

**Report for:** Cabinet 9 February 2016

**Item number:** 13

**Title:** Tottenham Hale Delivery: District Centre Framework

**Report**

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**Lead Officer:** Beth Kay, Regeneration Project Officer , Tottenham Hale & South Tottenham

**Ward(s) affected:** Tottenham Hale and Tottenham Green

**Report for Key/**

**Non Key Decision:** Key Decision

**1. Describe the issue under consideration**

1.1. Tottenham is a major regeneration area for Haringey and London. The Tottenham Strategic Regeneration Framework (SRF), approved by Cabinet on 18<sup>th</sup> March 2014, identifies Tottenham Hale as being London's next great neighbourhood and sets out an ambitious vision for the transformation of this area.

1.2. The Haringey Local Plan: Strategic Policies and emerging Tottenham Area Action Plan (AAP) (approved at Full Council on 23 November 2015 to be submitted for Examination in Public consequent to Regulation 19 in 2016) include ambitious targets of 5,000 homes and 4,000 jobs to be delivered in Tottenham Hale across a number of specific development sites. Key to this is the designation of Tottenham Hale as a District Centre, envisaging a range of new commercial, retail, leisure and entertainment uses in the heart of Tottenham Hale.

1.3. The council has prepared a District Centre Framework (DCF) for Tottenham Hale. The DCF is a masterplan demonstrating how the AAP could be implemented and new development co-ordinated, including the reorientation of the retail park to a new District Centre serving Tottenham Hale. It accords with the policies and principles in the AAP and is used to engage with the community, landowners and other stakeholders in the delivery of the vision for the area. This report is seeking approval to adopt the DCF as the council's delivery framework for Tottenham Hale.

1.4. The council is also preparing a number of related delivery strategies for Tottenham Hale, which focus on important themes, such as the quality of the public realm and our green and open spaces.

- Tottenham Hale Streets and Spaces Strategy : sets out a public realm and movement strategy

- Tottenham Hale Green and Open Spaces Strategy: sets out our approach to enhancing our green and open spaces and the links between them
- 1.5. This report is asking Cabinet to note the draft strategies and to grant delegated authority to the Tottenham Programme Director to approve the final versions as the council's delivery framework for Streets and Spaces and Green and Open Spaces in Tottenham Hale.
  - 1.6. The strategies identify a number of individual projects to be delivered alongside the provision of new development to improve the streetscape and green spaces in Tottenham Hale and enhance links through and to the surrounding area including the Lee Valley Regional Park. This report is asking Cabinet to note the projects which the council intends to take forward as a first delivery phase. The delivery of each project will depend on the size of the project, the partners involved and how the project is funded; this is set out in section 4.
  - 1.7. This report is also requesting Cabinet to note the Tottenham Hale Test Project approach, where the council will work with stakeholders to develop ideas for local projects. The approach allows enterprise or community development ideas to pilot in a low risk short term environment and allowed to grow before being considered for longer term investment. Examples of current Test Projects include the *Styx Theatre Project* at 5 Ashley Road and *Meanwhile Tottenham* at Tottenham Hale Underground Station due to start on site next year.
  - 1.8. In order to drive forward the delivery of the new Tottenham Hale District Centre, it is proposed to establish a Strategic Development Partnership, to be addressed in a separate report to Cabinet.

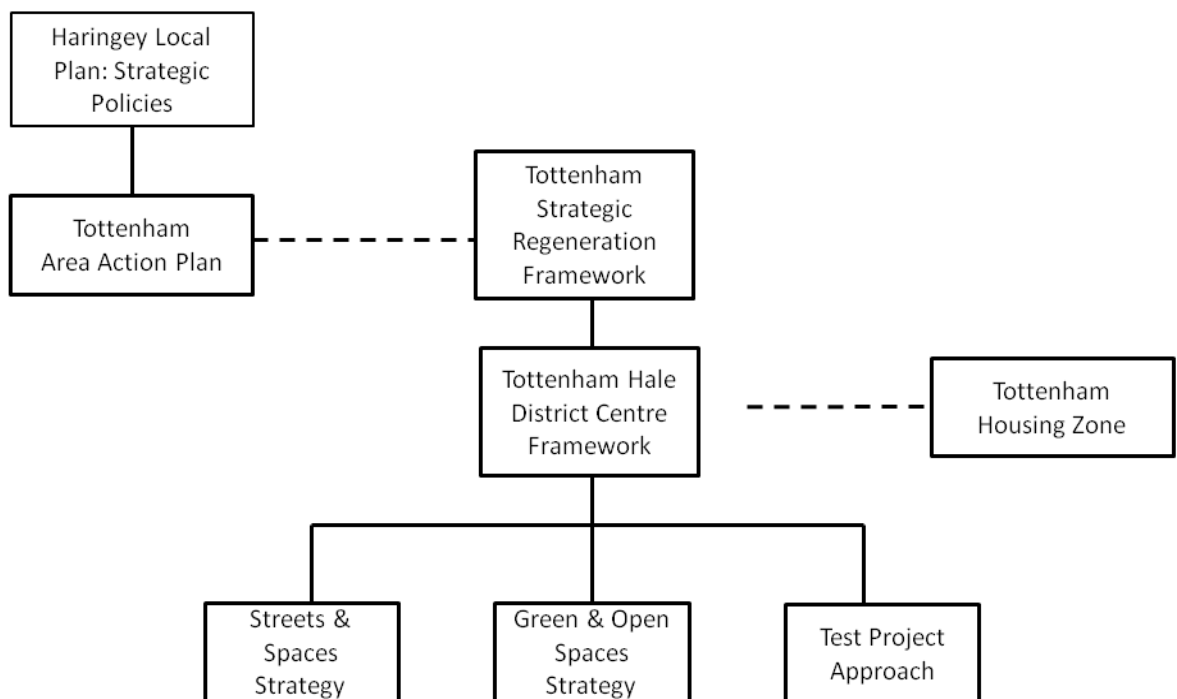


Figure 1 Hierarchy of Tottenham Hale Strategies

## **2. Cabinet Member Introduction**

- 2.1. Tottenham is a strategic asset for the council and the transformation of Tottenham Hale will benefit the existing and new communities across Haringey and London. Delivery of the DCF and supporting strategies will help to deliver an attractive, well connected, healthier and more resilient Tottenham Hale that all members of the community can be proud of.
- 2.2. The Council's strategy for the regeneration of Tottenham Hale includes a number of activities which allow growth to be positively managed. The council is putting in place an appropriate planning policy framework through the Tottenham Area Action Plan and a delivery framework through the Tottenham Hale District Centre Framework and associated delivery strategies.
- 2.3. The Council has also secured funding to support delivery through a variety of sources, including the Housing Zone and are identifying and/or working with development partners to see key sites coming forward, including a Strategic Development Partnership for the first phase of the Tottenham Hale District Centre. The regeneration activities will also deliver a social dividend, for example investment in a Tottenham Hale Health Centre and investment in green and open spaces.

## **3. Recommendations**

- 3.1. That Cabinet resolve to adopt the Tottenham Hale District Centre Framework as the council's delivery framework for Tottenham Hale for the reasons set out in paragraphs 4.3 – 4.9 below, and which can also be found in full in appendix 3 hereto.
- 3.2. That Cabinet note the draft delivery strategies listed below and grant delegated authority to the Tottenham Programme Director, in consultation with the Assistant Director for Environmental Services and Community Safety and Assistant Director of Planning, to approve the final version as the council's delivery strategy for Streets and Spaces and Green and Open Spaces:
  - I. Tottenham Hale Streets and Spaces Strategy for the reasons set out in paragraphs 4.10-4.15 below and which can also be found in full in appendix 5 hereto
  - II. Tottenham Hale Green and Open Spaces Strategy for the reasons set out in paragraphs 4.16 and 4.19 below and which can be found in full in appendix 4 hereto
- 3.3. That Cabinet note the following capital projects which already have Housing Zone funding in place to be taken forward in consultation with internal and external stakeholders (set out in Table 1) and agree that these projects should be added to the capital programme:
  - I. GL2 Hale Village Bridge/ Central Bridge
  - II. GL1 - Hale Wharf Bridge and PB1 Pymmes Brook Bridge
  - III. PR3 - Ferry Lane/ Forest Road
- 3.4. That Cabinet note the following capital projects which already have funding from other sources in place to be taken forward in consultation with internal and

external stakeholders (set out in Table 2) and agree that these projects should be added to the capital programme:

- I. Chesnut Road (Phase 1)
  - II. Broad Lane Pocket Parks
- 3.5. That Cabinet note the intention to continue to develop proposals, including a masterplan and/or a business case for capital investment, for the following projects in consultation with internal and external stakeholders (set out in Table 3):
- I. The Paddock
  - II. Down Lane Park
  - III. Park View Road Underpass
- 3.6. That Cabinet notes the Test Project approach set out in 4.28 – 4.33 and appendix 6.

#### **4. Reasons for decision**

4.1. The adoption of the Tottenham Hale District Centre Framework (DCF), Streets and Spaces Strategy and Green and Open Spaces Strategy, the Test Project approach, along with the endorsement of the first tranche of projects to be delivered by Cabinet will be a significant milestone in the regeneration of Tottenham Hale. These decisions will signal the end of the strategy development stage and the start of the delivery stage.

4.2. The reasons for adopting the DCF and supporting strategies:

##### **District Centre Framework (DCF)**

4.3. The London Plan and Haringey's Local Plan set out ambitious targets for home and job growth in Tottenham Hale. The AAP proposes designating Tottenham Hale as a District Centre. The DCF is a delivery framework for Tottenham Hale and shows how the outputs in the AAP can be translated on the ground and the heart of Tottenham Hale could begin to take shape. At its heart, this includes consideration of the elements that make up a sustainable place, including the social, community, economic and physical infrastructure needed to support the level of growth envisaged.

4.4. The process of preparing the DCF has been important in that it has been used to test key principles in the AAP – in terms of place making (the ingredients that make up a successful place), urban capacity and viability. The DCF shows what the district centre could look like by describing the structure of Tottenham Hale (its streets and spaces), the form and function of its buildings, the nature of green and open spaces and the location of key community infrastructure.

4.5. The strategy is to transform the heart of Tottenham Hale, currently an area dominated by surface car parking and out of town retailing, into a safe, open and attractive series of streets and spaces for people, flanked by shops, cafes and community facilities. The DCF is based on the following five themes:

- **A Revitalised Heart:** A place with a range of shops and leisure options where people enjoy spending time.
  - **An Affordable 21st Century Neighbourhood Of Choice:** A mix of affordable and market homes to rent and buy. The social and community infrastructure to support a growing community.
  - **A Well Connected Centre:** Well-connected and accessible spaces, promoting walking and cycling.
  - **A Network Of Green And Open Spaces:** High quality, green and open spaces, which are well managed/maintained, clean and safe.
  - **A Working Centre:** A good place to start up and grow businesses and create jobs. A mix of job types at varying skill levels.
- 4.6. Through the AAP policy AAP3 and in line with the commitments provided through the Housing Zone the council has committed to a 'portfolio based approach to sites', The implications of this policy approach is explored in the DCF document having regard to potential site development scenarios within the Local Plan documents (and based upon current circumstances). The council will work collaboratively with landowners through the planning system to coordinate the provision of housing tenure and types. This means that each site will be considered in terms of its specific characteristics and suitability for different housing types and tenures and balanced against proposals for other sites in Tottenham Hale, with the council playing a key role in managing the distribution across the area. For example, some sites may be more appropriate for family or smaller units, while others may suit particular tenure types.
- 4.7. In parallel with the preparation of the AAP, the Council is also preparing a Development Management DPD. Two policies are proposed which are of particular relevance. The first policy (DM55) concerns regeneration and masterplanning and requires applicants to demonstrate that proposals will neither prejudice future development nor frustrate delivery of the site allocations or wider area outcomes. The second Policy (DM56) is related as it supports land assembly to achieve comprehensive and co-ordinated development. The Policy confirms that the Council will use compulsory purchase powers where necessary, and where certain requirements are met.
- 4.8. The DCF has been prepared specifically to provide clarity and a framework for the implementation of the sites identified in the AAP, ensuring coordinated delivery of the strategic outcomes sought for the area. The DCF also sets out high level time scales for the delivery of key identified sites. The DCF forms part of the evidence base for the AAP, helping to demonstrate deliverability and providing more detail on implementation.
- 4.9. Preparation of the DCF has been informed by an extensive and bespoke programme of stakeholder consultation and community engagement (Appendix 1). This process has placed great emphasis on engaging with key landowners and the wider community to ensure all are aware of the vision for change in the Tottenham Hale area and the opportunities open to local people and businesses to become involved with and benefit from the investment being earmarked for the area.

4.10. Adopting the DCF as the council's delivery framework would support the policies in the existing and emerging Local Plan, including the "Haringey Development Charter" (Policy DM1) and express the Council's clear commitment to the community and developers about the quality of development that the council would like to see in Tottenham Hale. The DCF can then be used by the council to help steer design and investment decisions in a direction that allows a good quality of design and the delivery of a built environment which celebrates Tottenham Hale's unique assets. This is the reason for the recommendation in section 3.1.

### **Streets and Spaces Strategy**

- 4.11. A key challenge in delivering a successful new district centre in a dense urban environment will be to ensure that the streets and spaces successfully connect Tottenham Hale's neighbourhoods to each other and provide attractive, safe routes across the area. It is of critical importance that these spaces are well designed with a character reflecting what is distinctive and of value in Tottenham Hale today and built with good quality materials.
- 4.12. The Streets and Spaces Strategy describes a vision and sets a quality benchmark for the public realm including pedestrian streets, roads, cycle network and public spaces in the district centre. It will be used to guide council led highway improvements in Tottenham Hale and also public realm around new developments delivered by developers.
- 4.13. A key part of the Streets and Spaces Strategy is the Ashley Road North-South link, a new part pedestrianised street linking Ashley Road and the retail park. The street will connect a number of different development sites under different land ownership. In order to ensure that the street has the same character and uses the same materials throughout we propose to develop a design guide with partners.
- 4.14. Preparation of the Streets and Spaces Strategy is being informed by an ongoing programme of stakeholder consultation and community engagement (sections 6.9 – 6.14). The next steps are to develop the capital funding strategy for the projects which have been identified and work with Environmental Services and Community Safety to develop a sustainable solution to management and maintenance of the new and improved streets and spaces (sections 6.18 – 6.20).
- 4.15. This report is recommending that Cabinet note the communication drafts of the Streets and Spaces Strategy and give delegated authority to the Tottenham Programme Director, in consultation with the Assistant Director of Environmental Services and Community Safety and Assistant Director of Planning to approve the final version of this strategy.

### **Green and Open Spaces Strategy**

- 4.16. Another key element to the success of the district centre is the access to and quality of the green and open spaces. In the context of significant new development, it is clear that our existing open spaces will need investment. In some cases this is building on significant existing momentum. In others, this is

about building the case for investment. The Lea Valley is currently difficult to access from most of Tottenham Hale.

- 4.17. The Green and Open Spaces Strategy sets out a vision for a network of high quality green spaces across Tottenham Hale and a series of new and improved links across the railway line and various watercourses making it easier to access the Lea Valley. The Strategy identifies how the All London Green Grid / Haringey's Green Grid will be realised in Tottenham Hale.
- 4.18. Well planned, designed and managed green infrastructure can lead to a more successful and productive community that is environmentally, socially and economically sustainable. Investing in Tottenham Hales green infrastructure will help ensure that everyone's quality of life improves in the area as the transformation takes place. The DCF and delivery strategies will help the council to meet its priorities in the Haringey's Health and Wellbeing Strategy 2015-2018 including (1) reducing obesity (2) increasing healthy life expectancy and (3) improving mental health and wellbeing.
- 4.19. Preparation of the Green and Open Spaces Strategy is being informed by an ongoing programme of stakeholder consultation and community engagement (sections 6.9 – 6.14). The next steps for this strategy are to develop the capital funding strategy for the projects which have been identified and work with Environmental Services and Community Safety and Assistant Director of Planning to develop a sustainable solution to management and maintenance of the new and improved green and open spaces (sections 6.18 – 6.20).
- 4.20. This report is recommending that Cabinet give delegated authority to the Tottenham Programme Director, in consultation with the Assistant Director of Environmental Services and Community Safety to approve the final version of this strategy.

#### **Capital projects to be delivered in a first phase**

- 4.21. In July 2014 Cabinet agreed to the submission of the Tottenham Housing Zone bid and gave delegated authority for officers to enter into Housing Zone grant agreements with the GLA. Tottenham Hale was designated a Housing Zone by the Mayor of London in February 2015. In August 2015 officers (under the above delegated authority) agreed to the Council entering into an Overarching Borough Agreement with the GLA for a series of investments totalling approximately £44m to help deliver homes and jobs, improve the local environment and links to the Lea Valley Park.
- 4.22. Through development of the Green and Open Spaces Strategy and Streets and Spaces Strategy we have identified a long list of projects to be delivered over a ten year horizon to support the significant homes and job growth anticipated in the area.
- 4.23. Of this long list of projects the council initially will be taking forward a shortlist of nine projects. These projects, summarised in Tables 1, 2 and 3, have been selected because:

- I. The projects have capital funding already in place through the Housing Zone and these projects are already included in the Overarching Borough Agreement for the Housing Zone
- II. The projects have capital funding already in place through other funding sources and they help to meet the aspirations set out in the DCF and supporting strategies
- III. The projects have been identified as being a priority for stakeholders and the council is recommending that further design work and a delivery strategy is progressed.

4.24. Each project is at a slightly different stage and next steps will depend on the size of the project, the partners involved and how the project is funded. All of the projects will need to go through the appropriate approval processes before progressing to delivery stage. It may be that some of these projects do not proceed to delivery stage if they do not successfully pass each relevant project gateway.

### Capital projects with funding secured through the Housing Zone

Project	Brief description of project	Target Completion Date
Central Bridge	New pedestrian footbridge over railway line linking to Hale Village <i>Preferred delivery route through Network Rail</i>	2018/19
Hale Wharf Bridge	New pedestrian footbridge over canal to Hale Wharf <i>Preferred delivery route through private sector</i>	2017/18
Pymmes Brook Bridge 1	New pedestrian footbridge over Pymmes Brook linking to canal tow path <i>Probable delivery by LB Haringey</i>	2016/17
Ferry Lane/ Forest Road	Capital investment to Ferry Lane to improve cycleway and amenity for pedestrians <i>Preferred delivery route partnership between LB Haringey and LB Waltham Forest</i>	2016/17

Table 1: Capital projects with funding secured through the Housing Zone

4.25. The Tottenham Programme Delivery Board oversees and drives forward the delivery of the Tottenham Regeneration Programme at an operational level with LBH, GLA, TfL and the Met Police. This Programme Delivery Board will decide whether Housing Zone funded projects should be progressed to delivery stage. All Haringey capital projects will also be approved by the Haringey Capital Board to maintain a strategic overview of delivery and financial forecasting/spend.



## Other capital projects with funding secured through other sources

Project	Brief description of project	Target Completion Date
Chesnut Road (Phase 1)	Public realm improvements including landscaping and new play areas <i>Funding: S106, LB Haringey</i>	2016/17
Broad Lane Pocket Parks	Enhancementst to two pocket parks on Broad Lane <i>Funding: Transport for London / GLA</i>	2016/17

Table 2: Capital projects with funding secured through other sources

- 4.26. Funding has already been secured for these two projects and it is proposed that they proceed to delivery in 2016/17. Both projects will undergo a period of community and stakeholder engagement to agree the scope and develop the design and to confirm the delivery route.

## Other projects to be progressed in phase 1

Project	Brief description of project	Target Completion Date
The Paddock	Capital investment in Paddock and agreement of a sustainable management strategy. Dependent on business case and securing of necessary funding.	2018/19
Down Lane Park	Capital investment in park including improved facilities and more planting	Delivery in phases
Park View Road Underpass	Public realm improvements including lighting and signage	2016/17

Table 3: Other projects to be progressed in phase 1

- 4.27. These projects are an important part of the Green and Open Spaces Strategy and have been identified as a priority by stakeholders. Officers will undertake further work to develop the business case for each of the above projects. Progress will be subject to satisfactory business case and funding being in place and securing the necessary approvals.

## Reasons for supporting the Test Project approach

- 4.28. The approach: The Test Project approach is based on the principle of testing community and/or business ideas for new projects. It can be thought of as planting a seed from which larger projects may grow, but acknowledging up front that some may feel or may be heavily changed through the testing phase. It is similar to the *beta* phase in the testing of web or IT projects. It is an evolution of, and includes, the use of *Meanwhile* activities, which are now a common-place part of most regeneration projects and further afield.

- 4.29. The Council has noted the experience of Meanwhile projects elsewhere in London and recognises their potential in making the most of assets that are in transition, whether that's spaces or buildings. However, in looking at the characteristics of Tottenham Hale and in mapping the neighbourhoods civic networks, the Council is proposing a broader version of Meanwhile which is not just about temporary spaces, but which helps to support temporary/beta projects which have the potential to grow into larger and sustainable projects. The full approach is set out in the Test Project report.
- 4.30. Consultation: The Test Project report has identified a number of small-scale projects that could be set up in Tottenham Hale in the next few years. Some are based on ideas that have worked elsewhere, amended to take into account Tottenham's local characteristics, while others have come from dialogue with the local community. Ideas range from a 'Made in Tottenham' brand which would help link up local manufacturers/producers and retailers (both near and far), to ideas to establish a Village Green in the Lea Valley.
- 4.31. How it would work: The Test Project approach will work with local stakeholders to test ideas for projects which build on Tottenham Hale's strengths. A test project will need to bring together partners with a common purpose. The projects may have social, economic, environmental or cultural objectives. We will work to help partners to secure funding and/or resources (e.g. in a temporary space if it's a physical project) in order to test the idea for a limited time. If the project has demonstrated it is successful and sustainable, we will work with partners to take it to the next level where it can operate independently.
- 4.32. Current core funding is limited to an allocation of £50,000 per annum within the agreed Tottenham Regeneration Programme budget.
- 4.33. We are asking Cabinet to note the Test Project approach as a commitment to support community and business led activities to ensure that the existing communities in Tottenham Hale are supported throughout this period of significant transition and change.

## **5. Alternative options considered**

- 5.1. The Council has long been committed to the regeneration of Tottenham Hale and it has for some time been earmarked as a Growth Area (Haringey Local Plan: Strategic Policies, Tottenham Hale Urban Centre Masterplan SPD, Strategic Regeneration Framework, Physical Development Framework). These plans include the development of a new mixed-use urban centre, or district centre.
- 5.2. In deciding whether or not to commission a District Centre Framework the following other options were considered:
- Do nothing: allow sites to come forward for development that accord with the policies of the AAP, and allowing for infrastructure to be delivered in parts by different sites as they come forward

- District Centre Framework: To develop a non statutory masterplan backed up by a suite of delivery strategies, in dialogue with delivery partners, which can be used to guide development but which is not adopted planning policy
  - Supplementary Planning Document: Developing a comprehensive Council-led masterplan setting out in policy the principles for development in Tottenham Hale
- 5.3. The first option was discounted because if we relied solely on the AAP there would be a risk that the planning policies alone would not capture the proactive programme of investment promoted by the Council which sits outside planning policy documents such as the AAP. Lack of delivery clarity over what the council expects in relation to the design of the streets and spaces in between the buildings and the level of investment in the green and open spaces and infrastructure would make it difficult for the council to secure the quality and level of aspiration set out in the SRF.
- 5.4. The third option was discounted it was felt that the planning policy position for Tottenham Hale would be sufficiently set out in Tottenham AAP and it was not necessary to produce a further policy document. The benefits of the District Centre Framework were that it could be a delivery orientated document, an adaptable and flexible framework which could respond quickly to changes areas the regeneration programme moved forward, rather than a static, inflexible document.

## **6. Background information**

### **Tottenham – London’s Next Great New Neighbourhood**

- 6.1. The foundations underpinning the transformation of the Tottenham Hale area into a thriving new district centre, focused around a new public transport interchange, were established over 10 years ago. The first iteration of the London Plan, adopted in February 2004, identified the Upper Lee Valley as one of London's largest Opportunity Areas. Tottenham Hale, which has excellent levels of public transport accessibility, proximity to the open landscapes of the Lea Valley Regional Park and prevailing, in relative terms, low density land uses, was earmarked for significant levels of investment and growth.
- 6.2. The regeneration of Tottenham Hale is already underway and major investment has already commenced in Tottenham Hale with the delivery of the Hale Village development. The Tottenham Hale District Centre Framework (DCF) has been prepared as further momentum continues to build following the award of Housing Zone status for the area in February 2015.
- 6.3. The DCF sets out a delivery framework for 5,000 homes and 4,000 jobs. There will be opportunities for a diverse offer of homes, shops, community and leisure facilities. Five central themes capture the key opportunities presented by the prospect of new investment in Tottenham Hale, described in detail in Part 3 of the District Framework in appendix 3.

#### **1 - A REVITALISED HEART**

- 6.4. From out-of-town, to in-town centre - the retail park will continue to be the main focus of commercial activity but will be transformed from an environment dominated by surface car parking and out-of-centre format retailing, to a safe, open and attractive series of pedestrian friendly streets and spaces for people, flanked by shops, cafes and community facilities.

## 2 - A 21ST CENTURY AFFORDABLE NEIGHBOURHOOD OF CHOICE

- 6.5. Access to affordable housing emerged as perhaps the most important issue for local people during the preparation of the DCF. There will be a range of new homes varying in size and cost across a range of different neighbourhoods with mixed and well integrated communities who are proud of their area. The Tottenham Housing Zone will unlock a range of development sites which will, taken together, play a central role in delivering a more varied and accessible range of new housing choices.

## 3 - A WELL CONNECTED CENTRE

- 6.6. Existing excellent transport links will get even better with an improved road and cycle network, a new high quality interchange and at the centre of a network of well designed streets and public spaces. Tottenham Hale is a key transport interchange - with investments planned to improve the already very good levels of public transport accessibility at Tottenham Hale, the new district centre will be centred on a high quality interchange with improved access to all transport modes.

## 4 - A NETWORK OF GREEN AND OPEN SPACES

- 6.7. The urban landscape of Tottenham Hale will be enhanced to reflect the rich ecology of the Upper Lee Valley, bringing the community closer to nature and creating an accessible and green environment.

## 5 - A WORKING CENTRE

- 6.8. The establishment of a new district centre at the heart of Tottenham Hale will help to strengthen an already diverse local economy in a location that has traditionally been a focus of manufacturing and trade. New development will help to intensify activities in the central area, which will create new job opportunities in a wider range of sectors. These will include jobs in making and manufacturing, the creative industries, IT/Tech, retail and leisure. Job opportunities will be created across the widest spectrum of skills, including entry level unskilled jobs to highly skilled jobs in specialist sectors. These will help to strengthen the economic profile of the Tottenham Hale area.

### **Policy and Strategic Context**

#### **Planning Policy**

- 6.9. The Upper Lee Valley corridor is identified for significant growth and investment in the London Plan. As identified in the supplementary Upper Lee Valley Opportunity Area Planning Framework, the Tottenham Hale growth area is the single largest growth area in the corridor.

- 6.10. The foundations underpinning the transformation of the Tottenham Hale area into a thriving new district centre, focused around a new public transport interchange, were established over 10 years ago. Tottenham Hale, which has excellent levels of public transport accessibility, proximity to the open landscapes of the Lea Valley Regional Park and prevailing, in relative terms, low density land uses, was earmarked for significant levels of investment and growth.
- 6.11. The Tottenham Strategic Regeneration Framework (SRF), adopted in 2014, sets out the following vision for Tottenham Hale.

*“Tottenham Hale will be a destination where people can easily access the open spaces and waterways of the Lea Valley Park whilst enjoying a range of retail, leisure and business opportunities. The Hale will feel like a new town centre with an attractive network of streets and public spaces. Through transport improvements, master planning and targeted promotion, key sites will be made ready for major new investment”.*

- 6.12. The Haringey Local Plan: Strategic Policies adopted by Full Council on 18 March 2013 and the London Plan identify Tottenham Hale as a growth area. The AAP which if approved following EiP will form part of the Local Plan and puts clear planning guidelines and policies in place to support local people’s ambitions for long-term regeneration in Tottenham. The proposed submission draft of the AAP was approved at Full Council on 23 November 2015 and will be submitted for Examination in Public consequent on Regulation 19 in 2016.

### **Housing Zone**

- 6.13. The Tottenham Housing Zone was formally announced in February 2015. It is an expression of joint commitment by Haringey Council and the Mayor of London to accelerate the regeneration of Tottenham Hale.
- 6.14. In total, £44,115,000 has been secured to invest in infrastructure, site viability and site assembly. Most of the grant funding secured focuses on putting the infrastructure in place to support a growing Tottenham Hale. This includes funding to better connect the neighbourhoods of Tottenham Hale to each other, to the future urban centre, and to the green and blue of the Lee Valley Regional Park.
- 6.15. In terms of housing, landowners and developers working in partnership with the council are supporting the accelerated delivery of quality affordable and market homes to rent and buy. There will be a significant emphasis on delivering a variety of types of homes in different settings.
- 6.16. In terms of an approach to planning, the council has put in place a robust quality review process which includes external evaluation of applications by an independent quality review panel. With regard to uses and housing types the partners will work together to utilise their planning and delivery tools to seek to achieve a balanced delivery of housing types and tenures, work space and community provision across Tottenham Hale.

## Community and Stakeholder Engagement

- 6.17. The Tottenham's Future consultation was a five-month process carried out by the Council in late 2013/early 2014 to gather views from across Tottenham's diverse community to inform and shape the SRF. The level of participation in the consultation demonstrated the huge appetite that local people have for being involved in the regeneration of their area, with almost 4,000 people becoming engaged in one form or another.
- 6.18. Since the Tottenham's Future consultation the council has undertaken a series of community and stakeholder engagement events in Tottenham Hale, as part of the process of understanding Tottenham Hale's unique context. The conversations with residents have allowed us to better appreciate the views of local people and test emerging ideas and options across the DCF and its delivery strategies.
- 6.19. This engagement has taken the form of interviews, meetings, exhibitions, information days and workshops with the local community, including existing residents and businesses and also landowners. Some sessions were targeted at specific places or spaces, for example sessions held with residents of the Chesnut Estate, in the context of proposals for new development along Monument Way, while others focussed on capturing the views of the public at large.
- 6.20. These conversations have taken place regularly over the last two years as the schemes and proposals have progressed. Reports on each of engagement event below can be found on the council's website:
- Tottenham's Future - late 2013/early 2014
  - DCF1 September - October 2014
  - DCF2 and supporting strategies - March 2015
  - DCF2 and supporting strategies - June 2015
  - DCF 2 and supporting strategies - November 2015 [draft]
- 6.21. Ongoing engagement with key landowners has been a priority during the preparation of the DCF. A Tottenham Landowners Forum in the area is in place and a series of detailed one-to-one discussions with individual land owners and their representatives has also informed the development of the DCF.
- 6.22. The next steps for the Streets and Spaces Strategy and Green and Open Spaces Strategy is to consider the feedback from internal and external stakeholders and finalise the overarching proposals. The council will also develop the capital funding strategy for the projects which have been identified and work with Environmental Services and Community Safety to develop a sustainable solution to management and maintenance of the new and improved streets and spaces and green and open spaces.
- 6.23. The final draft of the Streets and Spaces Strategy and Green and Open Spaces Strategy will be published on the councils website for comment prior to adoption under delegated authority (subject to the recommendation in this report being agreed).

6.24. Refer to appendix 1 for a full Summary of Community Engagement.

### **From Green Link to Green Grid**

6.25. Members may recall the concept of the Green Link which was first proposed in 2006; a linear route to join up the isolated 'islands' and provide new connectivity primarily via a series of bridges for pedestrians and cyclists to reach the Lea Valley Park from the High Road and around.

6.26. After appraisal of this approach and consultation with stakeholders, we have recognised the importance of improving existing links to the Lea Valley, but also the need for investment in the area's green and open spaces. This emphasis on improving and protecting existing green and open spaces alongside and the links between them forms a part of wider efforts to invest in a Haringey Green Grid as part of the GLA's 'All London Green Grid' policy.

6.27. The scope of the Green and Open Spaces Strategy is now much wider than the original Green Link concept. Many of the first phase of projects set out in this report, will deliver the Green Link but the strategy now also includes other interventions to improve existing links to the Lea Valley Park as well as a number of projects to bring the riverine characteristics of the valley into the urban landscape.

### **Management and Maintenance**

6.28. The Council and its partners are exploring different management models for the future Tottenham Hale; the intention is to achieve a high standard of management and maintenance, as well as sustainable models to support ongoing placemaking activities.

6.29. A number of models are being investigated, including Business Improvement Districts, Estate Management approaches and Community Partnership approaches. A delivery strategy for maintenance and operations, will form part of the final drafts of the Streets and Spaces Strategy and Green and Open Spaces Strategy.

6.30. Regeneration, Planning and Development will work closely with Environment Services and Community Safety to develop a sustainable management and maintenance strategy for the district centre and surrounding areas.

## **7. Contribution to strategic outcomes**

7.1. The resolutions outlined in this report will contribute towards the following strategic priority outcomes in the Corporate Plan:

- Priority 3 – Clean and Safe: A clean, well maintained and safe borough where people are proud to live and work.
- Priority 4 – Sustainable housing, growth and employment: Drive growth and employment from which everyone can benefit. (Transport, broadband, skills, carbon reduction, strategic development); and

- Priority 5 – Sustainable housing, growth and employment: Create homes and communities where people choose to live and are able to thrive. (Housing).

**8. Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)**

**Finance and Procurement**

- 8.1. It is expected that the majority of the funding for these projects will come from Housing Zone monies already agreed with the GLA. Where Council match funding is required this will be dependant on the outcome of the ongoing Capital Strategy work and it may be necessary to revise the schemes and/or funding arrangements in light of the Council funding that is ultimately available.
- 8.2. The projects that are externally funded are listed in the table below;

<b>Project</b>	<b>Capital Funding Secured</b>
<i>Capital projects with funding secured through the Housing Zone</i>	
Central Bridge	£4,000,000.00
Hale Wharf Bridge including Pymmes Brook Bridge 1	£2,720,000.00
Ferry Lane/ Forest Road	£1,000,000.00
<i>Other capital projects with funding secured through other sources</i>	
Chesnut Road (Ph 1)	£270,000.00
Broad Lane Pocket Parks	£140,000.00

- 8.3. The Council needs to complete grant agreements with the GLA, but these projects do not need any further Council funding to be progressed.
- 8.4. For the remaining projects funding from the Council is expected to be agreed as part of the capital strategy in the summer of 2016. This funding would then mean that the projects are fully funded, however work should not commence until funding is confirmed. These projects are The Paddocks, Down Lane Park and Park View Road underpass.

**Legal**

- 8.5. The Assistant Director of Corporate Governance has been consulted on the preparation of this report and makes the following comments.
- 8.6. As stated in this report the Council has entered into an Overarching Borough Agreement with the GLA in respect of the Housing Zone funding allocated however in order to draw down the individual fundings the Council must enter into a Borough Investment Agreement in respect of each funding, failure to do so means the funding will no longer be available.
- 8.7. The DCF document 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.

8.8. The Supreme Court has recently endorsed the following general principles of consultation:

- That consultation must be at a time when proposals are still at a formative stage;
- That the proposer must give sufficient reasons for any proposal to permit intelligent consideration and response;
- That adequate time must be given for consideration and response; and
- That the product of consultation must be conscientiously taken into account in finalising any statutory proposals.

8.9. In short, in order to achieve the necessary degree of fairness, the obligation is to let those who have a potential interest in the subject matter know in clear terms what the proposal is and exactly why it is under positive consideration, telling them enough (which may be a good deal) to enable them to make an intelligent response. The obligation, although it may be quite onerous, goes no further than this.

8.10. The consultation carried out to date and both detailed above and fully explained in appendix 1 hereto appears to be entirely consistent with these principles in as much as the Council has consulted on those options which genuinely and viably address the key principles for change identified and endorsed by the Cabinet in 2014 and 2015.

8.11. In coming to its decisions the Cabinet will have to comply with the Council's Public Sector Equality Duty under the Equality Act 2010 as set out below.

### **Procurement**

8.12. The Construction Procurement Group (CPG) have no reasons preventing Cabinet from approving the recommendations.

8.13. CPG will support the procurement activities with early involvement (subject to resource availability) of the matters arising from the project design development and delivery activities.

### **Equality**

8.14. The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:

- I. tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
- II. advance equality of opportunity between people who share those protected characteristics and people who do not;
- III. foster good relations between people who share those characteristics and people who do not

- 8.15. An Equality Impact Assessment (EqIA) has been prepared to inform the Cabinet's decision over whether to adopt the Tottenham Hale District Centre Framework and accompanying strategies. The EqIA identifies that all groups of residents should benefit from the proposals set out in the Tottenham Hale strategies including improved transport links and the local network of streets, improvements in access to green open spaces and new public spaces, a mixture of new housing developments and plans to increase jobs and training opportunities in the area.
- 8.16. Robust monitoring and evaluation arrangements are to be put in place to analyse the impact of the Tottenham Hale development programme on different groups of residents, under the oversight of the Joint Strategic Forum and Tottenham Delivery Board. Developers will be expected to engage and work together on achieving social, economic and environmental strategic priorities set out in the Area Action Plan and DCF, as well as minimising disruption from construction works. A community engagement strategy is to be adopted, ensuring different groups of residents in the Tottenham Hale area can continue to input into the design and delivery of the new district centre developments and have their voice heard in minimising any potential disruption.
- 8.17. Going forward, as the details and delivery plans for the individual projects under Tottenham Hale's strategic framework are further developed, decision makers need to ensure that the potential impact on different groups of residents is duly considered specific to each major project.

## **9. Use of Appendices**

1. Summary of Community Involvement
2. Tottenham Hale November 2015 Update
3. Tottenham Hale District Centre Framework
4. Tottenham Hale Green and Open Spaces Strategy
5. Tottenham Hale Streets and Spaces Strategy
6. Test Projects Report
7. Equality Impact Assessment

## **10. Local Government (Access to Information) Act 1985**

- a. Tottenham Strategic Regeneration Framework (SRF), approved by Cabinet on 18<sup>th</sup> March 2014
- b. Haringey Local Plan: Strategic Policies
- c. Tottenham Area Action Plan (Pre submission version January 2016)
- d. Haringey's Health and Wellbeing Strategy 2015 – 2018
- e. Tottenham Hale Urban Centre Masterplan SPD

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