

Appendix 2.

'Looking to the Future' - Tottenham Regeneration Strategy - Consultation Plan

Introduction

The Council and the GLA are committed to transforming Tottenham and bringing positive change for local people. Achieving this requires a major programme of regeneration and renewal. We are committed to developing a Regeneration Strategy for Tottenham that is owned by the local community and reflects their priorities and aspirations.

It will set out a vision which will describe the type of place that Tottenham will be and the strategy for implementing and delivering this vision. Consultation and involvement of local communities and stakeholders will be embedded within our approach to regeneration.

The development of the Regeneration Strategy includes three main stages of consultation and dialogue with communities (although these stages will overlap with one another).

Stage 1 – Stakeholder engagement 1st September – 31st October 2011

This initial period of engagement with stakeholders (community, business and public bodies) ran from the beginning of September until the end of October. The findings from this phase of stakeholder engagement has informed and shaped key elements of our overall draft approach to regeneration in Tottenham, as well as playing a key part in the recovery from the riots through community listening exercises.

A summary of the key stakeholder engagement activities is provided below:

Stakeholder	Forum	Key aspects / areas of discussion
Local residents and community groups	<ul style="list-style-type: none">▪ Community Panels – 11 Panel meetings between 7/09/11 – 26/01/11▪ Area Committees and Forums – 19/09/11 (NP&WHL), 6/09/11 (T&SS)▪ Young Foundation Workshop focusing on parents – 18/10/11▪ Young Foundation Workshop focusing on residents – 22/10/11▪ Dowsett Road Residents Assoc – 19/09/11	<ul style="list-style-type: none">▪ Listening and understanding exercise – recovery from the riots▪ Next steps and shaping the future▪ Understanding perceptions of the impact of the riots on Tottenham's reputation, and to understand what will make people feel safe and connected to their communities and institutions
Young People	<ul style="list-style-type: none">▪ Young Foundation Workshops focusing on young people – 19/10/11 and 20/10/11	<ul style="list-style-type: none">▪ Listening and understanding exercise – recovery from the riots▪ Next steps and shaping the future, particularly understanding

Stakeholder	Forum	Key aspects / areas of discussion
		young people's priorities
Local businesses	<ul style="list-style-type: none"> Tottenham Traders Partnership Meeting – 16/08/11 & 28/09/11 Cabinet Member walkabout with traders – 30/08/11 Haringey Business Board – 29/09/11 Young Foundation workshop focusing on local traders – 12/10/11 	<ul style="list-style-type: none"> Financial support and impact of the riots Identifying opportunities for recovery and regeneration Understanding business priorities moving forward
Investors and Property Sector	<ul style="list-style-type: none"> Investors and Landowners Meeting – 7/10/11 	Discussion around public sector investment priorities and high level regeneration proposals
Landowners of damaged sites	<ul style="list-style-type: none"> Meeting with Lord Harris (Carpet Right) – 22/09/11 Meeting with Aldi – 25/10/11 	Facilitating relocation and understanding challenges and opportunities going forward
Housing Partners	<ul style="list-style-type: none"> Registered Providers Forums – 11/10/11 Integrated Housing Board (inc. Mental Health Trust, HAVCO, Registered Providers) – 18/10/11 	Discussion around public sector investment priorities and high level regeneration proposals
Members	<ul style="list-style-type: none"> Area Committees and Forums – 19/09/11 (NP&WHL), 6/09/11 (T&SS) CAB – 29/09/11 Ward Cllrs briefing – 3/10/11 & 20/10/11 Ward Cllr walkabouts – Cllr Mcnamara 22/09/11; Cllr Brabazon – 20/10/11 Tottenham MP – 5/10/11 	<ul style="list-style-type: none"> Discussion around public sector investment priorities and high level regeneration proposals Focus on High Street improvements Utilising Ward Cllr knowledge to understand key issues
Haringey Staff	Senior Managers Forum – 19/10/11	Presenting and discussing initial principles and approach to regeneration
Health	Cross-Party Group on Health Inequalities – 8/09/11	Regeneration and impacts on mental well-being
Community Safety Partners	Community Safety Partnership (inc. Police, Probation, Community Police Consultative Group) – 6/10/11	Developing safe, secure and confident communities – priority underpinning emerging regeneration proposals

Stakeholder	Forum	Key aspects / areas of discussion
Police	Community Police Consultative Group – 21/09/11	<ul style="list-style-type: none"> ▪ Listening and understanding exercise – recovery from the riots ▪ Next steps and shaping the future
Education	<ul style="list-style-type: none"> ▪ CHaNEL (meeting with Paul Head) – 21/09/11 ▪ Tottenham Head Teachers Meeting – 16/11/11 	Particular focus on young people
Third sector	Young Foundation workshop focusing on CVS – 25/10/11	Understanding perceptions of the impact of the riots on Tottenham's reputation, and to understand what will make people feel safe and connected to their communities and institutions
GLA	Regular meetings between senior officers, Cllrs and Mayoral Advisors	Discussing recovery, investment and regeneration priorities
Associated consultation exercises		
Core Strategy Consultation – employment land designations and affordable housing policy	Consultation with residents, businesses and stakeholders – 23/09/11 to 3/11/11	LB Haringey consultation on affordable housing policy and employment land designations
Upper Lee Valley Opportunity Area Planning Framework	17/11/11 – 1/01/12	GLA consultation on broad planning framework for Upper Lee Valley

Stage 2. The community shaping Tottenham's future 2nd November – 6th January 2012

Following the initial stakeholder engagement, a full programme of consultation is taking place that will explore and discuss the broad approach and principles for regeneration as well as developing priorities for physical, social and economic renewal in Tottenham. This consultation period is running from 2nd November – 6th January and a full consultation plan for this stage is provided below.

Stage 3. Further consultation Jan 9th onwards (inc. consultation on draft Regeneration Strategy)

Details TBC (will include statutory consultation around changes to planning policy), key components will include:

- Draft planning policy for high street uses – beginning of the formal consultation on the Development Management Development Plan Document
- Consultation on amended proposal for Spurs stadium

- Possible consultation on amended Wards Corner planning application
- January 2012 – consultation on planning briefs for 570-592 High Road (Aldi site) and 530-536 (Post Office site) High Road
- Jan 10th (NP&WHL) and 31st (T&SS) – Area Committees and Forums, feedback on public consultation so far
- February 2012 – Carpet Right Planning App (638 High Road) – consultation to commence on planning app
- February 2012 – Possible NP masterplan (beginning consultation)
- March 2012 – consultation to begin on draft Tottenham Regeneration Strategy

Consultation Plan – Stage 2

The consultation plan detailed below sets out the key aspects of stage 2 of the consultation.

Name of consultation	Creating a Regeneration Strategy for Tottenham in partnership with local communities (stage 2)
Consultation Period	<ul style="list-style-type: none"> ▪ 2nd November 2011 – 6th January 2012 ▪ This stage of public consultation will be on the broad principles and approach to regeneration in Tottenham and will identify community priorities for physical, social, economic and environmental renewal of Tottenham ▪ The framework for consultation will build upon the findings from the initial period of stakeholder engagement (stage 1) and will be informed by analysis of existing information and data about deprivation, impact of the riots, sites, locations and regeneration opportunities in Tottenham ▪ This period of consultation will link with a programme of confidence building and ‘pride in the area’ activities that will inform our approach to promoting Tottenham to stakeholders and investors ▪ In line with feedback received during stage 1 of the consultation, the Council is committed to restoring key high street businesses as soon as possible as well as encouraging high quality redevelopment on sites destroyed by the disturbances. We anticipate pre-application meetings with developers for Carpet Right site will occur during this stage (inc. consultation at DM Forum and Conservation Area Advisory Committee in late November). We will be developing draft Planning Briefs for a number of these sites and will be consulting on them with the local community. Each Planning Brief will have its own specific consultation approach and timescale. ▪ Feedback and information from other relevant sources (e.g. GLA Economics) as well as all consultation activity will be used to develop our initial regeneration strategy. ▪ Initial consultation on draft informal policy on high street uses
Project description	<p>Purpose of the consultation</p> <ul style="list-style-type: none"> ▪ To consult residents, businesses, local organisations, stakeholders and partners on our initial high level regeneration approach and to identify outcomes and priorities for a draft regeneration strategy for Tottenham. ▪ To consult on the principle of an ‘area based’ approach to regeneration in

	<p>Tottenham based on the following areas:</p> <ul style="list-style-type: none"> - Northumberland Park - The Green - The Hale - The High Road <ul style="list-style-type: none"> ▪ To understand residents and stakeholders priorities for physical, economic, social and economic renewal (e.g. housing, transport, open space etc) within each area and identify realistic actions / solutions for delivering these priorities <p>As well as consulting on these integral elements of the strategy, the consultation will be an ideal opportunity to:</p> <ul style="list-style-type: none"> ▪ Explain what achievements and progress the Council has made so far in the aftermath of the disturbances ▪ Communicate the key milestones that we are working to (e.g. High Road sites) ▪ Empower local people by giving them a genuine stake in the transformation of Tottenham ▪ Equip local people with new skills – through innovative and interactive consultation methods people will be empowered and equipped with new skills to tackle issues in their, and their communities, lives ▪ Understand people's previous experiences of regeneration
Principles underpinning our consultation approach	<ul style="list-style-type: none"> ▪ Empower local people to participate in the development of the regeneration strategy for Tottenham ▪ Recognise the diversity of Tottenham's communities and make sure everyone who may be affected is encouraged to have their say. This includes reaching out to people we may not have heard from in the past and holding events at accessible times and locations. ▪ Make sure our consultation promotes good community relations, cohesion and positive feelings about the future of Tottenham ▪ Communicate clearly, openly and honestly and keep people informed about progress. We will make information easy to access and understand. ▪ Work with local groups and organisations to tailor consultation exercises and make them appropriate for the audience ▪ Utilise existing communications channels wherever possible but also embrace the opportunities afforded by social media channels in engaging and reaching out to young people in particular ▪ Exceed the minimum legal requirements for involving people and making sure we follow Haringey's Statement of Community Involvement
Outcomes	<p>The expected outcomes of this stage of the consultation will be:</p> <ul style="list-style-type: none"> ▪ Fuller understanding of community priorities and aspirations to support the development of draft Regeneration Strategy for Tottenham ▪ Community ownership of the emerging regeneration priorities ▪ Dialogue and relationships strengthened between all stakeholders
Who is to be consulted? (see	<p><u>Residents and local businesses</u></p> <ul style="list-style-type: none"> ▪ All residents and businesses will have the opportunity to contribute through the

table A below)	<p>web site and through consultation leaflet feedback</p> <ul style="list-style-type: none"> Two public 'have your say' meetings will take place in Tottenham Green and Northumberland Park that will allow local residents and businesses the opportunity to 'plan for real' and discuss the key issues in their area Specific workshops will take place with young people. These will be developed with HfH Youth Participation Team to ensure they are relevant and appropriate. We will also be attending two classes at Northumberland Park Community School to get young people's views on how change should happen HfH will also be undertaking resident engagement activities (including an estates based event and door knocking activities) to encourage people to participate in the consultation exercise. <p><u>Public bodies</u></p> <ul style="list-style-type: none"> Tottenham Taskforce / GLA Health, Police, Education and Further Education, Probation, LB Enfield and Waltham Forest <p><u>Key stakeholders</u></p> <ul style="list-style-type: none"> Investors and landowners – including owners of damaged High Road sites, major developed and Registered Providers Ward Cllrs and local MP Cabinet 																		
Consultation high level Milestones	<table border="1"> <thead> <tr> <th>Milestone</th><th>Dates</th></tr> </thead> <tbody> <tr> <td>Start of stage 2 public consultation</td><td>2nd November 2011</td></tr> <tr> <td>Rebuilding Tottenham website (inc. consultation links) up and running</td><td>2nd November 2011</td></tr> <tr> <td>Issue the community consultation leaflet (inc. dates of public meetings)</td><td>14th November 2011</td></tr> <tr> <td>Present high level approach to Tottenham Task Force</td><td>8th December</td></tr> <tr> <td>Workshop at Northumberland Park Community School (Citizenship Year 11 classes)</td><td>23rd November 2011</td></tr> <tr> <td>Targeted resident engagement activities on Council estates in Northumberland Park</td><td>w/c 21st November 2011</td></tr> <tr> <td>Area Regeneration Meetings / workshops</td><td>Tottenham Green – 28th November 2011 Northumberland Park – 29th November 2011</td></tr> <tr> <td>Pre-application consultation begins on</td><td>End November 2011</td></tr> </tbody> </table>	Milestone	Dates	Start of stage 2 public consultation	2 nd November 2011	Rebuilding Tottenham website (inc. consultation links) up and running	2 nd November 2011	Issue the community consultation leaflet (inc. dates of public meetings)	14 th November 2011	Present high level approach to Tottenham Task Force	8 th December	Workshop at Northumberland Park Community School (Citizenship Year 11 classes)	23 rd November 2011	Targeted resident engagement activities on Council estates in Northumberland Park	w/c 21 st November 2011	Area Regeneration Meetings / workshops	Tottenham Green – 28 th November 2011 Northumberland Park – 29 th November 2011	Pre-application consultation begins on	End November 2011
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	site proposals (Carpet Right)	
	Stage 2 consultation closes	6 th January 2012
	Progress Report, initial findings and emerging shape of draft Regeneration Strategy – Cabinet	20 th December
	Area Committees (reporting back initial findings)	10 and 31 Jan 2012
Organisation	<p>Strategic Lead Anne Lippitt, Project Director Tottenham</p> <p>Project Contacts Adam Hunt (Tottenham Regeneration Programme)</p> <p>Tottenham Regeneration Strategy Development/ Reference Group Cllr Strickland Lyn Garner Anne Lippitt Adam Hunt Patrick Jones John Norman Tottenham Delivery Board Tottenham Taskforce Homes for Haringey Youth Participation Team</p>	

Table A: Who to consult

Who?	Contact	About What?	How?	Resource	Comments/issues/risks
Residents and businesses					
All residents and businesses	n/a – but working with HAVCO, HfH etc to ensure maximum participation	<ul style="list-style-type: none"> Initial high level regeneration approach and to identify outcomes and priorities for a draft regeneration strategy for Tottenham The principle of an 'area based' approach to regeneration in Tottenham Priorities for physical, economic, social and economic renewal across Tottenham and identify actions / solutions for delivering these priorities 	<p>Rebuilding and regenerating Tottenham consultation website</p> <p>Consultation leaflet and questionnaire (mail out)</p> <p>Consultation material in libraries, estates etc</p> <p>Newsletters and Haringey People</p>	<p>Tottenham Team</p> <p>LBH Communications and Consultation Service</p> <p>Funding from CLG / GLA</p>	<p>This is our starting point for consulting and communicating with Tottenham – getting the website up and running and getting our message out there</p> <p>Need to think through equalities, language and any disability issues</p>
Area Regeneration / Tottenham Future Forums	n/a – but working with HAVCO, HfH etc to ensure maximum participation	<ul style="list-style-type: none"> As above but specifically priorities for physical, economic, social and economic renewal within each area and identify actions / solutions for delivering these priorities 	Well thought out 'planning for real' type workshop where people get to interact with what future of their area may look like	Tottenham Team + RIBA / CABE materials	Need to ensure that these are as interactive as possible and that a range of visual materials are prepared to support these events
Young people	<p>Marlon Bruce – HfH Youth Participation</p> <p>Local headteachers</p>	<ul style="list-style-type: none"> Getting young people genuinely involved in having their say and shaping Tottenham's future – this is particularly important for the HfH estates in Northumberland Park where resident engagement is 	Workshops in schools and specific events on estates	HfH Resident Engagement / Youth Participation + Tottenham Team + Internal Comms and	

Who?	Contact	About What?	How?	Resource	Comments/issues/risks
		relatively weak		Cons	
Tottenham businesses	Chris Lane	<ul style="list-style-type: none"> Key priorities for local businesses and traders Starting a discussion about who is best placed to deliver these priorities 	Traders Partnership meetings	Chris lane – Tottenham Town Centre Liaison	
Area Committees	Chairs	The next Area Committees are on 10 th Jan (NP & WHL) and 31 st Jan (T&SS) – this provides an ideal opportunity to feedback on the consultation to local members and residents as well as engaging them about draft proposals and next steps	Presentation + workshop	Tottenham Team	Also working with the Community Safety and Engagement Team to ensure that relevant Neighbourhood Priority Plans are aligned with the development of the overall regeneration strategy
Public bodies					
GLA	Fiona Fletcher Smith	<p>Keeping GLA informed at a broad level about internal discussions, consultation findings and how priorities are being shaped</p> <p>Working with GLA to develop detailed business cases for public sector investment</p>	Meetings + informal	Tottenham Team + Lyn Garner	
Tottenham Taskforce	Sir Stuart Lipton	Feedback and challenge from high level taskforce	Regular meetings	Tottenham Team	
Health	Jeanelle de Gruchy / Catherine Herman	As per general consultation but also issues around determinants of health inequalities, specifically relating to current priority around mental health	Cross-party Health Inequalities Group	Tottenham Team	
Police	Borough Commander or Claire Kowalska	As per general consultation but particularly developing a more effective approach to safe and secure communities and how to	Meetings	Tottenham Team	

Who?	Contact	About What?	How?	Resource	Comments/issues/risks
		resource this			
Education (inc. Further Education)	Jan Doust (for headteachers) + Paul Head (CHaNEL)	Youth issues, skills and employment priorities	Workshops and meetings in schools	Tottenham Team	
Key stakeholders					
Investors and property sector	Gary Ince, North London Business (NLB)	<ul style="list-style-type: none"> Generating investor momentum about changing Tottenham's image and being 'open for business' Bringing forward discussion around potentially controversial 'business friendly' policies 	<p>Forums (e.g. North London Housing and Regeneration Conference)</p> <p>Prospectuses sent to NLB Members</p>	Tottenham Team + NLB	
Registered Providers	Confirm with Michael Kelleher	Specific development opportunities on High Road sites	Regular liaison	John Norman + Housing Enabling Team	
Voluntary and Community Sector	HAVCO – Pamela Pemberton	<ul style="list-style-type: none"> Initial high level regeneration approach and to identify outcomes and priorities for a draft regeneration strategy for Tottenham The principle of an 'area based' approach to regeneration in Tottenham Priorities for physical, economic, social and economic renewal across Tottenham and identify actions / solutions for delivering these priorities 	HAVCO are cascading consultation leaflet to all their organisations and are encouraging attendance at public meetings	HAVCO	
Specific equalities groups	Corporate Policy	Initial regeneration proposals and	Meetings	Tottenham	To be organised for December

Who?	Contact	About What?	How?	Resource	Comments/issues/risks
		understanding particular equalities considerations		Team	
Homes for Haringey	Peter Maddison	Development of socio-economic data	Workshop – 10/11, door knocking exercise and potential events on estates	HfH + Tottenham Team	
NLSA	Stephen King	Initial regeneration proposals	Meetings	Team Tottenham	
Conservation Area Advisory Committee	Joyce Rosser	Wider proposals, also specific Planning Briefs and site proposals	Meetings	Tottenham Team + LBH Design & Conservation Team	
Design Panel	Richard Truscott	Wider proposals, also specific Planning Briefs	Meetings	Tottenham Team + LBH Design & Conservation Team	
Members					
Cabinet	Cllr Strickland	Overview of progress, informing Cabinet about consultation findings, emerging shape of Regeneration Strategy	CAB reports + Cabinet Report 20 th December	Tottenham Team	
Ward Cllrs and local MP	n/a	Feedback on broad approach + area specific priorities	Project Director and Cabinet Member have had individual meetings and walkabouts	Tottenham Team	
Staff					
All staff should have an opportunity to contribute	Comms	<ul style="list-style-type: none"> General proposals – ideas for the future, lots of staff live in Tottenham 	Web pages / Harinet / Team Brief		