comprehensive consultation and engagement programme during late 2017 / early 2018, Haringey Council and residents and businesses in Tottenham have worked together to develop a 10-year Strategy for Tottenham High Road (2019-2029).
- 1.2 Since 2012, Haringey Council has taken a proactive approach to supporting improvements along the High Road, with a range of place-making, community and economic projects to support local communities and businesses. This is in direct response to feedback from local communities about the issues they are facing, and the opportunities they see along the High Road. These improvements have previously been delivered through the “Growth on the High Road” (GLA funded) programme latterly in accordance with the recently adopted Tottenham Area Action Plan (AAP), and informed by the values and commitments of the Tottenham Charter¹.
- 1.3 A Strategy for Tottenham High Road 2019-2029 (The “Strategy”) has been developed to guide the next stage of enhancements along the High Road. This includes an increased emphasis in joining up a diverse range of projects aimed at long term sustainable change in the area, which responds directly to the social and economic need.



- 1.4 The holistic approach to local improvements, which are in accordance with the objectives of the Borough Plan, aim to address the key issues affecting the High Road and its residential catchment areas through varying means of ‘community wealth building’ as delivered through the objectives below, and particularly, by promoting:-

¹ The Tottenham Charter commits businesses and other partners to pledge support for the provision of skills and experiences. The Charter has a focus on improving education and training; creating jobs and business opportunities, and building strong and healthy communities.

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“An approach to projects and interventions on the High Road which helps residents and businesses to develop skills and involvement in town centre activities in order to make the most of opportunities and feel greater ownership of the process of change in the High Road”

OBJECTIVES

- a. Supporting Tottenham High Road’s town centres² to thrive in a changeable economy, increasing the number of quality jobs for local people, and making it easier to do business in Tottenham, by promoting an affordable and sustainable mix of retail, office, civic and leisure uses (both day and evening)
 - b. Fostering strong, vibrant, diverse and culturally rich town centres by celebrating their uniqueness, diversity of communities and their heritage and culture
 - c. Providing accessible, quality spaces for people to come together through measures which promote:-
 - i. Healthier streets and neighbourhoods, tackling issues such as air quality
 - ii. Safer public spaces for everyone
 - iii. Streets and highways that are accessible for walking and cycling
 - iv. Town centres which are better accessed and served by digital (SMART) technology
 - d. Promoting an approach which attracts inward investment and maximises Council, other public sector funding and private investment for the benefit of communities in Tottenham
- 1.5 “A Strategy for Tottenham High Road” (2019-2029) identifies a series of visions and aims and objectives for the High Road and its town centres and outlines a range of projects and interventions to respond to the needs of all sectors of the local community, transforming the High Road so that local people can be proud and confident for its future health and sustainability. A description of the three High Road town centres is provided below.

² reference to ‘town centres’ includes the secondary parades along the High Road between, and at the edges of the centres

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Seven Sisters including Broad Lane and West Green Road

- 1.6 While popular and well used, Seven Sisters faces competition from its neighbours which could affect its future sustainability without planned improvements. The town needs to look and function more like a traditional town centre, reducing the impact of the High Road through improved accessibility as well as co-ordination of the design of the streetscape including the types of materials. There needs to be greater focus on promoting its strengths, such as its unique international food and beverage offer as well as enhancing the reputation and safety of the area, such that it might be competitive with other Victoria Line destinations.



Tottenham Green and High Cross

- 1.7 Tottenham Green is an increasingly successful civic and cultural hub in the heart of Tottenham. It benefits from activities on the Green, improved public realm, and civic institutions like Bernie Grant Arts Centre activating the surrounding area. Future improvements will enhance accessibility and the quality of the environment to the east side of the Green, to the west into the residential areas and into High Cross, where an exciting new place might be encouraged to grow at the location of the historic centre of Tottenham.



Bruce Grove

- 1.8 Bruce Grove remains the retail heart of Tottenham with a range of shops catering for a local audiences. Vacancy rates are low, although so are spend levels and the area remains congested with traffic (despite recent investment). However, there is a strong connection with local residents, and recent interventions at Holcombe Market have shown the value in developing a more diverse offer as well as demonstrating how the side roads and alleyways can be enhanced to provide opportunities for affordable commercial and community space. Plans to enhance the use and environmental quality of spaces such as Stoneleigh Road (including Holcombe Road and Brook Street), Morrisons Yard, Bruce Grove station forecourt and Bruce Grove conveniences can provide opportunities for small businesses and entrepreneurs as well as improving safety and accessibility in rear spaces around the centre.



2. Strategic context

The future of UK Town Centres and High Streets

2.1 Town Centres and High Streets connect communities and provide significant socio-economic value, for residents, businesses and visitors. However, since 2008, economic challenges, changing consumer expectations, technological innovation and



demographic change have threatened the health of high streets across the UK. The 2011 Portas Review and more recent Grimsey Review 2 explored the challenges high streets face, and identified an urgent need for rethinking centres, to keep them resilient and relevant through future disruption.

2.2 The challenges facing UK Town centres and High Streets include:

- Retailers need fewer shops (notably a reflection of technological innovation)
- The 2008 recession (and potentially Brexit) has impacted businesses, particularly small and medium sized enterprises (SMEs)
- 21st century urban entertainment centres (malls, immersive centres) have raised consumers' expectations of the offer in town centres beyond just retail
- Consumer behaviour is changing - certain goods are more likely to be purchased online e.g. books
- Automation e.g self service checkouts is affecting employment opportunities in town centres
- Increased transport connectivity makes non-local shopping options more accessible
- Town centres need to offer an enhanced and varied retail experience

2.3 However, innovative ideas and encouraging proactive public and community stewardship of town centres spaces and facilities help attract people to use town centres and can resist these challenges. Emerging themes from a growing literature of policy recommendations, practise and global innovation since 2011 include the following mechanisms or 'tools':

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- Celebrating and consolidating the civic and cultural role of town centres through improved promotion of the town, events and community participation
- A need to improve visitor experience, including through smart technologies and public realm improvements that integrate play and creativity
- Supporting businesses to develop
- Using Planning, Licencing and other levers to protect and strengthen high streets as attractive 'destinations', diversifying the range of activities beyond retail, including to develop safe, positive and healthy evening and leisure activities
- Improving access to community and other facilities, helping local people to live well and reach their potential



The role of local Councils



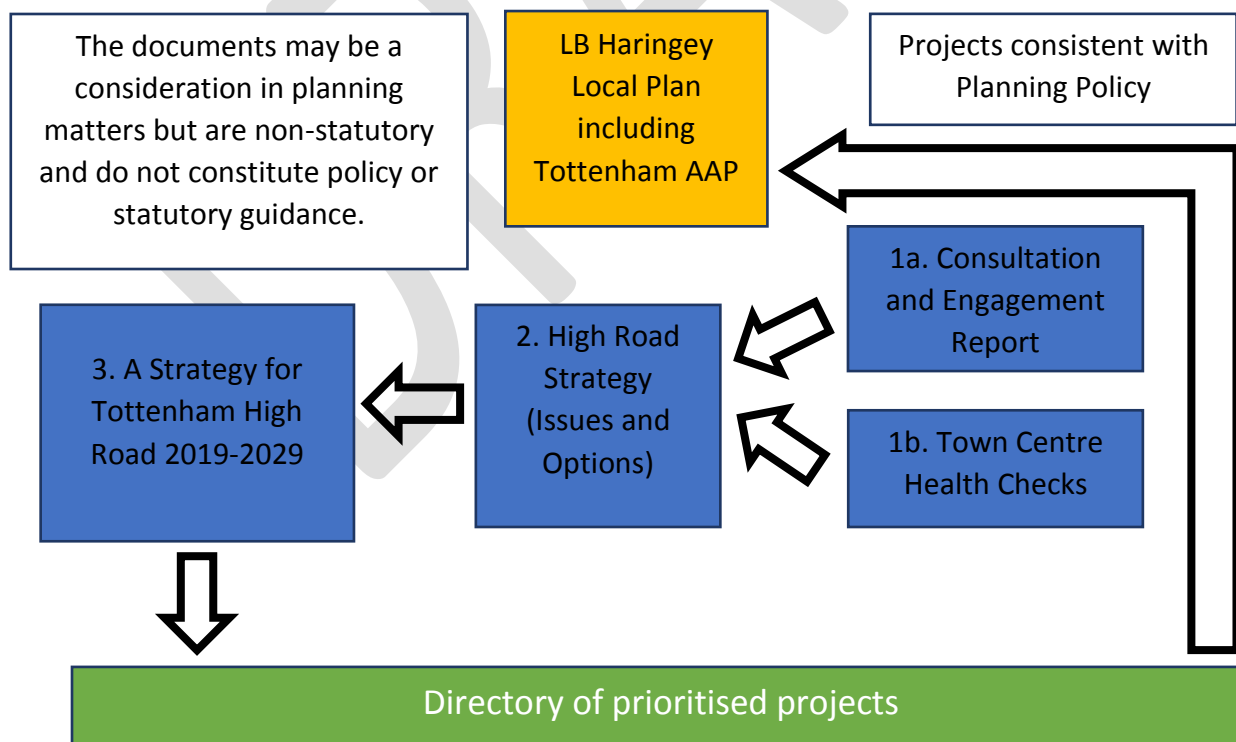
2.4 Councils are well-placed to foster the development of ambitious, responsive centres, and High Street regeneration presents an opportunity to develop people-centred High Streets that work for the future.

2.5 A Strategy for Tottenham High Road will draw on the growing literature on best practice for High Streets that work for the future, and on insights from other local authorities responding to similar challenges, to unlock the full potential of Tottenham's centres. The way that this has been managed in Tottenham, and how it can be progressed further, is explored further in the next section.

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DEVELOPING THE PROJECTS IN LINE WITH POLICY AND STRATEGIES

- 2.6 This Strategy complements the Council’s Borough Plan and Tottenham Area Action Plan (AAP) which aims for 10,000 new high-quality homes and over 5,000 new jobs created or accessed by 2026. It will also align with our new borough plan which emphasises growing the economy so that it benefits the community, working with the community to make places safer, more inclusive, healthier, cleaner and greener and helping all residents to live well and make the most of opportunities to achieve their full potential.
- 2.7 The Strategy has arisen through a suite of evidence base documents that together provide a robust basis for delivery of projects and other interventions:
- 1a. Tottenham High Road Consultation and Engagement Summary (Tibbalds, 2018)
 - 1b. Town Centre Health Checks (Tibbalds/The Retail Group, 2018)
 - 2. Tottenham High Road Strategy (Issues and Options) (Tibbalds, 2018)
- 2.8 The Consultation and Engagement report describes the two-stage engagement and consultation process that has been undertaken to inform the Strategy. This has ensured that the Strategy is grounded in local intelligence and feedback to ensure that proposed changes respond to the needs of local people. The Town Centre Health Checks provide information necessary to ensure that the Strategy is based on both quantitative and qualitative knowledge of the ‘health’ of Tottenham’s town centres. Below is an illustration of how the core documents relate to each other.



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- 2.9 The High Road Strategy (Issues and Options) assesses the capacity and opportunities for enhancements along the High Road based on the findings of the consultation and surveys. It is described as an 'Issues and Options' Strategy as many of the interventions will need to be developed to a more detailed level before they can be agreed and delivered. The Strategy (Issues and Options) and "A Strategy for Tottenham High Road" will be a consideration in Planning matters but are non-statutory Planning documents and therefore do not constitute any sort of policy or statutory guidance. All projects and interventions that require Planning consent, will need to be in accordance with the Haringey Local Plan, including the AAP.
- 2.10 This Strategy proposes a programme of projects for future delivery that respond to the findings and analysis from the evidence base documents. Projects and interventions will be assessed for their feasibility and thereafter developed in accordance with project specific delivery plans, including consultation and engagement as appropriate. Where we do not have the powers to directly effect change, we will use the powers we do have to influence that change. We will use the Strategy and the accompanying documents to seek funding and resource, and to attract investment to the area. There will be ongoing discussions and engagement with residents, businesses and other statutory bodies and stakeholders as new projects and initiatives progress to delivery. **The Delivery Plan does not represent a commitment by the Council to deliver any of the projects.**

3. The evidence from consultation and research

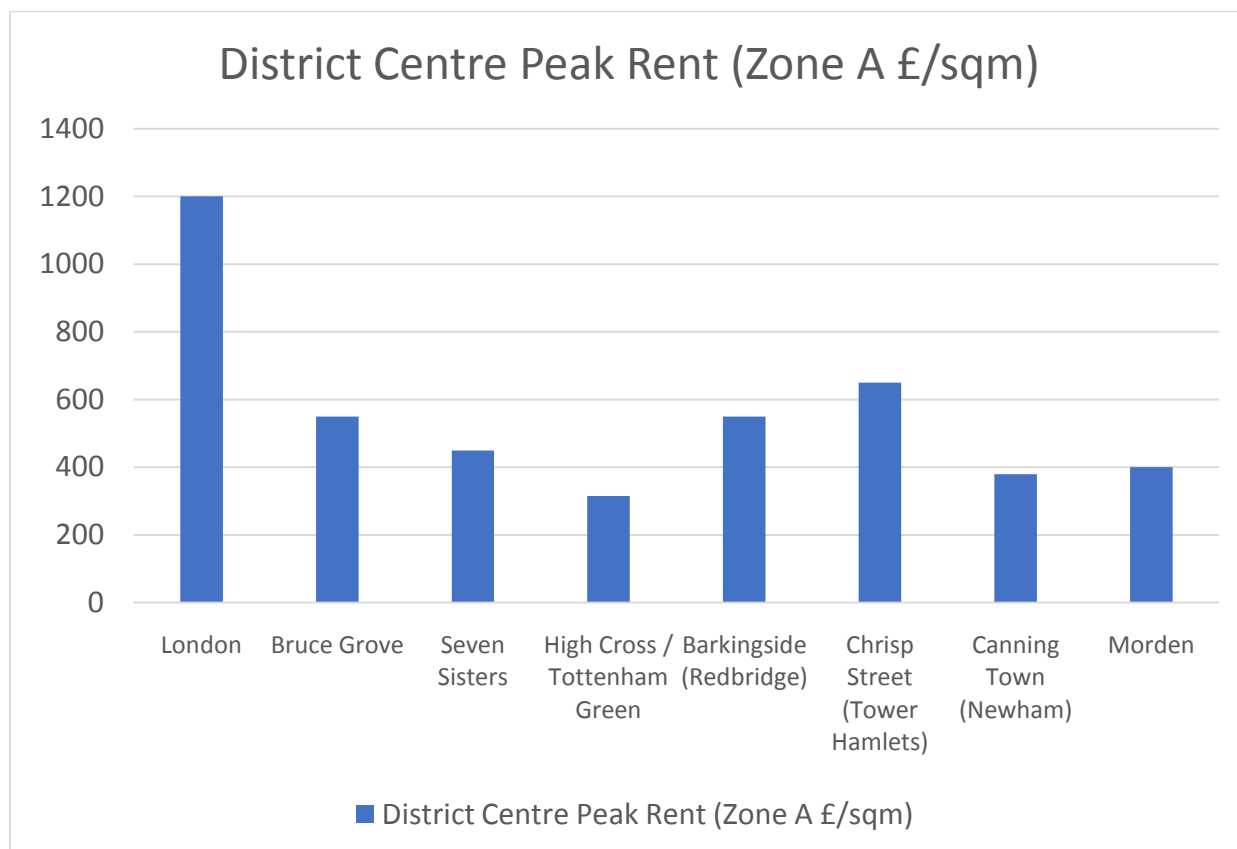
The health of Tottenham's Town centres

- 3.1 We have considered national trends regarding the changing role of UK high streets and town centres, to ensure that town centres in Tottenham adopt an approach which best meets the needs of residents, businesses and other visitors.



- 3.2 A study of the town centres on Tottenham High Road was undertaken to understand their performance and future challenges. Demographic research, an analysis of retail trends, retail health checks and feedback from Council specialist teams and partners (i.e. TfL, GLA) have all informed the development of the Strategy (Issues and Options) and A Strategy for Tottenham High Road.
- 3.3 Town Centre Health Check findings were specific to each study area and results are reflected in the pages that follow on an area basis. Full details on the breadth of this research are reflected in the Strategy (Issues and Options), and the Town Centre Health Checks.
- 3.4 Assessment of the economic health of the town centres indicates that there is space for improvements. This was highlighted through the report "Tottenham Retail Impact Assessment" (GVA, 2016), which noted that while there were generally positive signs, the anchor store (Tesco) at West Green Road / Seven Sisters has below average turnover levels and is generally underperforming, which reflects on the quality of the centre, while appraisal of rental values indicates a peak rent of £450 per sqm³, which is significantly below the London wide average of around £1,000 per sqm (see figure).
- 3.5 Bruce Grove is performing better, both in terms of average turnovers as well as rental values, which stand at a peak of £550 per sqm, commensurate with other London District Centres but still below London averages. The 2016 report highlights the impact of future changes to neighbouring town centres, which reinforces the need for Tottenham's town centres to continue to be made attractive to visitors, particularly their local catchment areas, in order to maintain their sustainability.

³ This reflects the VOA value for the highest value properties in Seven Sisters and Bruce Grove
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- 3.6 It is important that business properties are made available across the High Road area to allow for all levels of affordability, from the higher value properties at the centre of towns, to the lower value properties at the edge of the town centres. This can be made possible by improving the quality of the environment and accessibility between town centres and their catchments, particularly to the east and west sides of the High Road. This both promotes use of the town centre from the local residential catchment areas generally, supporting sustainable transport and environmental objectives, and makes the spaces at the rear of High Road properties, safe, clean and attractive to promote positive and affordable use of the rear of High Road properties for viable lower value uses.
- 3.7 Town Centre Health Checks provide an up to date picture of the retail performance of the town centres along the High Road. This has indicated that the centres provide a popular and well used resource for local people (and a considerable number from further afield), particularly at the value and convenience part of the market, with low shop vacancies and good footfall. But the range of businesses and the visitor experience (including cleanliness and perceptions of safety) is of a less satisfactory standard and visitor spend per visit is relatively low.
- 3.8 The Strategy focusses on the non-residential function of town centres, but it should be noted that there is a significant number of people who live in and around the town centres along the High Road. While some of these homes are modern and purpose built, some have a less formal relationship with the High Road which can lead to issues such as storage, refuse and the proximity to incompatible neighbours, which should be considered in the context of any interactions on the town centre. Close access of these homes to the town

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centre makes these homes accessible to services and shops, supporting the sustainability of the town centres. Where opportunities arise for compatible and affordable housing that doesn't detract from the commercial activities of the centres (for instance, carefully designed homes above ground level uses), further opportunities to provide new homes may also exist.

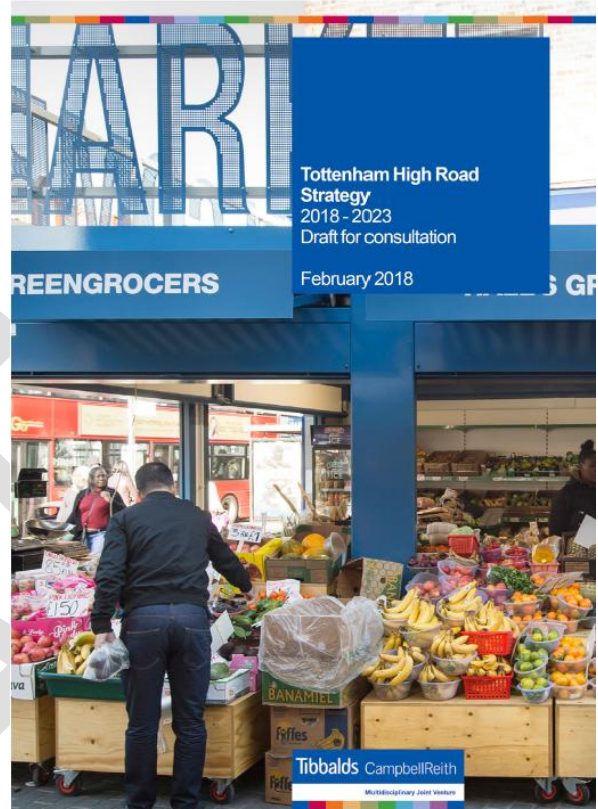
Community consultation and engagement

3.9 The consultation and engagement took place in two stages.

Stage 1: Engagement to inform draft Tibbalds' Strategy (Sept - Dec 2017)

3.10 The Council talked to 1,043 people directly. Initial engagement activities comprised:

- Retail surveys
- Meeting with Safer Neighbourhoods team
- Youth engagement through local arts and youth group 'Uplifters'
- Two Community Workshops November 2017
- Haringey Winter Festival 2017
- Landowners and Major Business Group Meeting (THFC)
- Meeting with Councillors, representatives from the GLA and TfL



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Stage 2: Consultation on the draft Strategy (Feb - Mar 2018)

- 3.11 Our appointed strategy consultants Tibbalds prepared a draft High Road Strategy based on the feedback and comments received, which was then consulted on through a second stage consultation. This comprised an online newsletter to more than 37,900 emails contacts and more than 7,700 leaflets distributed to local residents. 123 individual responses were received and on the whole feedback was generally positive about the Strategy and actions identified.
- 3.12 Through the engagement the community told us that we should be providing improvements such as:

Offering better maintenance of the High Road	Keeping Tottenham unique	Addressing anti-social behaviour	Building on the strengths of the area
Supporting local businesses	Embracing art and culture	Celebrating heritage	Providing more activities for young people



4. Tottenham High Road in the context of the rest of Tottenham and the Wider Haringey area

4.1 The Tottenham High Road is part of a network of town centres which have varying functions and complex patterns of uses depending on factors such as the catchment area, ease of access, size of centre and type of facilities and services. The High Road Strategy has been developed in a co-ordinated way to complement plans for enhancement of other centres.

4.2 North Tottenham and Tottenham Hale are the closest centres, in both size and distance to the centres promoted in the Strategy and as such as provided greater attention below. As well as co-ordination of use and movement across town centres, it is aimed for innovative approaches to be promoted through the Strategy which can be extended to other centres across Haringey.



4.3 At the last Census in 2011, the population of the Tottenham AAP area was just over 78,000⁴, making up around one-third of the total population of Haringey. The Tottenham Area Action Plan describes characteristics of the Tottenham area, including a youthful population at 28.1% aged 0-19 compared to 25.6% for Haringey and 24.5% in London. It is also one of the most ethnically diverse areas in the country, with over three quarters (78.9%) of residents from BAME groups, compared to 55.1% for London.

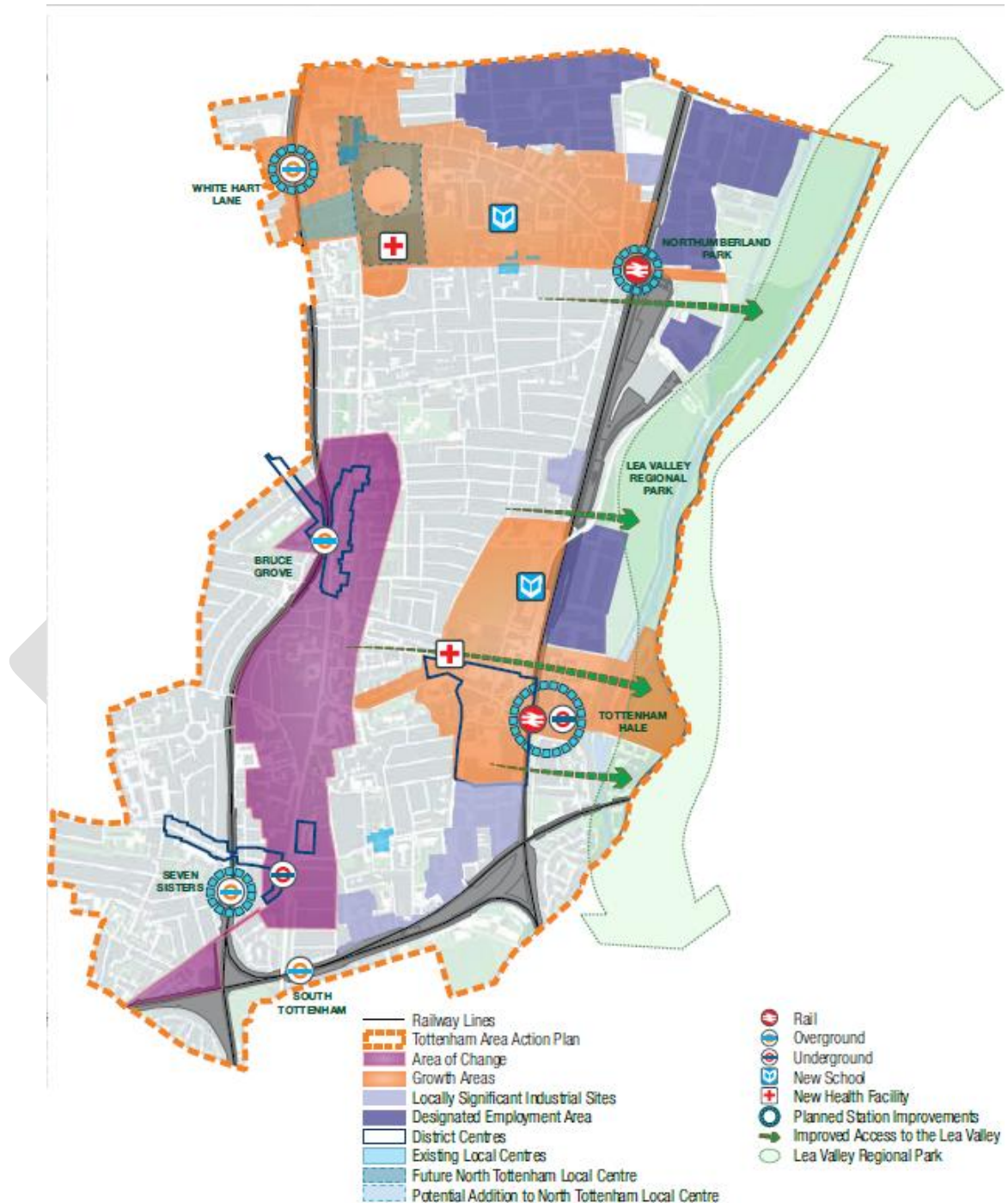
4.4 Deprivation indicators across income, education, skills and health indicate that Tottenham requires support and investment. 41% of local children live in poverty, compared to a UK average of 20.9%, and around 40% are in workless households, compared with the London average of 21%. Much of this deprivation stems from labour market disadvantage, with unemployment and a low skills base being the two biggest issues facing Tottenham today. A recent Resident Survey has indicated a number of concerns including poor health and levels of physical activity, poor perceptions of personal safety, particularly amongst some BAME and faith groups, as well as for people with disabilities, and higher numbers of people with greater support needs, including single mothers and people with disabilities.

4.5 The Strategy aims to work with the strong network of community groups and organisations, which are focussed on shaping civic, community and cultural life in the area, to help meet the objectives of the Tottenham Area Action Plan, promoting sustainable growth in employment and local wealth in the community.

⁴ GLA (2012) GLA Ward-Level Population Projections 2012 Round, SHLAA-Based, Trend-Constraint Variant
<http://data.london.gov.uk/dataset/gla-2012rnd-trend-ward-proj/resource/bdc2c3d8-3feb-44ba-a5dd-13ad9e54ea7b>
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4.6 The AAP describes plans for Tottenham Hale and North Tottenham Centres. Tottenham Hale is identified as a potential District Centre in the future. Growth in Tottenham Hale will be supported and will benefit from the provision of both new office space and increased retail development as a new District Centre. This will be guided by a District Centre Framework (DCF). In North Tottenham, there is a need to realise the investment being made by Tottenham Hotspur FC on their stadium site as a catalyst for wider change, ensuring this area becomes a hub of activity throughout the week and not just on match days. This can be achieved by establishing the location as a premier leisure destination for London whilst also retaining and enhancing a more local retail function to support the community.



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- 4.7 In developing the proposals for North Tottenham and Tottenham Hale, a parallel process is being undertaken, to develop the visions and aims and objectives, that will help to define the strengths of each centre and in doing so, develop a unique and successful direction for the centre which responds to the needs, aspirations and cultural diversity of the communities which rely on, and enjoy each centre.

TOTTENHAM HALE

- 4.8 A new district centre is set to come forward at the heart of the Lea Valley, serving the surrounding neighbourhoods of South Tottenham and Blackhorse Road. Growing up around the transportation hub at Tottenham Hale, this centre will cater for the current



and expanding population with a local convenience offer, whilst an enhanced comparison retail offer will extend to a wider catchment area. Boasting larger format stores likely to attract a range of high street retailers, Tottenham Hale will fulfil a different function to its neighbouring centres.

- 4.9 Tottenham Hale is strategically positioned on the boundary between Haringey, Enfield and Waltham Forest, Benefiting from strong levels of accessibility from a range of public transport modes mainline rail, London Underground, a number of bus routes and a potential future Crossrail 2 station. Further to this, Tottenham Hale is uniquely positioned in the London, Stanstead, Cambridge growth corridor.
- 4.10 The heart of this centre will develop around the interchange as an early phase in Tottenham Hale's regeneration, with a small food and beverage offer, leisure, education and employment uses which will complement the retail offer and create a multifunctional cluster of activity. These new uses will provide jobs and opportunities for local people and the area's green and open spaces, connected by a network of safe and green walking and cycle ways will further enhance the quality of life for South Tottenham's residents. The core retail offer will come forward later, through the managed evolution of the retail park to the south, bringing forward a foot based urban centre in place of a car based out of town offer.
- 4.11 Whilst Tottenham Hale will be a gateway and attractor into South Tottenham, its network of upgraded streets and connections will allow people to permeate through the wider area and attract footfall to the diverse range of centres along the High Road.
- 4.12 The Ferry Island sites of the Ashley Road masterplan will provide the early part of this revitalised district centre, with improved crossings and connections for

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people to access the retail park to the south. Over time the redevelopment of the retail park, a later phase of the DCF, will extend this walkable town centre to the south, providing an enhanced service for residents and delivering new homes for local people as part of an intensification.

NORTH TOTTENHAM

4.13 In the North Tottenham neighbourhood, the new Tottenham Hotspur FC stadium development will provide the catalyst for comprehensive regeneration of High Road West and the North Tottenham Local Centre. The priority is to ensure that, even on non-match days, the area



is lively and attracts people to make the most of the stadium development, the High Road, and wider urban realm improvements that will take place as part of this development. Provision is therefore proposed for new community facilities and leisure orientated retail development to further cement the area's reputation as a premier leisure destination within North London.

4.14 As well as the stadium, North Tottenham has some of the most significant heritage in the borough and is within easy reach of Bruce Castle Park and the adjoining Church Lane 'village' area. Shops are well used and appreciated by local people, with recent interventions to enhance shop fronts and support local businesses aiming to enhance local usage.

5. Town Centre Visions and Objectives

OPPORTUNITIES FOR TOTTENHAM

- 5.1 Tottenham High Road remains a busy, vibrant and by many indicators a successful place (with relatively low vacancy rates and high footfall in most areas). This Strategy will build on what is working now, but help the High Road adapt for a challenging future.

Vibrant,
diverse town
centres; new
jobs

5.2 As retail evolves, there is opportunity to raise the quality of local retail to meet consumer expectations. Tottenham's town centres will diversify their activities in the future to respond to changing demands, with an increase in new entertainment and healthy leisure options, an increase in workspace and a corresponding decrease in some types of retail (predominantly 'comparison shops' such as clothes, books and electrical shops), which are particularly susceptible to increases in internet shopping and larger centres. While recognising the importance of strong anchor activities, 'homogenisation' of the town centres should be resisted. There may also be potential for new homes to be provided, particularly above the commercial ground floor use and at the edges of town centres.

'...put the heart back into the centre of our High Streets, re-imagined as destinations for socializing, culture, health, wellbeing, creativity and learning...where shopping is just one small part of a rich mix of activities...' - Portas (2011)

- 5.3 Access to employment has a positive impact on enhancing the community wealth of local people. The Strategy is aimed at enhancing affordable workspace and working with partners to provide business and employment support as well as identify and overcome barriers to employment, such as appropriate training, improved physical access and access to support services such as childcare. This will be investigated further during the development of projects.

Experiential,
playful,
welcoming

5.4 Enhancement of markets, promotion of vibrant arts and celebration of the culture and heritage in Tottenham's centres reflects the need to provide a strong and diverse cultural offer, helping town centres be more attractive and respond to local community activities. Creative principles in wayfinding and green spaces would promote a more joyful and engaging experience of place.

- 5.5 The Strategy promotes a co-ordinated approach to experiencing the town centre which celebrates the unique identity and assets of each town centre, which can include opportunities for local people to become involved in how best to promote this. Business support and place-marketing, for example, will ensure Tottenham's centres remain competitive. Guides, apps, internet access, consistent approaches to presenting media, physical wayfinding features, art works and activities, including community events and evening activities are all

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examples of elements which contribute to the experience of visiting the town centres.

- 5.6 A recognised priority for communities along Tottenham High Road is for facilities for young people. Detailed mapping and proposals for provision of children's and youth facilities needs to extend beyond the scope of this Strategy but interventions along the High Road should consider the potential for enhancing opportunities and experiences for young people, including play, sports activities, youth space and employment and work experience⁵. Initial advice has indicated that the most positive and effective means to engage young people is through business and other enterprises as this provides a stronger focus for personal development and reduces additional management resource needs and requirements in providing safe and attractive youth space. Where opportunities arise, successful youth, play and sports facilities should also be support where existing, or developed where opportunities arise.

Connected,
healthy,
accessible

5.7 Future developments must deliver spaces that are accessible and meet the needs of diverse and growing communities. Healthy streets, improved public realm and smarter management can make movement easier and more convenient as well as responding to environmental demands such as air quality.

- 5.8 Health has been recognised as a particular issue in South Tottenham. In terms of health, research indicates that a large proportion of the determinants of health include environment and behavioural issues (estimated at 43% of the proportion of health factors⁶), which are significantly affected by the way that we design and manage our urban environment and its activities. Through working with partners (including the council's public health services) and using best practice, as outlined in frameworks such as the Healthy Streets Audit (TfL) and work on Healthy Towns by the NHS and Town and Country Planning Association, the council can work to enhance health through a number of measures. The TCPA guidance, "Planning Healthy Weight Environments⁷", highlights a number of ways that interventions can be made to enhance health, including promoting sustainable transport, providing open spaces, including natural, leisure and play spaces, promoting better food retail and growing, providing neighbourhood spaces, supporting community facilities in the town centre and



⁵ Useful guidance provided by LLDC (2016) in 'Youth Space': [https://www.queenelizabetholympicpark.co.uk/-/media/youth-space-\(2016\).ashx?la=en](https://www.queenelizabetholympicpark.co.uk/-/media/youth-space-(2016).ashx?la=en)

⁶ <https://www.goinvo.com/vision/determinants-of-health/>

⁷ <https://www.tcpa.org.uk/Handlers/Download.ashx?IDMF=fc1ef853-7de7-4726-b15f-5748ec4f595c>

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supporting job opportunities.

- 5.9 Sustainability and protecting the environment will be an important part of delivering the Strategy. This will include a prioritisation of sustainable forms of transport, which can help in tackling climate change, improve air quality and reduce vehicular accident rates in Tottenham. Step free access will be an aim where opportunities arise to address issues.
- 5.10 Access to town centre shops, services (including council services) and other facilities can be enhanced by enhancing use of technology, including SMART technology and use of the internet. According to a recent survey⁸, two-thirds of consumers are more likely to shop at a store that integrates technology into the shopper experience, while innovations and multi-platform approaches such as 'click and collect' and 'freight consolidation' can support residents and business overcome transport issues in a sustainable way and enhance the leisure experience of visiting the town centre.
- 5.11 It is widely believed that technology will play an increasingly important role in sustaining successful town centres and optimising access to, and value of the council's community facilities and resources, and it will be important for the council to investigate this further, particularly in relation to those residents and businesses who have limited access or capacity to utilise the available resources and will need further support.

Creative,
interactive,
cultural

- 5.12 Community involvement in strengthening town centres can promote pride, ownership, cohesion, and create distinctive places. Tottenham is home to an active community with an appetite to drive local improvements. Approaches such as crowdfunding, action research (a technique which simulates future proposed changes) and community participation approaches, could be used to build local capacity, promote affordable improvements and foster community-led regeneration.
- 5.13 The council will investigate ways in which the Strategy can improve access to, and efficiency of its services.

⁸ Conducted by internet company, SOTI (<https://www.soti.net/resources/newsroom/2018/consumers-demand-self-service-and-mobile-technology-to-enhance-the-shopping-experience/>)

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The Strategy aims to recognise complex local community networks:-

“Under the seeming disorder of the old city, wherever the city is working successfully, is a marvellous order for maintaining the safety of the streets and the freedom of the city. It is a complex order. ... This order is all composed of movement and change, and ... we may fancifully call it the art form of the city and liken it to the dance ... an intricate ballet in which the individual dancers and ensembles all have distinctive parts which miraculously reinforce each other and compose an orderly whole.”

— **Jane Jacobs, The Death and Life of Great American Cities**

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TOTTENHAM HIGH ROAD CONSULTATION AND TOWN CENTRE SURVEY FEEDBACK

5.14 The consultation and engagement process, and town centre health checks have identified the following issues to be addressed across the entire High Road:

Better **public realm**, including:

- Greening the High Road and to tackle pollution
- Brightening up the High Road, making public space more usable
- Introducing play space
- More safe/secure bike parking and areas to cycle
- Improve the experience for both pedestrians and cyclists

Improved **wayfinding and signage**

along the High Road and to improve connections from the east and west, including connections to and from the Lee Valley

Town Centre function:

- Improve the range of evening activities
- Improve the (affordable) leisure offer
- Specific references to an improved range of shops wanted along the High Road
- Work with local businesses to support them to grow and stay in the area
- Look at bringing back into use underused and vacant properties, including the many heritage buildings.

The High Road to be **better maintained**:

- Better enforcement, including planning (e.g. shopfront quality and subdivisions), litter and cleanliness and parking along the High Road
- Anti-social behaviour to be tackled, including CCTV provision

Keep Tottenham **unique**, including:

- Developing an arts and culture strategy for the area, where local art can be used
- Celebrating and improving heritage assets

Other comments:

- Improve the offer for young people (e.g. more fun, diverse activities, venues)
- Ensure that the development at Tottenham Hotspur benefits the High Road
- Both Holcombe and Tottenham Green markets are liked by the locals, but there could be further improvements and/or widen the offer to benefit residents
- Provision of public toilets
- Bernie Grant Arts Centre (BGAC) is well loved, but needs to be more prominent

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- 5.15 The consultation and engagement process led to the following direct comments from local people, which together give a flavour of some of the issues that need to be addressed:

"I don't want it to become Tottenham bland."

"Keeping the community alive is imperative but also making Tottenham more inviting. A variety of shops, restaurants and things to do would be valuable for the area. Independent shops sitting side by side to bigger chains would be good, but also trees on the pavements better lighting, visible policing. What is in Tottenham that would make someone come to Tottenham?"

The question of arts and culture on offer in Tottenham elicited responses related to different ethnicities and races, football clubs, community spirit, all the artists, different buildings, rap, grime, Stormzy but it's also "Kinda hard to think about this because Tottenham has a really bad background."

"Different people try to help people see that Tottenham can be great."

"Maintain and promote the history and heritage of the area and keep the diverse nature of the residents of the area. Make sure that all buildings contain socially useful spaces and businesses and that the high road is not peppered with fast food, pound shops and betting shops and pawn brokers."

The following key words were used by consultees to describe the High Road as part of the consultation during the Winter Festival 2017 and two Community Workshops in late 2017



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High Road Vision

Running from the new Tottenham Hotspur stadium south to Seven Sisters station, the High Road will be celebrated for its wonderful heritage, vibrant strong and proud multi-cultural communities and local character including its successful markets. Priority will be given to making this regionally significant transport network more people and environmentally friendly, so that it can better enhance its role as a key 'spinal' link and destination in the Lee Valley, and an important component in realising the objectives of Borough Plan.

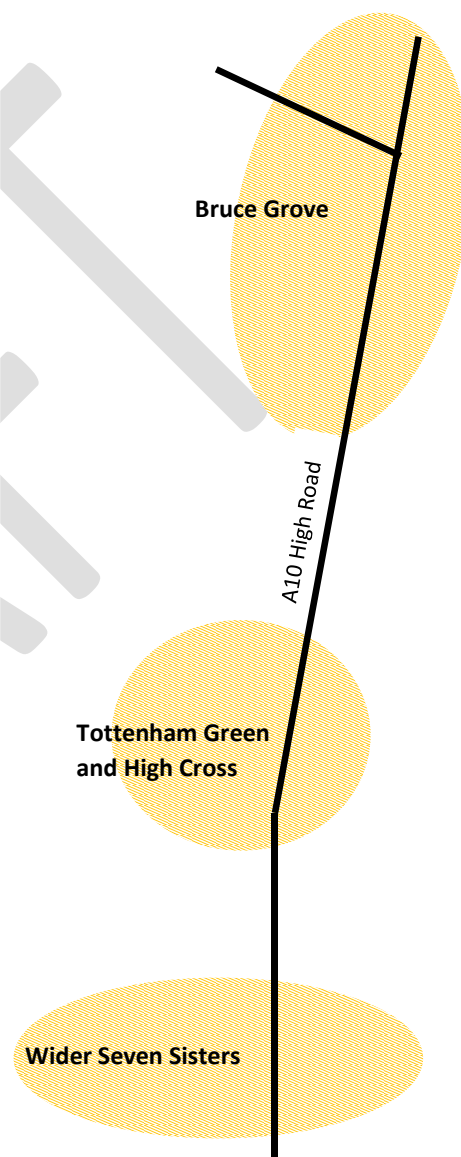
Aims and Objectives

5.16 Aims and objectives for the whole High Road reflect those of the Strategy and are summarised below:

- a. A resilient High Road with a strong local economy, stronger businesses and good quality jobs, including a mix of retail, civic and leisure uses
- b. Providing the skills and support for local communities and businesses to engage and have a sense of ownership of their area
- c. A unique identity for the High Road and its town centres, that celebrates the diversity of place, its communities, its heritage and its culture
- d. Healthier, safer and greener places, streets and neighbourhoods, which are better connected
- e. An approach which attracts inward investment into the High Road

5.17 A priority for the High Road will be promoting safer (including promoting Vision Zero – the mayor's initiative to reduce traffic accidents)), cleaner, accessible, attractive and healthy spaces and routes into the town centres including **wayfinding projects**, opportunities for **improving railway bridges** and **review of the bus network** as well consideration of enhancements to the **maintenance approach** in town centres. It is expected that issues of anti-social behaviour might be mitigated through a co-ordinated approach which combines a programme of projects to **enhance the public spaces**, promote a well-managed **day and evening offer** and develop an **antisocial behaviour action plan**.

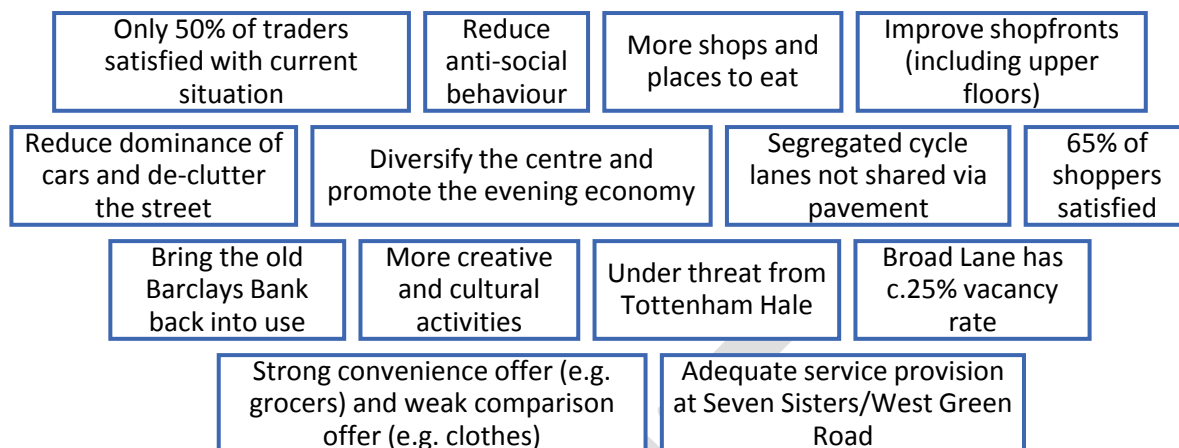
5.18 Town centres should have an enhanced community focus with a **programme of events** and opportunities for **arts and culture**, with businesses supported and an **audit of workspaces** aimed at improving local entrepreneurship and employment opportunities. Proposals to enhance the environment include **air quality measures**, **electric vehicle points** and a **green wall**.



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WIDER SEVEN SISTERS

5.19 The consultation and engagement process, and town centre health checks, have identified the following issues to be addressed for the Wider Seven Sisters area:



5.20 The consultation and engagement process led to the following direct comments from local people, which together give a flavour of some of the issues that need to be addressed for the Wider Seven Sisters area, and some project ideas:

“Broad Lane is a major traffic route, people walking up and down the street are few and far between – I’m not convinced that it will ever be a thriving local centre even with investment.”

“Tesco façade is terrible – an art project is needed to enhance the ugly building.”

“Tottenham Hale with all the Hale Village development has a lot more young professionals with more money to spend. You only need to visit Beavertown on a Saturday to see the hundreds of people and how much they are spending. The food stalls are usually £7 plus all the drinks. From the amount of stacked beer cans on people’s tables you can see they aren’t being conservative in their spending. This contrasts with the very small spends in your survey at Seven Sisters and Bruce Grove.”

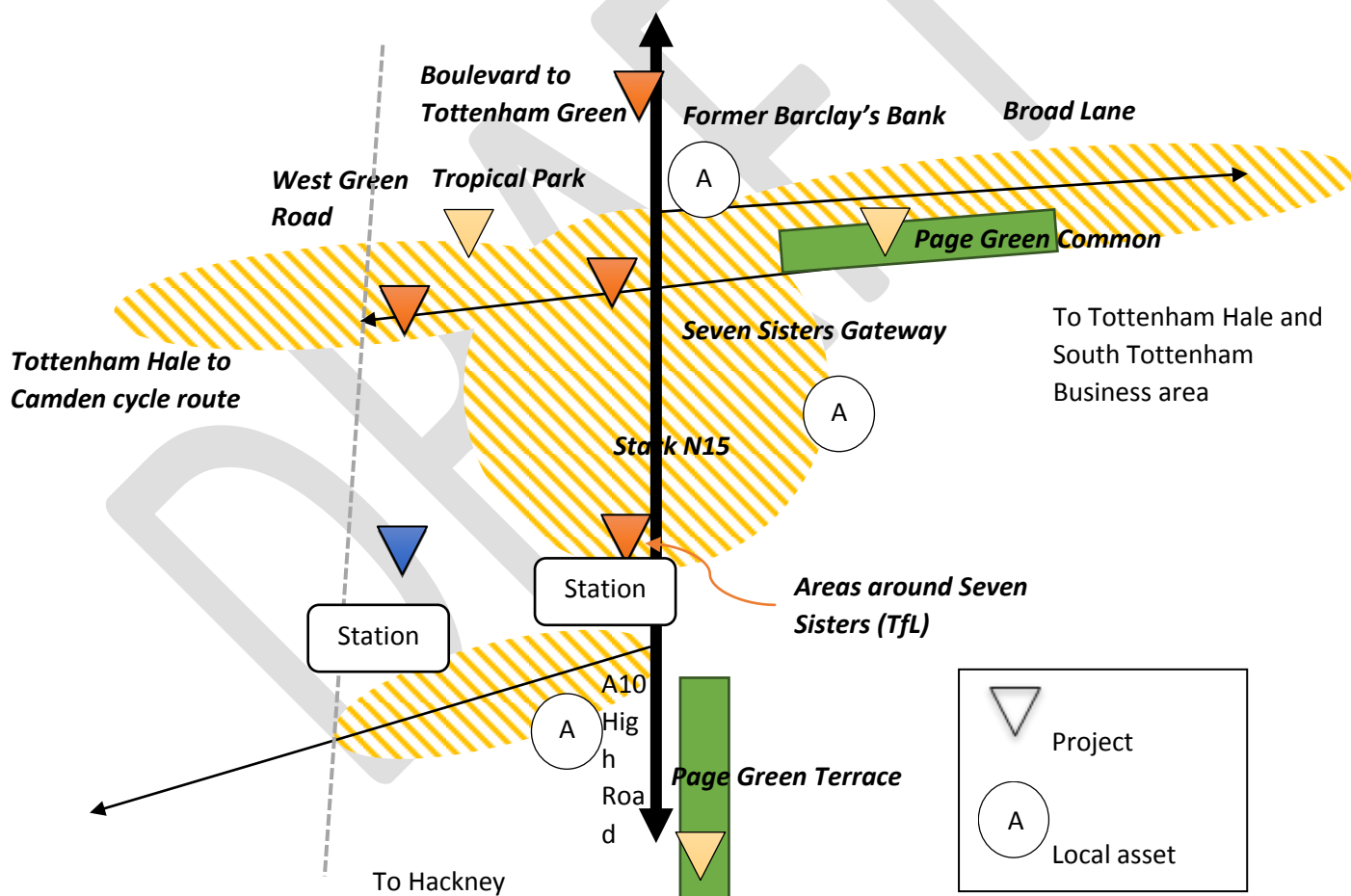
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Vision

The wider Seven Sisters area, including West Green Road and Broad Lane, will be identifiable as an exciting and new destination and the gateway to Tottenham; focussing on building on its healthy international food offer inspired by the market; and a high-quality, safe and welcoming atmosphere for visitors and locals alike.

Aims and Objectives

- Give the wider Seven Sisters area a sense of place as a connected town centre, facilitated by a safer and more accessible junction; promote a sense of arrival in Seven Sisters reflecting the town's status as the 'gateway' into Tottenham.
- Provide safer, cleaner and more attractive streets and public spaces, including prioritisation of maintenance.
- Protect existing and grow new businesses to enhance its diverse range of uses, including a welcoming retail offer that reflects its diverse catchment, as well as attracting visitors.
- Cultivate a healthy, independent, international food identity for West Green Road and Seven Sisters Market which is supported into its new location.



5.21 Developing a sense of place at Seven Sisters requires improved accessibility across the High Road and to West Green Road and Broad Lane. Proposals in the Strategy include enhancements to the **quality and accessibility of streets**. Open spaces at **Page Green Common, Page Green Terrace** and the **Tropical Pocket Park** have the potential to deliver safer, cleaner and more attractive places. A **local partnership** for West Green Road businesses will enable them to have a stronger voice, in particular for **West Green Road**

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and **the Seven Sisters Market** as it moves into its new location. **Stack N15** provides opportunities to support local entrepreneurs, while working with local landowners might provide the opportunity for improvements to important landmarks such as the **former Barclay's Bank building**.

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TOTTENHAM GREEN AND HIGH CROSS

5.22 The consultation and engagement process, and town centre health checks have identified the following issues to be addressed for Tottenham Green and High Cross:



5.23 The consultation and engagement process led to the following resident comment:

“The Tottenham Green Market, and the current light installation are both great, and give the green space a sense of purpose. Please keep on doing things like this!”

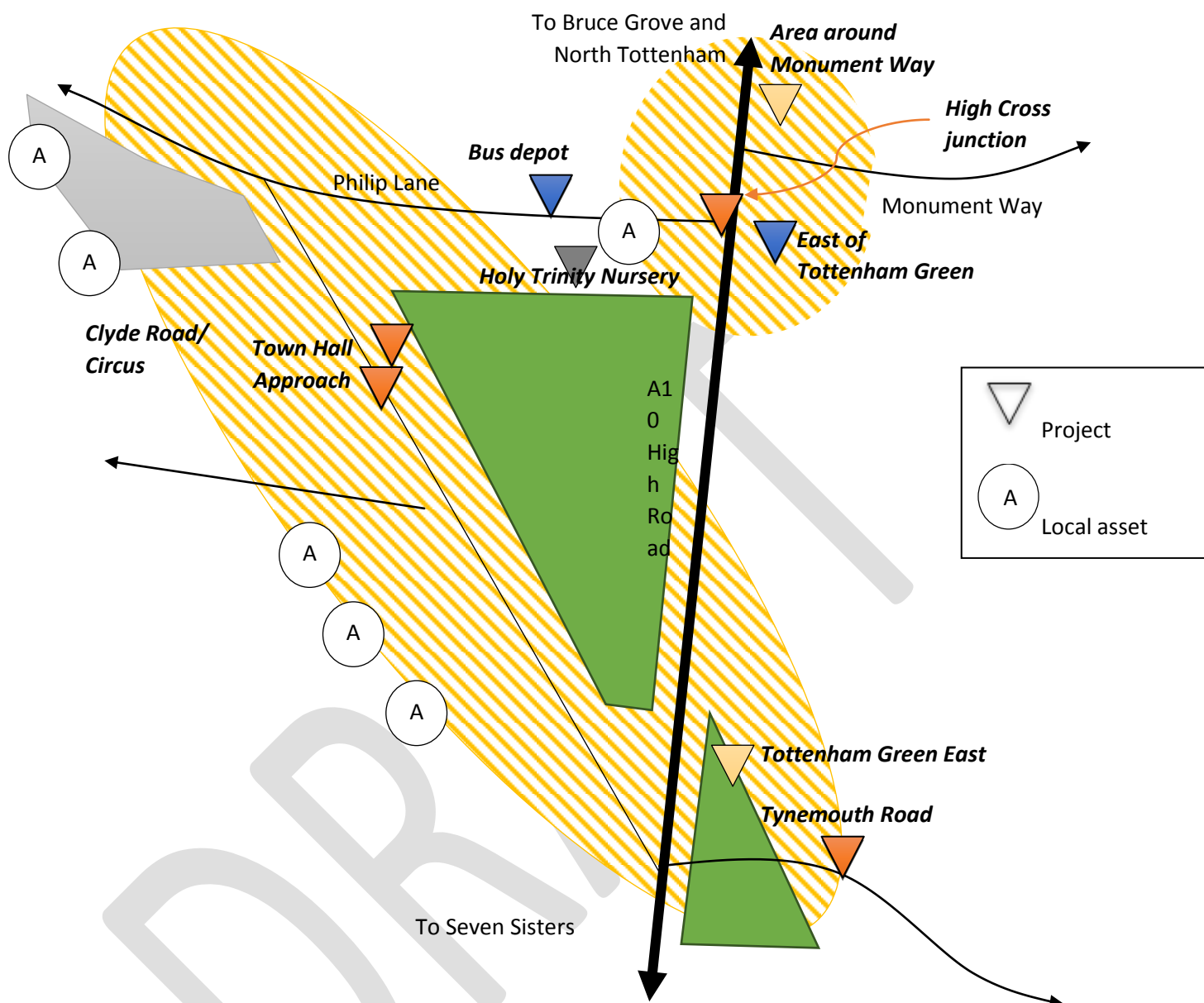
Vision

Tottenham Green and High Cross will be the historic ‘village’ of Tottenham, strengthening the grand cultural and civic heart along the western side of Tottenham Green and exploring the potential reduce the impact of traffic, making the High Cross area a complementary destination and developing the eastern side of Tottenham Green as an attractive and vibrant urban space.

Aims and Objectives

- Reinforce the civic and cultural identity of Tottenham Green as the heart of Tottenham.
- Diversify and intensify activities through events, art and culture.
- Develop complementary uses at High Cross area, including consideration of measures to address traffic, which support the area’s cultural and civic assets.
- Continue the success of Tottenham Green to the eastern side of the High Road.

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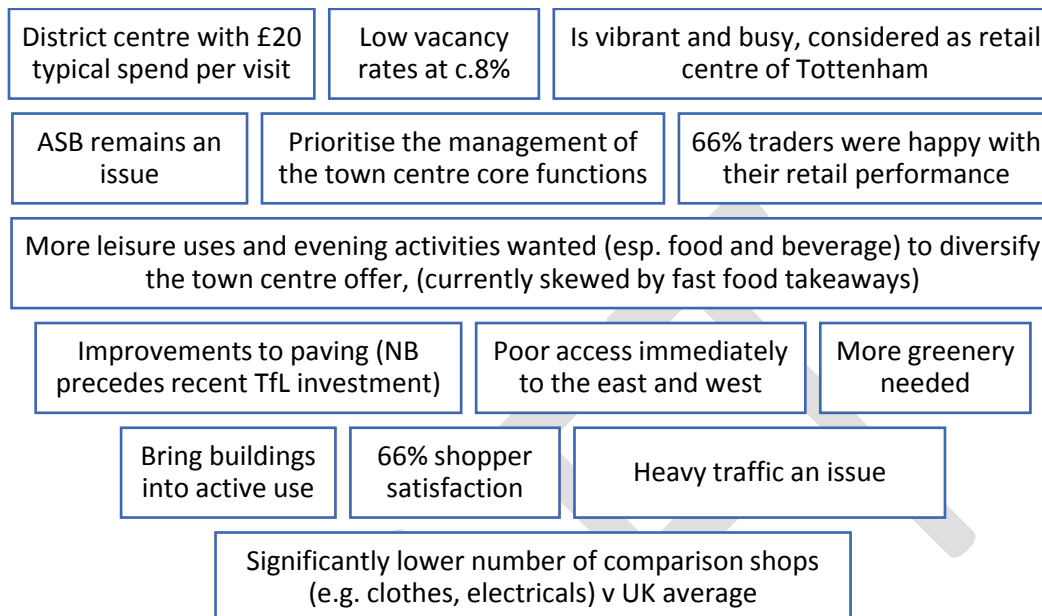
5.24 The Green and the underutilised **Holy Trinity nursery** are key elements that link the High Road with Tottenham Green’s civic institutions and would benefit from further improvements over time. Improved access into these civic spaces will enhance the enjoyment of these facilities and can be improved along routes such as **Clyde Road, Tynemouth Road and the roads leading to High Cross**. The civic and cultural identity of Tottenham Green could be reinforced by better **wayfinding** and **place marketing** of the area, as well as enabling **new and exciting activities** to flourish. Further investment at both the **High Cross junction** and the **Green on the eastern side of the High Road** will enable a complementary offer to that of the civic uses along Town Hall Approach to grow. A new **Tottenham Green Partnership** of partners, businesses, residents and friends groups would help to promote local activities at the Green including the popular **market**. We would like to explore opportunities to

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enhance the building frontages around High Cross, the east side of the High Road and around the **Bus Depot**.

BRUCE GROVE

5.25 The consultation and engagement process, and town centre health checks have identified the following issues to be addressed for Bruce Grove:



5.26 The consultation and engagement process led to the following resident comments:

“Improving the cosmetic environment will help how people feel, and encourage people to spend more time shopping and using the businesses on the high road.”

“It would be great to see the centre more activated – maybe with art installations or light installations. I also think there should be a box junction at the Bruce Grove station interchange. Cars and buses constantly block the pedestrian crossing (on the High Road side) which gives pedestrians less time to cross the road and also makes it dangerous

Vision

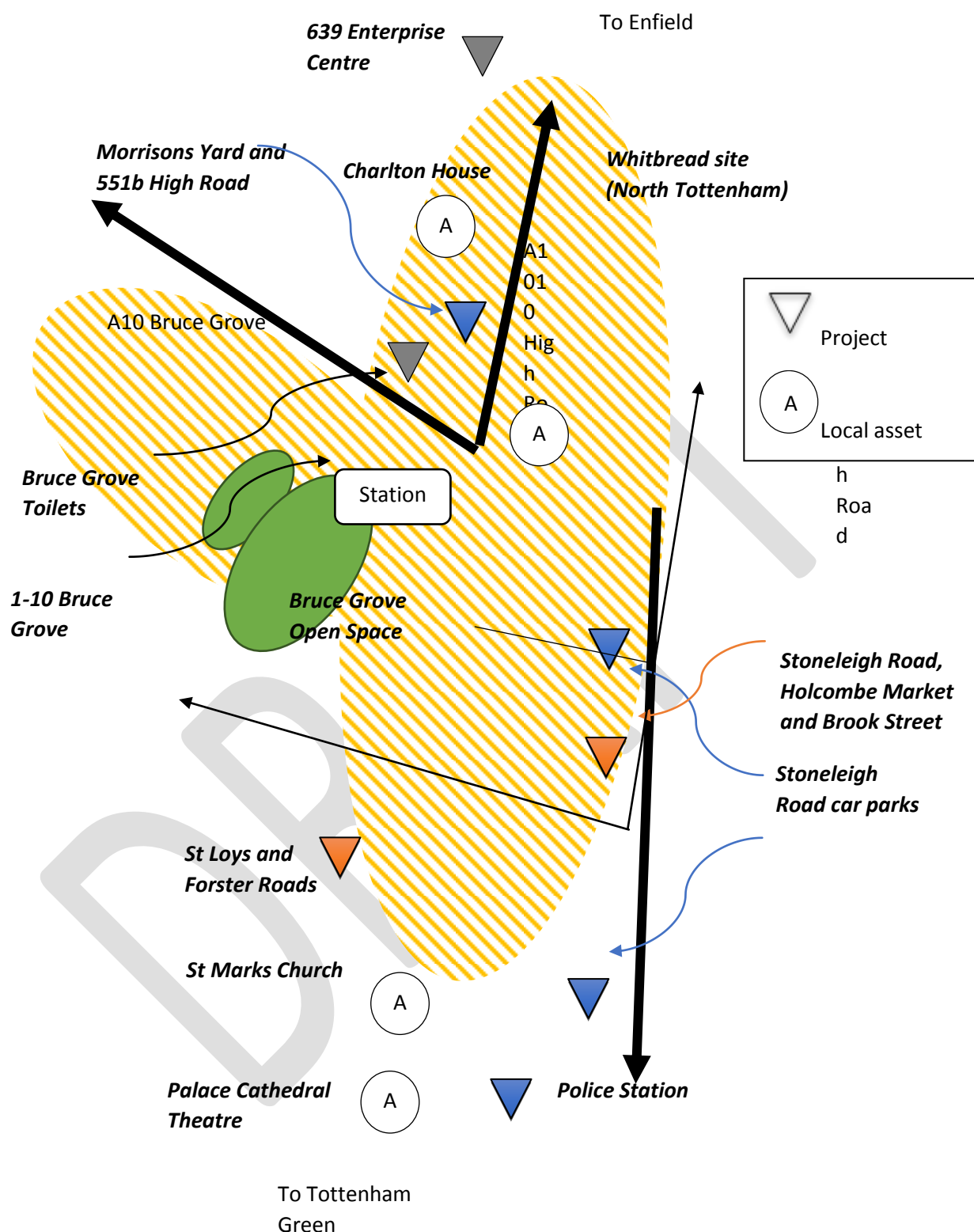
Bruce Grove will be identifiable as a bustling urban village that extends to spaces behind the High Road, where:

- *the growing number of local small and independent businesses, as well as large operators, have spaces to flourish*
- *the diverse local community feel comfortable to shop, proud to work, keen to socialise, and take pride in welcoming visitors*

Aims and Objectives

- a. Develop an identity that signals Bruce Grove as Tottenham’s retail centre
- b. Invest in and use landmark buildings to celebrate the history of the area, including signposting assets beyond the town centre, such as Bruce Castle and the Park
- c. Improve the quality and image of high street frontages and activities as well as rear and yard spaces around Holcombe Market and at the back of the High Road
- d. Embrace opportunities for makers and new commercial activities in the town centre
- e. Improve east-west links through the area and to destinations such as the stadium
- f. Cultivate a friendly and lively atmosphere including creating enhanced green and public open space

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5.27 Bruce Grove has a number of spaces at the rear of the High Road which detract from the quality and safety of the public realm in Bruce Grove. Enhancement of space at **Stoneleigh Road / Holcombe Road / Brook Street** and at **Morrison's Yard / 551B High Road** would provide safer access and encourage better use of the rear of the properties for lower value commercial and community activities complemented by a

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higher quality public realm, supported by better **wayfinding** and **place marketing** initiatives. In addition to these, there are a number of other opportunities for encouraging local business and entrepreneurship including **Bruce Grove Toilets**, **Bruce Grove Station Forecourt** and **639 Enterprise Centre**, which could be complemented by a **business support programme**. Bruce Grove is rich with local heritage and, working with local landowners, opportunities could be made possible to enhance landmarks such as the **Police Station**, **Palace Cathedral Theatre**, **Whitbread Site** (676 High Road), **St Mark's Church** and **1-10 Bruce Grove**.

APPENDIX: Directory of projects

The following section details a directory of projects which together form the Programme and are aimed at enhancing the High Road. Projects are categorised as follows:

Urban Environment	Opportunities to investigate improved layout and urban design of the town centres' buildings and open spaces to promote better accessibility and land use
Strategic Transport	A range of highways projects to be explored, which have the potential to improve the quality of the environment and function of the town centre as well as movement between and within town centres
A Vibrant High Road	Projects and activities that will support a vibrant High Road, collectively addressing the economic, social and environmental health of the high street, delivered through a mix of capital and revenue-based activities
Opportunity sites	A series of opportunity sites to be considered further for enhancement, intensification or improvement. Each will have its own planned use
Heritage assets	A series of buildings noted for their intrinsic heritage value and the potentially enhanced role they could have in contributing to the vision(s) for the High Road through working with owners and occupiers to improve their properties

Some overarching priorities for all projects

Feedback from the consultation has indicated that there are a number of priorities for the High Road, which whilst not leading directly to projects or activities for this Strategy, should be considered as part of the strategic priorities for Tottenham. These are also reflected in the Strategy (Issues and Options), the values and commitments within the Tottenham Charter and the adopted AAP.

The following are overarching priorities, which should be considered as part of project activities and form the basis for any future projects that may emerge:

- Considering opportunities to advance the TfL Healthy Streets and Healthy Towns agendas, including measures to enhance the quality of restaurants and takeaways⁹
- Considering the potential to enhance public toilet provision
- Exploring opportunities to enhance the direct provision of, and prevalence of play, and generally ensuring both children and young people are catered for
- Ensuring the arts and cultural activities are enhanced
- Encouraging the development of a suitable day and evening economy, where relevant

⁹ See TCPA 'Planning Healthy Weight Environments' for guidance

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- Supporting the provision and appropriateness of workspace, especially for local businesses in the surrounding area such as the growing population of makers
- Helping to address barriers to employment for local residents, either through improving the street to support business growth and access to jobs for local people, supporting provision of new employment spaces and enhancement of existing employment facilities, or offering enhanced employment opportunities through better support for businesses

Ref	Project	Geography	Provisional Lead ¹⁰	Target project completion
UE1	Develop a Seven Sisters Urban Design Framework that includes West Green Road and Broad Lane	Wider Seven Sisters	Regen	By 2022
UE2	Develop a Tottenham Green Urban Design Framework	Tottenham Green and High Cross	Regen	By 2022
UE3	Develop a Bruce Grove Urban Design Framework	Bruce Grove	Regen	By 2022
UE4	A range of park and open space enhancement projects:			
UE4a	Tottenham Green East	Tottenham Green and High Cross	Parks	By 2022
UE4b	Tottenham Green – further enhancements	Tottenham Green and High Cross	Parks	From 2023
UE4c	Strategy for Hartington Park and impact on the High Road	Bruce Grove	Parks	By 2022
UE4d	Page Green Common	Wider Seven Sisters	Regen	By 2022
UE4e	Page Green Terrace	Wider Seven Sisters	Regen	By 2022
UE4f	Tropical Park near Pelham Road	Wider Seven Sisters	Regen	By 2022
UE4g	Area around the Monument Way	Tottenham Green and High Cross	Regen	From 2023
UE4h	Charlton House front garden	Bruce Grove	Regen	From 2023
UE4	An area-wide Play audit and strategy	High Road	Parks	By 2022
ST1	The development of a Streetscape Enhancement programme , prioritising pedestrian movement along the High Road and east-west routes to/from the High Road and key public spaces			
ST1-1	(1) A Tottenham High Road-wide Streetscape Design Guide	High Road	Regen/ Highways	By 2022

¹⁰ Several projects with multiple nominated leads would be expected to be led by different teams during their lifetime depending on the skillset/knowledge required.

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Ref	Project	Geography	Provisional Lead ¹⁰	Target project completion
ST1-2	(2) Improved public realm in town centres including decluttering, or measures to enhance accessibility and sustainable transport modes. Sites may include the below:			
ST1-2a	Areas around Seven Sisters Station (supporting the ongoing TfL programme)	Wider Seven Sisters	Highways	By 2022
ST1-2b	Stoneleigh Road, Holcombe Market and Brook Street	Bruce Grove	Regen/ Highways	By 2022
ST1-2c	Broad Lane	Wider Seven Sisters	Regen/ Highways	From 2023
ST1-2d	West Green Road	Wider Seven Sisters	Regen/ Highways	From 2023
ST1-2e	High Road, Bruce Grove	Bruce Grove	Regen/ Highways	From 2023
ST1-2f	Area around Town Hall Approach and surrounding listed buildings	Tottenham Green and High Cross	Regen/ Highways	By 2022
ST1-2g	Area in front of the Beehive pub, on the corner of Stoneleigh Rd car park	Bruce Grove	Regen/ Highways	From 2023
ST1-2h	Bluecoats Yard	Bruce Grove	Regen	From 2023
ST1-2i	510 A Yard	Bruce Grove	Regen	From 2023
ST1-3	(3) Measures to enhance use of an underused route to residential catchment areas, which might include: -			
ST1-3a	St Loys and Forster Roads, including the passage off St Loys	Bruce Grove	Regen/ Highways	By 2022
ST1-3b	Dowsett Road	Bruce Grove	Regen/ Highways	By 2022
ST1-3c	Tynemouth Road	Tottenham Green and High Cross	Regen/ Highways	By 2022
ST1-3d	Clyde Road/Circus and to Tottenham Green	Tottenham Green and High Cross	Regen/ Highways	By 2022
ST1-3e	Factory Lane	Bruce Grove	Regen/ Highways	From 2023
ST1-3f	Access below railway bridges and underpasses	High Road	Regen/ Highways	By 2022
ST2	An appraisal of the local bus network feeding into and along the High Road	High Road	Planning/ Highways	By 2022
ST3	A Parking Strategy that appraises existing provision and plans for the future including issues of enforcement	High Road	Regen/ Planning/ Highways	By 2022
ST4	An appraisal of pedestrian and cycling routes (including exploring dedicated lanes) - with some hotspots noted, including:			
ST4a	along West Green Road	Wider Seven Sisters	Highways	By 2022
ST4b	Seven Sisters and the stretch to Tottenham Green	High Road	Highways	By 2022

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Ref	Project	Geography	Provisional Lead ¹⁰	Target project completion
ST4c	the route from Tottenham Hale to Camden	Wider Seven Sisters	External (TfL)	By 2022
ST5	Appraisal of key roads and junctions , including:			
ST5a	Monument Way/Philip Lane - 'High Cross' junction	Tottenham Green and High Cross	External (TfL)	By 2022
ST5b	Seven Sisters and the Boulevard to Tottenham Green	Wider Seven Sisters	Highways	By 2022
ST6	Investment into step free access at Seven Sisters station	Wider Seven Sisters	External (TfL)	From 2023
ST7	Investment into step free access at Bruce Grove station	Bruce Grove	External (TfL)	From 2023
VH1	Create a West Green Road Business Forum/Partnership	Wider Seven Sisters	Regen	By 2022
VH2	Create a Bruce Grove Business Forum/Partnership	Bruce Grove	Regen	By 2022
VH3	Create a Tottenham Green Partnership	Tottenham Green and High Cross	Regen	By 2022
VH4	Agree an anti-social behaviour Action Plan	High Road	Community Safety	By 2022
VH5	Deliver a High Street maintenance programme	High Road	Regen	By 2022
VH6	Deliver a High Street Wayfinding programme	High Road	Regen	By 2022
VH7	Develop a day and evening economy (DEE) strategy	High Road	Regen	By 2022
VH8	Produce a Place Marketing Strategy for the High Road	High Road	Regen	By 2022
VH9	Develop a comprehensive Arts and Culture Action Plan for the High Road	High Road	Regen	By 2022
VH10	Deliver a programme of projects to enhance the visual appearance, and security , of the High Road	High Road	Highways/Property/Regen	By 2022
VH11	Investigate opportunities to create and encourage temporary events	High Road	Regen	Ongoing
VH12	Support existing and explore additional market opportunities along the High Road	High Road	Regen	Ongoing
VH13	Deliver a programme of activities to support the prevalence of workspace along the High Road	High Road	Regen/Economic Dev/Strat Property	By 2022
VH14	Exploring the potential for a Carbon Off-setting Fund, implementing air quality improvements and exploring potential for a Green Wall (Tesco)	High Road	Environment	Ongoing
VH15	A programme of Business Support for High Road retail businesses	High Road	Regen/ Econ Devt	By 2022

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Ref	Project	Geography	Provisional Lead ¹⁰	Target project completion
VH16	Work with Council colleagues, partners and the community to enhance provisions, facilities and opportunities for young people	High Road	Regen / Commissioning	By 2022
A series of opportunity sites to be considered further for enhancement, intensification or improvement. Each will have its own planned use				
OS1	Seven Sisters Gateway (214 - 218 High Road)	Wider Seven Sisters	Regen	From 2023
OS2	Bus Depot (frontage or other enhancement)	Tottenham Green and High Cross	Regen/Highways	From 2023
OS3	East of Tottenham Green (retail terrace enhancement)	Tottenham Green and High Cross	Regen	By 2022
OS4	Stoneleigh Road car parks A, B and C	Bruce Grove	Regen	From 2023
OS5	431-451 High Road	Bruce Grove	Regen	From 2023
OS6	West of the High Road (behind The Ship PH)	Bruce Grove	Regen	From 2023
OS7	North of Windsor Parade	Bruce Grove	Regen	From 2023
OS8	559-565 High Road	Bruce Grove	Regen	From 2023
OS9	Stack N15, Westerfield Road	Wider Seven Sisters	Regen	By 2022
OS10	Bruce Grove Station forecourt	Bruce Grove	External (TfL)	By 2022
OS11	Morrisons Yard and 551b High Road	Bruce Grove	Regen	By 2022
OS12	Aldi Yard	Bruce Grove	Regen	From 2023
OS13	Police Station	Bruce Grove	Regen	By 2022
OS17	639 Enterprise Centre	Bruce Grove	Regen	By 2022
Buildings with heritage value and the potentially enhanced role they could have, working with owners and occupiers to improve their properties				
H1	Former Barclay's Bank, 220 High Road	Wider Seven Sisters	Regen	From 2023
H2	Prioritised Heritage Building Improvements at Holy Trinity Church & Nursery	Tottenham Green and High Cross	Regen	By 2022
H3	1-10 Bruce Grove	Bruce Grove	Regen	From 2023
H4	Bruce Grove Toilets	Bruce Grove	Regen	By 2022
H5	St Marks Church	Bruce Grove	Regen	From 2023
H6	Whitbread Site, 676 High Road	Bruce Grove	Regen	From 2023
H7	Palace Cathedral Theatre	Bruce Grove	Regen	By 2022

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Background documents

- Tottenham High Road Strategy Consultation and Engagement Summary (Tibbalds, 2018)
- Tottenham High Road Strategy Town Centre Health Checks (Tibbalds / The Retail Group, 2018)
- Tottenham High Road Strategy (Issues and Options) (Tibbalds, 2018)
- Haringey Local Plan (LB Haringey, 2017)
- Tottenham Area Action Plan (LB Haringey, 2017)
- Tottenham Strategic Regeneration Framework (LB Haringey, 2014, Delivery Plan updated annually)
- LB Haringey Conservation Area Appraisal and Management Plans (LB Haringey, 2017)
- Tottenham Charter (2017)
- Tottenham Retail Impact Assessment (GVA, 2016)

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