



Report for:	Cabinet on 15 July 2014	Item Number:	
Title:	Tottenham Strategic Regeneration Framework Delivery Plan		
Report Authorised by:	Lyn Garner, Director of Regeneration, Planning and Development		
Lead Officer:	Malcolm Smith, Interim Tottenham Programme Director		
Ward(s) affected:	Report for Key Decision		
All Tottenham Wards			

1. Describe the issue under consideration

1.1. In March 2014 Cabinet adopted the Tottenham Strategic Regeneration Framework (SRF; Appendix 1), which sets out the future vision for Tottenham:

By the age of twenty, a child born in Tottenham today will have a quality of life and access to the same level of opportunity that is at least equal to the best in London.

1.2. Paragraph 1.8 of the Cabinet report instructed officers to report in the summer with the details of a programme of projects and actions targeted at four priorities set out in paragraph 1.7. Raising the aspirations, ambitions and skills of Tottenham's young people has been broadened into a 'People' priority to include a focus on a strong and healthy community. The four priorities for the Delivery Plan are:

- **People:** Improved access to jobs and business opportunities; world-class education and training; and a strong and healthy community;
- **Place:** Better caring for the place and delivering improved public realm in all of the local centres that comprise Tottenham;



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- **North Tottenham including High Road West:** a new stadium/leisure destination and a comprehensive estate regeneration and housing renewal programme; and
- **Tottenham Hale:** A key area of opportunity in South Tottenham, building on the delivery of a new station and a range of mixed use development.

- 1.3. Paragraph 1.8 noted that the programme will detail key milestones, delivery partners where relevant, costs, and output and outcome measures. This is set out in the Strategic Regeneration Framework Delivery Plan (Appendix 2), which Cabinet is asked to adopt.
- 1.4. This report provides an overview of how officers have progressed the above recommendation, and how the Delivery Plan has been shaped by the feedback received as part of the “Tottenham’s Future” community engagement programme.
- 1.5. The ‘People’ priority of the Delivery Plan is a key focus to ensure the opportunities available to residents are maximised. Significant work has taken place since the approval of the SRF on this priority to translate the aspirations into deliverables.
- 1.6. Cabinet are asked to note that more detailed reports on High Road West, Seven Sisters and the Tottenham Hale regeneration programme are being considered separately in this meeting, and form part of the Delivery Plan.
- 1.7. The first year of the plan will be used to continue to refine the data and analysis, consolidate the priorities and establish the relationship with residents and partners that will secure a partnership approach for the duration of the plan and make target setting meaningful. This means that some of the proposed projects and interventions are more developed than others at this stage and work will continue to progress and refine these over the next quarter. Officers will report and seek approval as necessary through the usual arrangements.
- 1.8. The Delivery Plan sets out a revised governance structure for the Tottenham regeneration programme (Appendix 2, section 6) which consolidates the partnership approach with residents, other statutory, voluntary and community partners and stakeholders. It proposes an annual Tottenham Conference to review progress to date and re-focus efforts on the next phase of the programme and to establish an internal Council programme board to consider and resolve any issues. Cabinet will be asked to consider a separate report in autumn 2014 on the approach to community involvement in governance which is currently being consulted on.
- 1.9. The SRF will be formally launched on 30th July 2014 at Tottenham Town Hall from 4-8pm, and will include a panel question and answer discussion, workshops and an exhibition in line with the decision of Cabinet in March 2014.



2. Cabinet Member introduction

- 2.1. We have made great progress through the development of the Tottenham Strategic Regeneration Framework in setting out an exciting vision for the future of Tottenham. This sets out a vision of Tottenham as the next great area of London, where Tottenham's residents will enjoy a quality of life and a range of opportunities comparable with the very best in London. This was developed thanks to the thousands of residents and local stakeholders who gave their views and feedback on their aspirations for the area.
- 2.2. As I noted in March, achieving the ambitious vision set out in the SRF requires a clear set of priorities and goals. These have been developed in the attached SRF Delivery Plan to be considered by Cabinet. The Delivery Plan reflects the substantial Council resources that are being and will be brought to bear in the area, and the projects that are being led by or involve our partners, as we need to be clear that the Council cannot single-handedly deliver the scale of change required to realise the vision for Tottenham.
- 2.3. Our residents are at the heart of this transformation and the engagement of the community in the ongoing development and delivery of the programme of interventions in Tottenham is critical. We will be developing our community engagement strategy over the coming months so that we have the best governance structure in place to guide the programme.

3. Recommendations

Cabinet are asked to:

- 3.1. **Adopt** the Tottenham Strategic Regeneration Framework Delivery Plan attached at Appendix 2 as the programme for the delivery of regeneration in Tottenham.
- 3.2. **Note** that the approach to community involvement in governance will be developed in consultation with the community and that officers will report back in autumn 2014 with the community engagement and governance structure.
- 3.3. **Approve** additional funding of £230,000 per annum to support the project working with residents in the Northumberland Park ward (as outlined in Section 3 of Appendix 2, item 1a).

4. Alternative options considered

- 4.1. Delivering the regeneration of Tottenham is a key corporate priority of the Council. The Strategic Regeneration Framework and accompanying Delivery Plan sets out the Council's leadership and commitment to achieving the scale of change required to deliver the vision, and was developed following extensive community engagement.



4.2. The Delivery Plan will be reviewed annually so there will be opportunities to refocus the programme or include further projects.

5. Background information

Tottenham Strategic Regeneration Framework and “Tottenham’s Future”

5.1. In November 2013 Cabinet agreed the draft Tottenham SRF, which formed the basis of a wide-ranging community engagement programme (“*Tottenham’s Future*”) which ran from October 2013 to February 2014, with over 3,700 people consulted and engaged.

5.2. The Tottenham SRF was adopted by Cabinet on 18th March 2014, and the full “*Tottenham’s Future*” feedback report, independently produced by Soundings, published alongside. The documents reflect the community’s aspirations and ambitions for both Tottenham the place, and its people.

5.3. The findings and key priorities based on responses from the community engagement work have been reflected as follows in the SRF Delivery Plan:

Tottenham’s Future headline findings	SRF Delivery Plan
Jobs and employment	Employment and skills strategy strand in the ‘People’ priority
Young people	Providing opportunities for young people is included in the ‘People’ priority with interventions around educational outcomes and facilities, involving young people in their communities and creating a safer community
Revitalising the High Road	Key focus in the ‘Place’ priority including the development of a public realm strategy for the High Road, providing support to local businesses, and developing the offer of the area as a destination
Housing	Ensuring affordability and design quality in the area-based priorities of North Tottenham including High Road West, and Tottenham Hale where new development will be focused; and enforcement work in the ‘Place’ priority
Safer streets	Create a safer community strand in the ‘People’ priority
Education	Educational outcomes strand in the ‘People’ priority
Community	Community engagement strand in the ‘People’ priority; acknowledged as a



	priority for the programme to ensure ongoing engagement and consultation
Physical environment	The 'Place' priority including the cleaner, safer environment project
Relationships between the council and the community	Acknowledged as a priority for the programme to ensure ongoing engagement and consultation through a renewed governance structure; 'People' priority will be based on engagement with residents, and co-design and delivery
Community facilities and amenities	Use of existing civic buildings to be considered as part of Tottenham Green strategy, leisure destination to be developed as part High Road West, and work to transform derelict buildings to be taken forward e.g. Monument Way and Bruce Grove toilet blocks
Transport and access	Improvements to accessibility to be undertaken, close working with TfL and Network Rail
Reputation	A dedicated regeneration communications manager will lead on the continued promotion of Tottenham drawing on its diversity and heritage, facilitating events and positive publicity and news stories about the area
Green spaces	Public realm is a key focus in the 'Place' priority; establishment of a Green Link linear park linking the High Road to the Lee Valley Regional Park is a key outcome for Tottenham Hale

5.4. The Delivery Plan sets out the actions and projects that are required to meet the vision and deliver progress in the four priority areas. This is a twenty year programme and Cabinet are asked to note that this plan is primarily focused on the first phase of delivery.

The 'People' Priority

5.5. The physical regeneration of areas in Tottenham will address many identified inequalities through better housing, school and healthcare facilities, improved transport connectivity, and neighbourhoods designed to be safe and promote health and well-being. The SRF acknowledges that physical regeneration alone will not deliver the scale of social change required for the vision to be realised.



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5.6. The 'People' priority will focus on working with residents to ensure that they are engaged in the transformation and co-design of the community infrastructure and services, so that they become independent and resilient communities.

5.7. Detailed performance information has been collected on a range of indicators, and on the required trajectory towards the stated ambition for Tottenham to be comparable to the best in London. The current baseline, as measured by London-wide indicators, demonstrates that none of the 8 wards in Tottenham are comparable to the top London quartile on any indicator. For many years, the gap has been widest for residents living in the North Tottenham wards (Northumberland Park in particular).

5.8. A project is being developed with residents in the Northumberland Park ward to re-shape the delivery of services in the area. This will include for example primary health care, education providers and community safety, with the aim of building community resilience and early help, better aligning services to local need and to raise outcomes. The approach will be designed with the local community working with the public, private and voluntary and community sectors. The first phase will focus on the residents of the Love Lane estate. Following an evaluation of the first phase, it is intended that the approach be used more widely in Tottenham and the rest of the borough.

5.9. In addition, the initial priorities for the 'People' programme are:

- Providing children with the best start in life, supporting families with children from conception – 4;
- Enhancing the quality and ambitions of the education offer – supporting children and young people to exceed expected levels at Key Stages 2, 4 and 5, and to leave school ready for further education, training and employment;
- Creating a safer community with low levels of crime (particularly youth crime) and an integrated strategy to address gang-related issues;
- The design and location of community infrastructure so there is sufficient, accessible and high-quality healthcare and education provision that meets the range of residents' aspirations and needs;
- Improving the health of residents; and
- Developing and implementing an employment and skills strategy for Tottenham that increases the number of residents in employment.

Employment and Skills

5.10. The indicator data identifies a number of challenges facing many of Tottenham's residents including unemployment and low skills, lack of clarity and ambition on young people's destinations for post-16 learning, and a low and declining local employment base.

5.11. Work to develop a comprehensive employment and skills programme is ongoing. This programme will maximise the local employment and skills benefits from new



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investment in Tottenham, ensure that no one is 'left behind' by the transformation, and equip Tottenham's people to take a full and equal role in the wider London economy.

5.12. There are a number of immediate opportunities in the employment and skills programme including:

- Infrastructure to support the hardest-to-help jobseekers;
- An improving college rated outstanding for apprenticeships; and
- The chance to capture construction training and employment opportunities from the physical redevelopment for local people.

5.13. Looking further ahead, the regeneration programme will provide further opportunities such as:

- Jobs in new retail and leisure developments;
- An influx of new residents creating more demand for services;
- Good and improving connectivity to the London job market; and
- Growing demand for workspace in affordable but accessible locations.

5.14. The programme will secure the best return on investment by blending partnership working, influencing of mainstream/statutory providers, and specially commissioned interventions that augment or close gaps in provision.

5.15. Projects already underway or in detailed development include:

- Mapping Pathways: A short research study to build the picture of current and future employment pathways for Tottenham residents and the qualifications and skills needed to access these;
- Careers Education: Building on pilots in East London, exploring ways to expand the horizons and ambitions of primary and secondary schoolchildren; and
- Construction Opportunities: Ensuring the new Haringey Council Planning Obligations SPD and Tottenham Development Agreements reflect best practice in local labour and training requirements, with a package of support to help developers meet these obligations.

The 'Place' Priority

5.16. As well as the social regeneration agenda and the physical redevelopment of key sites in Tottenham, a large part of the programme is about focusing on improving the quality of the existing places and people's experience of them. The SRF sets out that Tottenham already has great character areas, open space, heritage and physical assets, and that efforts should be focused on retaining and building on this character to create great town centres, public spaces and streets, and an enjoyable and attractive place to live and spend time in (SRF, p.5).



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- 5.17. Concerns were raised during the consultation on the SRF in relation to the overall quality of the Tottenham environment in some places with comment specifically made on the cleanliness of the streets, safety, poor lighting, and the need to improve public spaces and key gateways into the area.
- 5.18. The ambition is that Tottenham will be a destination of choice, and therefore the projects within the 'Place' priority are all aimed at improving the quality of Tottenham as a place to spend time in. By improving public spaces, creating improved retail areas, diversifying the workspace, leisure and entertainment offer, and enhancing public transport hubs, heritage assets and green spaces, the regeneration of Tottenham will be enjoyed by new and existing residents.
- 5.19. A key focus of the 'Place' priority is getting the basics right, with a strong enforcement approach to tackle issues such as clean streets, tidy shop fronts and well-maintained homes and gardens. Pilot clean up and enforcement schemes will be targeted on perceived problem areas and rolled out to tackle a range of environmental problems.
- 5.20. The 'Place' priority also includes: regenerating Tottenham Green with an improved public realm and a programme of events to maximise the role of this important asset in the community, and a usage strategy to maximise the strength of the civic buildings and cultural offer in the area. Other interventions include shop front improvements, public art, events in key public spaces, the greening of West Green Road, the development of a high quality cultural, leisure and workspace offer, and active town centre management. A public realm strategy will also be prepared for the High Road from Seven Sisters to Bruce Grove, with a specific focus on public realm improvements at Bruce Grove including the station, Holcombe Road market and improving alleyways.
- 5.21. These projects will be delivered in partnership with a range of community stakeholder and local groups to ensure their long-term success.

North Tottenham including High Road West

- 5.22. This area-focused priority includes the creation of a new leisure destination, a comprehensive estate regeneration programme including Love Lane and Northumberland Park, improved education and health infrastructure, and the development of a new stadium by Tottenham Hotspur Football Club.
- 5.23. Immediate projects include the development of a master plan framework for High Road West (a separate Cabinet report is being considered on this item), enhancing White Hart Lane station and surrounding public realm, and the consultation on future options for Northumberland Park.
- 5.24. The impact on local residents and businesses of development in the area is acknowledged, which is why the 'People' priority is being developed alongside and closely linked to the planned redevelopment in Northumberland Park ward.



Tottenham Hale

- 5.25. The SRF sets out the ambition for Tottenham Hale as London's next great neighbourhood with a new town centre at its heart, building on key assets such as extraordinary transport connectivity and proximity to the Lee Valley Regional Park.
- 5.26. Cabinet are asked to note that a separate report on the Tottenham Hale regeneration programme is being considered in this meeting, including Haringey's bid to the Greater London Authority to be designated as a Housing Zone and for resources to help secure the delivery of key infrastructure, homes and jobs for Tottenham.
- 5.27. The Delivery Plan also includes a range of partner-led transport improvements in this second area-focused priority, which will further improve the area's transport connectivity.

Monitoring including annual review

- 5.28. Seven key indicators have been selected to monitor in the Delivery Plan, covering the key programme priorities of access to jobs and employment, educational attainment, health and community safety. Section 8 of the Delivery Plan (Appendix 2) sets out the baseline position and scale of change required to meet the ambition of achieving London top quartile performance by 2034. It is proposed that these indicators will be monitored throughout the Delivery Plan programme, alongside progress of project delivery (milestones and outputs).
- 5.29. The proposed indicators are:
- Youth employment;
 - Long-term unemployed;
 - Level 4+ at Key Stage 2;
 - 5 A*-C at GCSE including English and Maths;
 - Excess weight in 10-11 year olds;
 - Male life expectancy; and
 - Neighbourhood crime.
- 5.30. An annual conference will be held where the Council with partners and residents will monitor progress, celebrate success, and re-focus efforts.

6. Comments of the Chief Finance Officer and financial implications

- 6.1. The delivery of the Tottenham Programme will be funded from a wide variety of sources and it is likely that the bulk of the funding will be external in nature, with



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significant funding expected from private sector developers, transport providers and central government. The Council role is likely to be largely to initiate and enable wider investment.

- 6.2. The costs of the programme at this stage are summarised in Section 4 of the Delivery Plan and this represents a combination of Council revenue and capital as well as external funding.
- 6.3. The existing Council budgets and external funding related to the Tottenham Programme are sufficient to contain all the expenditure clearly costed within the Delivery Plan at present, with the exception of the £230,000 related to 'reshaping of service delivery within Northumberland Park ward', which will require additional funding to be agreed by Cabinet before this element of the programme can proceed.
- 6.4. The Tottenham team budget also includes funding for staff posts and external consultancy support which are not explicitly costed in the Delivery Plan. There is also existing Council funding for a £50m Acquisition Fund, which will be used to support the wider programme, but the exact nature of the spend will only become clear over time.
- 6.5. Officers are continuing to work through the programme to identify precise costs for all items in the Delivery Plan and to explore the extent that items not previously budgeted for can be delivered from existing funding sources. As the Tottenham team budget agreed as part of the 2014-15 budget process largely related to the physical regeneration aspects of the programme, it is likely that any additional budget required will relate to the 'People' element of the programme.
- 6.6. As the programme develops, where costs cannot be met within existing budgets, Cabinet agreement to fund will be required at a later date before the project can proceed. It is likely that regeneration in Tottenham will serve to increase the Council's available resources via Council Tax and Business Rates income and thus increased investment in the short-term will lead to an increase in base income levels in the long-term.

7. Comments of the Assistant Director of Corporate Governance and legal implications

- 7.1. The Assistant Director of Corporate Governance has been consulted on the preparation of this report, and makes the following comments:
- 7.2. The report raises a number of issues which will need specific legal advice and guidance as they are being implemented.
- 7.3. The Framework Delivery Plan itself is not a formal Planning document and consequently will not form part of the statutory development plan. While it will be a material consideration, it will not carry significant weight in the development management process.



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7.4. The development management process needs to be underpinned by sound evidence based policy to ensure delivery of the Council's regeneration agenda and the Area Action Plan and Sites Allocation DPD will therefore need to be progressed in a timely fashion to provide this.

8. Equalities and Community Cohesion Comments

8.1. Policy and Equalities Team have been consulted in the preparation of this report and have commented as follows:

8.2. In a November 2103 Cabinet report, we commented that the draft Tottenham Strategic Regeneration Framework described in that report would contribute to the Council's performance on its public sector equality duty by helping to address some of the inequalities and deprivation that exist in Tottenham and help create a positive image of the area as a thriving place where people choose to live, work and stay throughout their lives, thus enhancing community cohesion in the area.

8.3. The public sector equality duty is also applicable in regard to the Delivery Plan described in this report and would require that the council has due regard to the need to advance equal opportunity to all sections of the Tottenham population to participate in and share in the benefits from economic growth and regeneration of Tottenham and ensuring that community cohesion is enhanced.

8.4. As the benefits are generated through this Delivery Plan, the duty would require that the Council is able to show that all sections of the target area share in them. This can only be demonstrated by collecting, monitoring and analysing data on how the benefits distribute across the protected characteristics.

8.5. A full and comprehensive Equalities Impact Assessment was completed in 2012 as part of developing the Plan for Tottenham which provides the overarching strategic blueprint for the Framework. Therefore, a full equality impact assessment of the Framework was not be necessary for that November 2013 report and is not necessary either in regard to this Deliver Plan.

9. Head of Procurement Comments

9.1. The Tottenham SRF comprises a number of intended regeneration initiatives across the Borough. To ensure maximum efficiency and best value; an overarching procurement strategy and action plan should be developed that will define the necessary delivery models and enable compliant routes to market along with the early engagement of potential partners and stakeholders.

9.2. Many procurement frameworks already exist and should help support the SRF, but where any gaps exist, these need early planning and action.

9.3. Further Procurement comments and advice can be provided as the delivery plan is progressed.



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10. Policy Implication

10.1. The Tottenham regeneration programme is critical to achieving the Corporate Plan outcomes and priorities, and is one of the corporate programmes.

11. Reasons for Decision

11.1. This report asks Cabinet to **adopt** the Tottenham Strategic Regeneration Framework Delivery Plan attached at Appendix 2 as the programme for the delivery of regeneration in Tottenham, to meet the future vision for Tottenham set out in the Tottenham Strategic Regeneration Framework.

11.2. The Tottenham team budget agreed as part of the 2014-15 budget process largely related to the physical regeneration aspects of the programme. As the social regeneration programme has been developed since the approval of the Tottenham Strategic Regeneration Framework in March 2014, Cabinet are asked to **approve** additional funding of £230,000 per annum for the delivery of the project working with residents in the Northumberland Park ward to support the 'People' priority.

12. Use of Appendices

Appendix 1: Tottenham Strategic Regeneration Framework (adopted by Cabinet on 18th March 2014)

Appendix 2: Tottenham Strategic Regeneration Framework Delivery Plan

13. Local Government (Access to Information) Act 1985

13.1. Not applicable.