

NOTICE OF MEETING

Cabinet Member Signing

WEDNESDAY, 15TH AUGUST, 2012 at 14:30 HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

MEMBER: Councillor Alan Strickland, Cabinet Member for Economic Development and Social Inclusion.

AGENDA

1. URGENT BUSINESS

The Cabinet Member will advise of any items of Urgent Business that they have accepted.

2. DECLARATIONS OF INTEREST

A Member with a disclosable pecuniary interest or a prejudicial interest in a matter who attends a meeting of the authority at which the matter is considered:

- (i) must disclose the interest at the start of the meeting or when the interest becomes apparent, and
- (ii) may not participate in any discussion or vote on the matter and must withdraw from the meeting room.

A Member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Register of Members' Interests or the subject of a pending notification must notify the Monitoring Officer of the interest within 28 days of the disclosure.

Disclosable pecuniary interests, personal interests and prejudicial interests are defined at Paragraphs 5-7 and Appendix A of the Members' Code of Conduct.

3. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

To consider any requests received in accordance with the Council's Constitution.

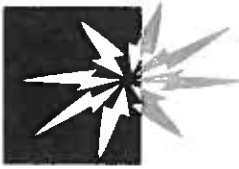
4. A PLAN FOR TOTTENHAM (PAGES 1 - 102)

(Report of the Director of Place and Sustainability – to be introduced by the Cabinet Member for Economic Regeneration and Social Inclusion). To approve the attached document 'A Plan for Tottenham'. The plans sets out the Council's ambitions for physical and economic change in Tottenham through to 2025 and was produced in partnership with the Tottenham Taskforce.


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Haringey Council

Report for:	Cabinet Member for Economic Development and Social Inclusion	Item Number:	
Title:	A Plan for Tottenham		
Report Authorised by:	Lyn Garner Director – Place and Sustainability 		
Lead Officers:	Adam Hunt – Tottenham Regeneration Programme		
Ward(s) affected: White Hart Lane; Northumberland Park; Bruce Grove; Tottenham Hale; Tottenham Green; Seven Sisters; St Ann's; West Green		Report for: Key Decision	

1. Describe the issue under consideration

- 1.1 A Plan for Tottenham sets out the Council's ambitions for physical and economic change in Tottenham through to 2025. It has been produced in partnership with the Tottenham Taskforce.

2. Cabinet Member introduction

- 2.1 Promoting Tottenham's regeneration has long been a Council priority and the community's desire to see change has been brought even more sharply into focus since the riots of last summer. In the public and stakeholder consultations undertaken since the riots, the local community in Tottenham has been telling us they want to see comprehensive regeneration that delivers fundamental improvements for the local community. We need to bring forward high quality developments that create more housing and work space opportunities. We need to deliver jobs and skills that enable local people to take advantage of the opportunities. We also need to transform Tottenham's image for local people and external investors. In short, local people are telling us that they want Tottenham to be a place that everyone is proud to be part.



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- 2.2 This plan sets out an ambitious vision for physical and economic change in Tottenham. Its focus is on:
- Maximising economic growth, jobs, investment, enterprise and new business in Tottenham
 - Bringing forward high quality housing
 - Making Tottenham a successful and attractive place to live and work

It sets out how we will encourage investment and change in four key areas:

- Northumberland Park
- Tottenham Green and Seven Sisters
- Tottenham Hale
- Tottenham High Road

- 2.3 The Council and its partners will be developing a Delivery Plan for this document that sets out the key projects, policies and developments that will be brought forward to support 'A Plan for Tottenham'. This will be published in late 2012.

3. Recommendations

- 3.1 It is recommended that the Cabinet Member formally approves 'A Plan for Tottenham'.

4. Other options considered

- 4.1 Supporting regeneration in Tottenham is a major Council priority and this plan will support economic and physical regeneration in Tottenham. Therefore no other options were considered.

5. Background information

- 5.1 Tottenham comprises some of the most deprived areas of the country. Securing lasting improvements is a key priority for the Council and partners, exacerbated by the impact of the riots last August. Since the riots, the Council has undertaken wide ranging consultation with residents, businesses and stakeholders to understand their key concerns, aspirations and priorities with a view to informing a Regeneration Plan for Tottenham. The framework for consultation has focused on delivering regeneration and renewal in the following four priority areas:

- Northumberland Park / North Tottenham
- Tottenham Green and Seven Sisters
- Tottenham High Road
- Tottenham Hale

This spatial focus has gone hand in hand with consulting on the actions required to deliver the following key community and stakeholder priorities:

- A Stronger Local Economy
- More High Quality Housing
- Excellent Public Spaces and Transport



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▪ Confident Communities

5.2 A public consultation report is attached as appendix 1.

6. Comments of the Chief Finance Officer and financial implications

6.1 The costs of producing this plan have been contained within existing budgets. As part of 2012-13 budget-setting cabinet agreed a revenue budget of £700,000 per annum to fund a Tottenham Regeneration team and Council funded capital budgets of £5.3million. Additionally a funding package has been agreed with the GLA that is subject to finalisation of grant agreements. In order to deliver this plan significant external investment will need to be secured and this will be reported to Cabinet as appropriate.

7. Head of Legal Services and legal implications

7.1 In reaching a decision on "A Plan for Tottenham", the Cabinet Member should have regard to the outcomes of the consultation and the findings of the equalities impact assessment, included at Appendix 1 and 2 to this report.

7.2 The equalities impact of the Plan will continue to be monitored, with further impact assessments on specific measures carried out as required and reported to members as appropriate.

8. Equalities and Community Cohesion Comments

8.1 A Plan for Tottenham will assist with the Council's duty to promote equality of opportunity under the Equality Act 2010. It seeks to encourage investment and renewal in some of the most deprived districts of Haringey. More jobs, better housing and improved transport will help benefit the most deprived communities who live in those districts, helping to redress some of the inequalities that exist in Haringey. It will also help to transform Tottenham's image for local people and external investors and help create a thriving place where people are proud to be part of.

8.2 Supported by the data set out and analysed in the equalities impact assessment of this Plan (see appendix 2), we find that across those protected characteristics covered by the Equality Act 2010 and for which relevant data is available, the disadvantage suffered by residents of Tottenham across a range of social outcomes is sufficiently significant to call for special measures to tackle them. 'A Plan for Tottenham' sets out the strategic framework for such measures by raising and providing an analysis of the equality and deprivation issues that are features of Tottenham that will need to be addressed. The specific measures that will deliver the visions set out in the plan will be identified in the delivery plan that will be developed in the autumn. These will be subject to their individual impact assessments as and when they are in development.

9. Head of Procurement Comments



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

10. Policy Implications

n/a

11. Use of Appendices

- Appendix 1. Public Consultation Report
- Appendix 2. Equalities Impact Assessment
- Appendix 3. “A Plan for Tottenham”

12. Local Government (Access to Information) Act 1985

12.1 n/a

A Plan for Tottenham

Appendix 1. Public Consultation Report

This consultation report is in two parts. Part 1 provides a summary of all consultation activity regarding Tottenham's future that has happened since the riots of August 2011. Part 2 provides full details of the results of our 'Have your say on Tottenham's future' public consultation exercise that ran from November 2011 to January 2012.

The purpose of this report is to feedback the views from these consultations and show how what you have said has informed the regeneration priorities for Tottenham.

Part 1. Consultation Summary

1. Introduction

The development of the Regeneration Plan for Tottenham has involved wide ranging conversations and engagement with local people, businesses, community organisations, investors, public partner agencies and stakeholders in Tottenham.

2. The story so far

Following the riots of August 2011, we immediately started engaging with the local community and having conversations with key stakeholders about what kind of actions were required to deliver positive change in Tottenham. This engagement included:

- Resident Committee meetings
- Area Forums and Committees
- Tottenham Traders Partnership
- Haringey Community Panel and other inquiry group meetings

These conversations informed our initial ideas and priorities for Tottenham that formed the basis for our 'Have your say on Tottenham's future' consultation that ran from November 2011 to January 2012. This included:

- Two 'have your say' events that attracted over 120 people
- Consultation questionnaires sent to all 45,000 households in Tottenham
- Almost 700 responses to the questionnaires with over 8,000 points raised
- Consultation at Area Forums and Residents Committees
- Visits to local schools to discuss priorities with young people
- Focus group discussions with local organisations and businesses
- Information in Haringey People – sent to all households in the borough
- Tottenham Community Stakeholder Summit May 2012 – over 100 attendees
- Setting up of Tottenham Taskforce – Haringey Councillors and Officers, GLA Officers and experts from the private, academic and third sectors to advise on priorities

We have continued to engage and consult with local people since then, particularly through area forums, the Tottenham Traders Partnership and resident Committees. This has culminated in the Tottenham Community Stakeholder Summit on the 8th May which brought together a variety of residents, businesses and partners to comment on the Council's draft priorities for regeneration and to start to map out how all the community stakeholders will own and deliver positive change in Tottenham.

Consultation Summary

The key concerns, aspirations, messages and ideas from all this consultation is set out below. It is broken down into four key outcomes: A stronger local economy; More high quality housing; Excellent public spaces and transport; and Confident communities.

1. A Stronger Local Economy

- **Training, support and skills** – basic upskilling (Maths, IT and ESOL) opportunities (but needs to be affordable), supporting people to be more confident in looking for work and opportunities themselves and apprenticeship and work experience opportunities.
- **Better High Road offer** – less betting shops, fast food establishments and beauty parlours. More brands, more attractors, more variety (including quality independents)
- **Attracting new businesses and supporting existing ones** – local authority doing more to attract major employers through incentives and its own investment in the area, supporting existing businesses fiscally but also doing more to clean up and promote the High Road (shop front improvements, activities and events)
- **More effective marketing and promotion** – essentially, the Local Authority is being tasked with doing more to highlight the many positive things about Tottenham, to keep pushing a message that will attract different type of people to the area and to develop an image for Tottenham that will attract investment.
- **Events and activities** – music and sports events, food festivals and markets, street parties, exhibitions, cultural attractions – all these things are required to get people talking about Tottenham and getting people visiting the area. These type of events can also provide opportunities for young people.

2. More High Quality Housing

- **Realism about existing stock** – many people felt the existing stock was poor, many satisfactory, many good and many that it was a mix of good and bad.
- **Improvements and maintenance required** – internal repairs, new windows, painting etc were all thought to be needed to improve the stock, as were better maintenance and cleanliness of external areas. Improvement grants for householders.
- **The Council's role** – more activist role in building new homes, changing its allocations policies to improve access (particularly for local, younger people), bringing forward regeneration schemes to provide more housing and the Planning Service ensuring higher quality design and taking more enforcement action against inappropriate development or conversions.
- **Residents and landlords** – a lack of care and responsibility by residents, tenants and landlords were highlighted as key concerns. Lack of maintenance and repairs, dumped rubbish in front gardens, dog fouling, littering, anti-social behaviours – respondents wanted greater responsibility by residents and landlords. There was also concern generally about the amount, and the condition of, HMOs.

3. Excellent Public Spaces and Transport

- **Transport** – generally considered to be good and an asset to be utilised going forward. Improvements required to bus services, lack of orbital routes, lack of routes connecting Tottenham with central London, the City and Stratford, need for better transport options away from the High Road.
- **Northumberland Park** – recognised as an area of transport deficiency, many suggestions for a Victoria line extension there (and beyond), need for more frequent (and modern) trains serving this line.
- **Cleanliness** – access to open space was a positive, general cleanliness of public realm (and stations) and green space was a concern. Reduction in maintenance and resources noted, a strong push for stronger enforcement against anti-social behaviours in public spaces.

4. Confident Communities

- **Police** – stronger, more visible presence required. But Police also need to be seen as being more reflective of, and emphatic with, the local community.
- **Crime and community safety** – stronger enforcement (zero tolerance) against anti-social behaviour, gangs, and environmental crime.
- **Young people** – need to address two interrelated issues 1. lack of employment opportunities 2. lack of activities (and structure)
- **Environmental improvements** – better lighting in streets and parks was repeatedly raised, a general emphasis on providing a cleaner, tidier and more attractive environment.
- **Cleaner and safer** – make it more attractive, make it clean and keep it safe – get the basics right.
- **Utilise existing assets** – build on the fact that Tottenham is recognised as having a multicultural and friendly community, has good transport links and access to green open spaces.

5. Focusing on four priority locations – North Tottenham, Tottenham Green and Seven Sisters, Tottenham Hale and the High Road

- Almost 60% of people agreed, 10% said these were not the right areas, other areas should be a priority or were unsure

What's next?

Following the publication of the Regeneration Plan for Tottenham, we will engage with local people at public events such as Area Forums as well as holding stakeholder working groups that will focus on developing a Delivery Plan for 'A Plan for Tottenham.'

Part 2. 'Have your say on Tottenham's future' consultation report

1. Background

A public consultation exercise to inform the development of a regeneration strategy for Tottenham ran from the 1st November 2011 – 6th January 2012. As well as a wide range of public consultation events, consultation questionnaires were sent to all households in Tottenham (over 45,000). We received 655 questionnaire responses (including 100 online).

The questionnaires asked open questions about the following five priorities

- Safe, Secure and Confident Communities
- Thriving Businesses and More Jobs
- High Quality Housing
- Excellent Public Space and Transport
- Inward Investment in Tottenham

The questionnaires also asked for feedback on whether these were the right priorities to frame the regeneration strategy, what other priorities we should be focusing on and whether the priority areas of Northumberland Park, Tottenham Green, Tottenham Hale and the High Road were the right areas to be initially focusing on. In total, there were 12 separate questions.

As the questionnaire asked open ended questions in many cases more than one point was raised in response to a particular question. Therefore, where applicable the responses have been broken down into individual points raised (approx. 8,000). These responses have then been coded into different themes to allow easier analysis of the responses. Appendix 1 below details the coding used for each question, as well as how many comments have been attributed to each particular theme. Appendix 2 provides a heat map of where consultation responses came from (approx 300 responses included postcode details), a next step will be to assign location information to the themes indicated below.

The report below provides information on the most common themes brought up in questionnaire responses, as well as analysis of these themes.

2. Safe, Secure and Confident Communities

2.1 Question - *What would help rebuild and improve your confidence in your local area?*

There were 832 separate comments noted in response to this question and these have been grouped into 21 categories / themes (see appendix 1 below.) The five most common themes were:

1. **The role and presence of the police (185 comments)**
2. **Environmental / public realm improvements (71 comments)**
3. **Crime and community safety (64 comments)**
4. **Opportunities for, and engagement with, young people (59 comments)**
5. **Investment and regeneration in area (46 comments); and Better and more balanced retail offer (46 comments)**

The role and presence of the police. Comments in relation to the role and the presence of the police were by far the most common. The overwhelming majority of these comments advocated the need for a much stronger, and more visible, police presence in Tottenham to improve confidence in the area. This included having many more police officers 'on the beat', being more visible in all areas (i.e. not just the High Road) and taking a much stronger approach to issues such as gangs and lower level anti-social behaviour. The issue of community / police relations was also raised by a number of respondents with concern being raised that the police needed to be seen as being more approachable from the wider community.

Environmental / public realm improvements. The most common issue raised was the need for a much cleaner and tidier local environment. This predominantly focused on the street scene but also

included comments in relation to open spaces and housing. In terms of the need for greater cleanliness, most focus was on people's own behaviours (i.e. littering, dumping, fl-tipping, dog fouling etc) however, it was also clear that the Council needs to do more in terms of enforcement against these offences as well as suggestions that the Council needs to be keeping the local area cleaner. Other suggestions for improving confidence in the area focused on giving the area a 'facelift' more generally and interventions to support a more pleasant environment for pedestrians (e.g. more crossings, improvements to pavements.)

Crime and community safety. Whilst clearly being linked with the role and the presence of the police, the main issue raised here was the need for more CCTV to improve the sense of security in the area. There was also a strong feeling that anti-social behaviour and enforcement issues needed to be tackled much more strongly. Examples included dumping, drug dealing, prostitution and noise pollution. There was also the issue, perception or otherwise, of too many people (youth and males) 'hanging around' and potentially causing trouble – this made many people feel uncomfortable. The specific example of 'illegal' workers hanging around Wickes near Seven Sisters was raised a number of times throughout the consultation.

Opportunities for, and engagement with, young people. The two most common suggestions raised were 1) the need for youth employment opportunities 2) the lack of activities for young people in Tottenham. Many respondents raised the need for more formal youth activities in the area, particularly the need for youth centre type activities. There was an overall sense that young people needed to have more positive experiences and that this could play a key role in preventing any drift into gangs or entrenched unemployment.

Investment and regeneration in area. Delivering investment and regeneration to the area was felt to be a priority in restoring confidence in Tottenham. This theme attracted a wide variety of suggestions for improvement. The two most common responses were around the need to invest in the High Road to make it more attractive and more of a visitor destination and for the Council to tackle the issue of derelict buildings (not just those destroyed / damaged in the riots, but also the issue of empty homes and commercial premises throughout Tottenham – an issue which appears elsewhere in the consultation responses too.) Many other issues were raised as well, including: investment to build better amenities; improvements to the area around Seven Sisters station / Wards Corner; ensuring high quality development happens; and investment that leads to job creation.

Better and more balanced retail offer. A much more detailed exposition of what the high Road offer needs to be is provided in 3.2 below. However, in terms of rebuilding confidence in the area, a number of issues in relation to the mix and balance of the High Road offer were raised. Firstly, there was a strong feeling that less of certain types of shops were needed – these included betting shops most prominently, but also fast food shops. There was also a sense that much greater variety of shops was needed (particularly on the High Road) – this included attracting big name brands (although some respondents did not want this) as well as a general feeling of just wanting 'better' shops.

2.2 Question - What do you think should happen to make your local area safer for your community?

There were 850 separate comments noted in response to this question and these have been grouped into the same 21 categories / themes as for 2.1 above. Excluding 'no comment' (67 instances), the five most common themes were:

- 1. The role and presence of the police (262 comments)**
- 2. Crime and community safety (101 comments)**
- 3. Improvements to street lighting (68 comments)**
- 4. Opportunities for, and engagement with, young people (68 comments)**
- 5. Community involvement (56 comments)**

The role and presence of the police. 30% of the comments received related to the role and presence of the police in improving safety in Tottenham. The issues raised were also very similar to those in 2.1 above, with the vast majority asking for an increased and more visible police presence in Tottenham (including Safer Neighbourhood Teams and PCSOs), particularly to see police walking and cycling in local neighbourhoods and on the High Road. Action on gangs and anti-social behaviour was also deemed a priority, as was the issue of police and community relations (including the need for a locally relevant and representative police service.)

Crime and community safety. CCTV, more security and enforcement were again the most common suggestions for improving safety in Tottenham. The issue of taking a zero tolerance approach to anti-social behaviour and environmental crime was prominent, as was stronger action on tackling gangs and seen to be associated activities (drug dealing, dangerous dogs etc.) The issue of males congregating (and often drinking, urinating etc) also reappeared as a cause for concern.

Improvements to street lighting. Improvements to lighting (mostly street, but also in parks, open spaces and communal estate areas) was a suggestion that appeared throughout the consultation responses. Better, brighter and less spaced out street lights were all suggestions that residents felt would increase their feeling of safety.

Opportunities for, and engagement with, young people. Lack of employment opportunities and activities were the two main issues raised (as above). In terms of employment, there were suggestions that more needed to be done linking young people up with business opportunities (not just in the local area). In relation to activities, for the very young it was felt that more 'play area' type facilities should be provided and for older youth, more youth centre type activities were essential. Youth centre activities were also identified as a key way of engaging with young people and understanding their aspirations, and therefore they could also play a key part in developing relationships which could support them in achieving these aspirations. These activities could also help sort out issues for young people in relation to confidence and respect.

Community involvement. The local community has a key role to play in making the local area safer for all. The most common suggestion was the need for more Neighbourhood Watch schemes and the support to make these happen. Linking in with the feeling that the community needs to come together to play its part were suggestions around more community events and activities to bring the many different communities (living cheek by jowl) together and how this can support community cohesion. The issue of the community 'investing' and having a stake in the area's future was raised as were concerns about the levels of transience.

3.1 Question - What should be done to help local people get jobs?

There were 727 separate comments noted in response to this question and these have been grouped into 21 separate categories / themes. The five most common themes were:

- 1. Training, support and skills opportunities for local people (113 comments)**
- 2. Other (71 comments)**
- 3. Apprenticeship / work experience opportunities (62 comments)**
- 4. Investment in local area to create local jobs (55 comments)**
- 5. Better support for businesses to grow (51 comments); and Better and more balanced retail**

offer (51 comments)

Training, support and skills opportunities for local people. Notwithstanding issues raised about the state of the local and national economy and the lack of jobs available, local people getting more training, skills development and support was seen as essential if more people were to move into employment. In terms of training and skills, common suggestions included more courses available on basic skills (e.g. English; Maths), IT, ESOL and supporting people with skills to make them more employable and 'interview ready'. These classes would need to be affordable (or free) though. A role for businesses was identified in supporting people with entrepreneurship training and placements (and see below). Suggestions were also made about supporting people with doing more for themselves and being more confident in looking for job opportunities classes – this also included some criticism of the Job Centre not tailoring its support appropriately to individuals.

Other. A great many very diverse points were raised in terms of suggestions for helping people get jobs. These include ring fencing jobs for local people, lowering the retirement age, a need for greater motivation to get jobs and concern that the state of the UK economy and public sector cuts would make it very hard for the employment situation in Tottenham to improve.

Apprenticeship / work experience opportunities. Apprenticeship and work experience opportunities (particularly for young people) were identified as playing an important role in equipping local people with the skills and experience to gain paid employment. Local and London wide (including the City) businesses, public bodies and the community sector were all identified as having a role to play in providing these opportunities. It was noted that local businesses in particular may need to be incentivised to take on apprentices in the current economic climate (through e.g. local taxation rebates.)

Investment in local area to create local jobs. Investment in the local area by major employers and big businesses (as well as by local businesses) was identified as a key way to create more jobs in the local area. This includes Tottenham Hotspurs FC, major retailers and industrial companies. It was felt that the local authority could do more to attract these businesses, not least through its own investment in the area (more attractive environment and promoting the place more effectively) and support for new developments.

Better support for businesses to grow. Incentives and encouragement for small local businesses. These incentives include lower rentals for Council owned properties, rate and local taxation relief, direct financial assistance, financial support with apprentices and specialist advice on how to grow and expand. The local authority could also have a key role in supporting initiatives like shop front improvements, activities that may draw in more visitors (e.g. markets) and support with skills development in growth sectors (such as the creative industries).

Better and more balanced retail offer. As per 2.1 above, the majority of responses were concerned with certain types of premises and shops and the need for a 'better' variety of shops. A number of respondents want the local authority to do more to control shops such as betting shops, fast food establishments, pawn shops etc as well as doing more to attract a greater diversity of shops to Tottenham. This includes major retailers and high street brands (M&S, Primark etc) as well as quality independents (and comparison was drawn with other parts of London which have certain specialisms in terms of independent shops.)

3.2 Question - What services and businesses would you like to see locally that would also create jobs for local people?

There were 801 separate comments noted in response to this question and these have been grouped into 19 separate categories / themes. The five most common themes were:

1. **A mix of chains and high quality independents (Better and more balanced retail offer) (108 comments)**
2. **More brands / national chains (90 comments)**
3. **Other (75 comments)**
4. **Leisure facilities (inc. restaurants, attractions etc) (70 comments)**
5. **Less of certain types of shops (49 comments)**

A mix of chains and high quality independents (Better and more balanced retail offer). Attracting a variety of shops and services was the most common suggestion by residents. There were many specific examples of the types of businesses and services people would like to see, these included: cafes, restaurants, book shops, supermarkets, gym, High Street fashion stores, butchers, bakeries, antique and boutique shops as well as many more. It is worth pointing out that many of these businesses and services already exist in Tottenham (particularly on the High Road) however, running throughout the comments was the suggestion that the 'quality' of the offer needs to improve (either through existing businesses improving theirs, or through attracting new ones) and this was particularly apparent in comments relating to cafes and restaurants. This is also reflected in a number of respondents stating that they went further afield (Wood Green and beyond) when they wished to shop (even for a fairly conventional weekly high street shop.)

More brands / national chains. Clearly related to the comments above, the second most common theme were comments around attracting big businesses and high street chains to the area. Suggestions included supermarkets (such as Waitrose, M&S, Tesco etc), retail names such as Debenhams, John Lewis or a department store more generally, as well more general investment by large firms in the area. The role of brand names in attracting local people to stay and do their shopping in Tottenham (and thereby supporting the existing independents too) was also mentioned. There were also comments relating to the perceived benefits from larger businesses from an employment perspective (a feeling that a large number of small family retail businesses do not necessarily create employment opportunities for the wider community).

Other. A number of comments questioned why big businesses would be attracted to come to Tottenham. Reasons for these views included lack of confidence in the area and lack of cleanliness / state of the local environment. Other issues raised included the Council providing better services (such as refuse collection, street cleansing) in the area, a need for any investment on the area so long as it provided local employment and transport improvements such as extending the Victoria Line to Northumberland Park.

Leisure facilities (inc. restaurants, attractions etc). Respondents identified a range of leisure facilities that they would like to see in Tottenham. These included major attractors such as a cinema, bowling alley, art gallery and music venues, better quality high street facilities (such as cafes and restaurants) and a greater range of activities that would attract people to the area (farmers market, crafts market etc). There were also suggestions that existing leisure facilities such as Tottenham Green leisure centre needed to be upgraded, that facilities such as the Bernie Grant Arts Centre needed to be better used and that there needed to be a better range of recreational sports activities (such as gym and activity classes.)

Less of certain types of shops. Although this question was about what types of businesses and services people would like to see, the issue of less of certain types of businesses featured prominently. Betting shops, fast food establishments, hair and nail shops and pound shops were all mentioned a number of times, as was a lack of diversity in certain types of shops (e.g. not enough variety in terms of cafes and restaurants.)

4.1 Question - What do you think of the quality of the housing in your local area?

There were 669 separate comments noted in response to this question and these have been grouped into 14 separate categories / themes. The five most common themes were:

1. **Poor (137 comments)**
2. **Satisfactory (96 comments)**
3. **Good (92 comments)**
4. **Quality mixed – some good, some poor (70 comments)**
5. **Very poor (41 comments)**

Poor. The single biggest set of comments stated that housing was poor in the area. Concerns were raised at the state of the Council, social rented and private housing stock. Reasons given included the age of the stock (and therefore disrepair and a need for modernisation and renovation), small size of housing (and illegal / poor conversions and overcrowding), poor quality build and design and issues with cleanliness and pests.

Satisfactory. There is little to add here except to say that satisfactory generally meant 'o.k.' rather than 'fine'.

Good. Particular comments were made on the attractive nature of the Victorian and Edwardian stock as well as the improvements the Decent Homes programme had brought (for those who had received it) and the quality of some of the newer developments.

Quality mixed – some good, some poor. The majority of the comments reflected the fact that Tottenham is a large area and therefore there were plenty of examples of good quality housing and plenty of examples of much poorer quality. A number of comments reflected on the architecture of the older housing being an asset (and the contrast was drawn with lower quality design in a number of newer developments.) Some respondents also mentioned issues with private sector housing (particularly HMOs) compared with higher quality in Council or social housing.

Very poor. Issues included very high densities in certain areas, overcrowding, internal and external cleanliness and repair issues. There were also comments that the housing generally was rundown and that recent improvement and new developments had used building materials that are of poor quality and require repair 'already'.

4.2 Question - What improvements would you like to see to housing in your area?

There were 744 comments noted in response to this question and the responses were grouped into 16 separate categories / themes. The five most common themes (excluding 'no comment', of which there were 97 instances), were:

1. **Repairs, maintenance and improvements (internal and external) (130 comments)**
2. **The Council's role in delivering better quality housing (82 comments)**
3. **Action / responsibility by residents (63 comments)**
4. **Higher quality HMOs / care by private landlords (61 comments)**
5. **A better mix of housing tenures / sizes required (59 comments)**

Repairs, maintenance and improvements (internal and external). A very wide range of internal and external improvements were suggested for housing in Tottenham. Internally, a large number of respondents raised requirements for new windows (both for warmth and security), painting and new bathrooms and kitchens. Externally, improvements to the cleanliness of the communal areas of flats, maintenance of green space and flower beds, need for painting and improving the outside of blocks / houses, removal of dumped rubbish and improved lighting were considered priorities. Grants for householders to improve their homes were also suggested by a number of respondents.

The Council's role in delivering better quality housing. The Council has a key part to play in ensuring the provision of good quality housing in Tottenham. A number of suggestions were made by respondents which the council has influence over. There were a number of comments relating to the Council taking a more activist role in building new homes. The Council's policies in terms of who should be eligible and who should have access to Council housing were raised. These included doing more to make housing available to local, younger people, doing more to provide long term housing solutions to those in temporary accommodation and challenges around the Council's statutory role in housing certain vulnerable people (particularly those on benefits and newer populations). The Council was also challenged to bring forward regeneration schemes in Tottenham that could provide more housing. There were also a number of comments suggesting that the Council's Planning Service could play a stronger role in ensuring good quality design of houses as well as taking more enforcement action against inappropriate conversions or additions. The Council doing more to ensure that basic street scene services were delivered effectively was also deemed important in ensuring better quality housing conditions.

Action / responsibility by residents. Residents and tenants own behaviours were highlighted by many in response to this question. People maintaining and not dumping rubbish in their front gardens, cleaning up after their dog, not dropping litter, taking care of the front of their properties, not behaving anti-socially, and generally taking pride in their area were all highlighted as things that could dramatically improve the housing and quality of people's lives.

Higher quality HMOs / care by private landlords. Linking in with the issue of 'action and responsibility by residents' is the need for more care by private landlords and generally better HMO conditions (not least through stricter enforcement by the local authority, where applicable). Landlord's not maintaining their properties to an adequate standard and not carrying out repairs, not managing their tenants effectively (i.e. in terms of dumped rubbish, keeping the house and environs clean and tidy) were identified as concerns. There was also the more general issue of loss of family housing through conversion to HMOs and illegal conversions resulting in overcrowding and inappropriate living conditions for families.

A better mix of housing tenures / sizes required. There were a variety of comments advocating less of a particular type of housing (notably buy-to-let, blocks of flats, HMOs, social / Council housing) and more of other types (notably family housing (and housing in general), mixed developments, more high quality social / Council housing, shared ownership.) There were also comments that more one / two bed flats, more private developments and more housing that was appropriate for attracting a more diverse range of people and families to the area were required. In short, there were a wide plurality of views in terms of what the mix and make up of housing in Tottenham should be.

5.1 Question - How do you think we should improve public open spaces in your local area?

There were 779 separate comments noted in response to this question and these have been grouped into 17 separate categories / themes . The five most common themes emerging were:

- 1. Cleaner (98 comments)**
- 2. More enforcement and maintenance (78 comments)**
- 3. Safer (74 comments)**
- 4. Greening actions (73 comments)**
- 5. Design and quality of public spaces (63 comments)**

Cleaner. Problems with litter, rubbish, dumps, dog fouling and lack of bins in public open spaces were raised regularly. As well as taking more enforcement action (see below) the Council's role in ensuring that adequate staff resources were there to ensure a clean environment (on the street and in parks) and providing the necessary facilities (i.e. bins) was raised. In terms of specific areas, concerns were raised in relation to Lawrence Road, Downhills Park and Northumberland Park.

More enforcement and maintenance. A large number of respondents were concerned with the upkeep and maintenance of public open spaces, particularly parks. It was felt that the maintenance of parks had deteriorated recently and that park wardens and park keepers can play a valuable role in keeping these spaces clean and well used. Tougher enforcement action was also considered a priority to improve public spaces, particularly against dog fouling, drinking in no alcohol zones, littering and fly-tipping. The use of more CCTV to catch perpetrators was suggested.

Safer. Anti-social behaviour, gangs and groups of people 'loitering' were all expressed as concerns. As were the associated activities of dangerous dogs being out of control, drug dealing and alcohol consumption. More Police (particularly in parks), more enforcement and the creation of more family friendly areas were suggested as solutions.

Greening actions. As well as the creation of more green spaces in urban areas, more flowers, trees and greenery on public areas were considered to be high priorities.

Design and quality of public spaces. As well as a desire to have better designed public spaces more generally, there were a lot of suggestions about the type of interventions that could be put in existing spaces. Examples include benches and seating areas, more landscaping, sympathetic pedestrianisation measures, removal of unnecessary street furniture, better use of colour and artwork and higher quality paving (as well as repairing broken paving).

5.2 Question - What should be done to improve transport and travel links in Tottenham with the rest of London?

There were 789 separate comments noted in response to this question and these have been grouped into 16 separate categories / themes. The five most common themes emerging (excluding 'no comment', of which there were 74 instances), were:

- 1. Improvements to bus services (163 comments)**
- 2. No / very little improvement required (158 comments)**
- 3. Improvements to tube services (64 comments)**
- 4. Improvements to the road network and parking (61 comments)**
- 5. Improvements to rail services (43 comments)**

Improvements to bus services. Suggestions for improvements to bus services covered a number of areas – frequency, overcrowding, cleanliness, attitude of staff, improvements to bus shelters, behaviours on buses etc. There were also a number of comments that identified a lack of routes connecting Tottenham (High Road and Hale) with central London and with growth areas such as Stratford and the City (particularly with the cessation of route 73). The dominance of the High Road as an arterial route for buses was also reflected in comments identifying the lack of orbital routes connecting Tottenham with Wood Green (and the west of the borough generally), Hackney and Walthamstow as an issue that needed to be addressed. There were also calls for more 'hopper' buses that would serve 'outlying' locations (e.g. Broadwater farm) in Tottenham away from the High Road (but would also provide access to the High Road), specifically the lack of bus routes service Tottenham Hale was raised.

No / very little improvement required. 20% of the comments identified transport in Tottenham as not requiring any (or very little) improvement. In many cases, transport was identified as one of Tottenham's strengths and something that should be promoted more effectively.

Improvements to tube services. By far the most common comment in this category related to extending the Victoria Line. Generally, Northumberland Park was identified as a location that would benefit from a tube station (as well as transport improvements more generally) and there were also comments suggesting whether a tube station at Northumberland Park could be part of a bigger extension of the Victoria Line to Enfield. Beyond tube service improvements, there was a recognition that Northumberland Park suffered from a lack of transport options generally (particularly on match days). Other suggestions for improvements to tube services included improvements to the entrances at Seven Sisters and Tottenham Hale, as well as concern at the reliability of the Victoria line on occasions (and the lack of other transport options from Tottenham to e.g. central London when the tube is down.)

Improvements to the road network and parking. The three most common comments were concern with traffic congestion on the High Road (particularly around Seven Sisters and West Green Road); the negative influence of the existing one way Tottenham Hale gyratory (legibility, speed and amount of traffic were issues in particular); and complaints in relation to parking (particularly, lack of (free) parking spaces and non-enforcement of CPZs).

Improvements to rail services. The key issues raised were around the frequency, reliability, capacity and speed of trains serving Tottenham along the West Anglia routes, particularly in relation to Northumberland Park. Faster, more direct services from Tottenham to Stratford were called for and there was general concern around the cleanliness and attractiveness of stations (and trains) serving Tottenham.

6.1 Question - What do you love about Tottenham?

There were 772 separate comments noted in response to this question and these have been grouped into 17 separate categories / themes. The five most common themes emerging were:

- 1. People - multicultural / diverse / friendly (203 comments)**
- 2. Transport links and accessibility (91 comments)**
- 3. Many things / everything (80 comments)**
- 4. I don't love Tottenham (78 comments)**
- 5. Access to open spaces (50 comments)**

People - multicultural / diverse / friendly. Over a quarter of the responses reflected that it is the people of Tottenham that they love the most, particularly the multicultural communities, the diversity of the area and how friendly people are.

Transport links and accessibility. The transport links, the access (particularly to central London and airports) and the convenience these offer were high on the list of reasons to love Tottenham.

Many things / everything. A large number of respondents provided many reasons and things that they love about Tottenham. Some respondents said 'everything' but the most common things to love about Tottenham were 'diversity', 'transport', 'open spaces', 'cultural heritage and history', 'affordability of housing' and 'Tottenham Hotspurs FC'.

I don't love Tottenham. It is important to recognise that a large number of respondents stated that they did not love Tottenham, or feel compelled to say there was anything in particular that they did love. Reasons for not loving Tottenham included the area being run down and neglected, lack of safety and lack of community cohesion.

Access to open spaces. As well as being referenced often above in the ‘Many things / everything’ theme, access to, and the quality of, open spaces in and around Tottenham were referenced often by respondents. In particular, the river Lea / Lea Valley park / Tottenham marshes were highly thought of, as were Bruce Castle, Markfield and Downhills Parks.

6.2 What should be done to better promote the great things about Tottenham?

There were 690 separate comments noted in response to this question and these have been grouped into 12 separate categories / themes. The five most common themes emerging (excluding ‘no comment’, of which there were 96 instances), were:

- 1. More effective marketing and promotion (140 comments)**
- 2. Start delivering regeneration (inc. physical development and jobs) (104 comments)**
- 3. More events, attractions and activities (100 comments)**
- 4. Ensure the area is cleaner, safer and an attractive destination (62 comments)**
- 5. Other (48 comments)**

More effective marketing and promotion. “The world knows all the bad things about Tottenham. It is about time we highlight the great things about Tottenham.” This type of response was common in responding to this question. Without wishing to gloss over the riots and the reality of life for many in Tottenham, there were a lot of comments that wanted the (many) positive things about Tottenham to be advertised and communicated more effectively (e.g. transport, the green spaces, facilities like BGAC, achievements and success in the local community). It was felt that this would be key in attracting investment and people to the area.

Start delivering regeneration (inc. physical development and jobs). Changing Tottenham’s image requires actual physical change to take place. The three most common comments related to the need to start the physical regeneration process (new developments, investment in the area, utilising the architectural heritage of the area); to see more jobs being created through new businesses locating here or through upskilling of the local population; and improving the High Road offer (in terms of mix of businesses and premises in Tottenham.)

More events, attractions and activities. A wide range of activities and events were suggested that could play a key role in attracting visitors to Tottenham and helping to promote it in a positive way. Music and sports events, food festivals and markets, street parties, exhibitions and cultural attractions were all suggested by many respondents. A strong message coming through was the opportunity for these types of activities to focus on providing opportunities for young people to engage and learn and for these type of activities to utilise the cultural diversity in Tottenham to support community cohesion (e.g. how great a food festival could be with all the diverse cuisines on offer.)

Ensure the area is cleaner, safer and an attractive destination. Cleaner and safer – respondents here felt that getting the basics right were key to promoting Tottenham in a better light. Dirty streets, unkempt parks and green spaces and tackling anti-social behaviour on the streets and in people’s houses (e.g. noise, dumps in front gardens) all needed to be sorted out. Whilst it was recognised that this requires the community to take responsibility to make this happen, there were very clear messages to the Council that it needed to make sure that resources to tackle these issues were made available.

Other. This category covers a wide variety of suggestions. These include the need to improve schools and education in the area, the Council having more of a presence in Tottenham as a sign of its commitment to the area and concern with Tottenham being perceived as an area that is overcrowded and a place where transient and newer communities are ‘placed’ rather than positively choosing to be there.

7.1 Have we got the priorities right? Please tell us what else should be done to make Tottenham a better place to live, work, invest and stay in...

There were 778 comments noted in response to this question and these have been grouped into 21 separate categories / themes. The five most common themes (excluding 'no comment', of which there were 146 instances), were:

- 1. Make Tottenham an attractive destination (83 comments)**
- 2. Other (60 comments)**
- 3. More jobs and investment (54 comments)**
- 4. Better and more balanced retail offer (48 comments)**
- 5. Opportunities for young people (45 comments)**

Whilst only 5% of the responses explicitly said that the five draft priorities (Safe, secure and confident communities; Thriving businesses and more jobs; High quality housing; Excellent public spaces and transport; and More investment in Tottenham) were correct (and only 2.5% of responses explicitly said they were not correct) many of the suggestions about 'what else should be done' fall into one of the five priorities outlined above.

Make Tottenham an attractive destination. Better design, cleaner streets, more pride in people's houses and utilising the existing architectural heritage were all suggested a number of times by respondents. Allied to this, there was a general concern about 'the state' of the High Road and the need to make it a more attractive area that could become a visitor destination.

Other. There were many unique comments and suggestions about what else should be done to make Tottenham a better place. These included comments that Tottenham is a nice place to live in, Tottenham will never improve, everything needs to improve and that this consultation exercise is irrelevant. There were concerns raised about access to health and social care services for Tottenham's residents and suggestions that these issues weren't being tackled enough through the priorities identified above.

More jobs and investment. The importance of jobs and investment (two of the five draft priorities) was reflected by the amount of comments wanting to see jobs for local people, more businesses and enterprise and public and private sector investment in the area.

Better and more balanced retail offer. As per section 3.2 above, there was reiteration that a better mix of retail establishments and commercial premises were required in Tottenham (particularly on the High Road.) Whilst a positive mix (in terms of chains and independents) was advocated, the idea of mix and balance often manifested itself in concern with certain types of premises (betting shops, fast food establishments, beauty shops etc).

Opportunities for young people. Along with jobs, investment, the role of the police and a cleaner and safer environment, a genuine concern with a lack of opportunities for young people has been present throughout the consultation responses. This is both concern with a lack of activities and services available (and reflected in criticism of the Council for cutting or not providing these services) and a lack of employment opportunities.

7.2 As a starting point for regeneration, do you think these are the right areas to focus on?

There were 655 comments noted in response to this question and these have been grouped into 9 separate categories / themes. The five most common themes (excluding 'no comment', of which there were 143 instances), were:

1. Yes (229 comments)
2. Prioritise one of more of the specific areas (91 comments)
3. Other comment (70 comments)
4. Other area identified as a priority (40 comments)
5. Yes, but also prioritise one or more of the specific areas (28 comments)

Yes. 35% of responses agreed that the four priority areas of Northumberland Park, Tottenham Green, Tottenham Hale and the High Road were the right areas to initially focus on.

Prioritise one of more of the specific areas. Many respondents identified one or more of the four priority areas as requiring more focus (whilst not indicating whether they agreed that all four areas should be priorities). The most prioritised areas were the High Road / Bruce Grove; Seven Sisters / West Green Road; Northumberland Park and then Tottenham Hale¹.

Other comment. There were many responses which did not refer to whether the four priority areas were the right ones at all. Issues such as housing, jobs, dumping etc were raised here.

Other area identified as a priority. The most common suggestions for focusing on other areas were: focusing on the whole of Tottenham and not prioritising any individual parts; West Green and Broadwater Farm; Lordship Lane; South Tottenham; White Hart Lane; Turnpike Lane; and St. Ann's.

Yes, but also prioritise one or more of the specific areas. Respondents here confirmed that the four priority areas were the correct ones but they also wished to see one or more of the areas receive a particular focus / priority initially. The most prioritised areas were the High Road, then Northumberland Park and Seven Sisters, then Tottenham Hale.

n.b. 57% of the responses made a positive statement in favour of 1. All the four priority areas 2. All of them but with a focus / priority on one or more of them initially 3. Focusing on one or more of the four priority areas (without explicating saying that they do or do not support all four priority areas.)

Just over **10%** of responses indicated that these were 1. Not the right areas to be focusing on 2. Other areas should be a priority instead 3. Unsure of whether these were the right areas or not. A further **10%** of responses have been deemed as 'other comments' as they do not refer to spatial areas at all.

Appendix 1. Coding for consultation responses and number of comments

Q1. What would help rebuild and improve your confidence in your local area?

1. Improvements to street lighting (46 comments)
2. Opportunities for, and engagement with, young people (59 comments)
3. The role and presence of the Police (185 comments)
4. Image of the area and increasing pride in Tottenham (27 comments)
5. Improvements to transport (11 comments)
6. Greening and sustainability actions (4 comments)
7. Crime and community safety (64 comments)
8. Improvements to housing (30 comments)

¹ N.b. this is an approximation and I need to provide exact figures

9. Investment and regeneration in area (46 comments)
10. Better facilities and amenities (37 comments)
11. Other (45 comments)
12. Community involvement (40 comments)
13. No comment (42 comments)
14. Better support for businesses to grow / more jobs (18 comments)
15. Better and more balanced retail offer (46 comments)
16. Already feel safe and confident (16 comments)
17. Improvements to parking (4 comments)
18. Northumberland Development Scheme (10 comments)
19. Environmental / public realm improvements (71 comments)
20. Improvements to schools / education (7 comments)
21. Leadership from Council and other public bodies (22 comments)

Q2. What do you think should happen to make your local area safer for your community?

1. Improvements to street lighting (68 comments)
2. Opportunities for, and engagement with, young people (68 comments)
3. The role and presence of the Police (262 comments)
4. Image of the area and increasing pride in Tottenham (7 comments)
5. Improvements to transport (15 comments)
6. Greening and sustainability actions (2 comments)
7. Crime and community safety (101 comments)
8. Improvements to housing (18 comments)
9. Investment and regeneration in area (16 comments)
10. Better facilities and amenities (15 comments)
11. Other (33 comments)
12. Community involvement (56 comments)
13. No comment (67 comments)
14. Better support for businesses to grow / more jobs (19 comments)
15. Better and more balanced retail offer (24 comments)
16. Already feel safe and confident (18 comments)
17. Improvements to parking (3 comments)
18. Northumberland Development Scheme (2 comments)
19. Environmental / public realm improvements (35 comments)
20. Improvements to schools / education (8 comments)
21. Leadership from Council and other public bodies (13 comments)

Q3. What should be done to get local people get jobs?

1. Better support for businesses to grow (51 comments)
2. Target growth sectors (15 comments)
3. More effective promotion and marketing of Tottenham (17 comments)
4. Better and more balanced retail offer (51 comments)
5. Environmental and public realm improvements (6 comments)
6. Training, support and skills opportunities for local people (113 comments)
7. Training, support and skills opportunities for young people (27 comments)
8. Opportunities for young people (9 comments)
9. Council showing flexibility / leadership (9 comments)
10. Investment in local area to create local jobs (55 comments)
11. Local businesses demonstrating leadership (8 comments)
12. Education – improvements / access (46 comments)
13. Apprenticeship / work experience opportunities (62 comments)
14. Other (71 comments)
15. Incentives to work (36 comments)
16. Volunteering opportunities (14 comments)
17. No comment (63 comments)

18. Target opportunities for manufacturing or 'trades' jobs (13 comments)
19. Bringing forward major development schemes (25 comments)
20. Public bodies providing opportunities to local people (21 comments)
21. Better advertising / access to jobs (15 comments)

Q4. What services and businesses would you like to see locally that would also create jobs for local people?

1. More brands / national chains (90 comments)
2. More independents (43 comments)
3. A mix of chains and high quality independents (Better and more balanced retail offer) (108 comments)
4. Manufacturing and industry (32 comments)
5. Creative industries (30 comments)
6. Growth sectors (16 comments)
7. Leisure facilities (inc. restaurants, attractions etc) (70 comments)
8. Markets (20 comments)
9. Northumberland Development Scheme (24 comments)
10. Less of certain types of shops (49 comments)
11. Public services (34 comments)
12. Employment Support (48 comments)
13. Community led initiatives (28 comments)
14. Other (75 comments)
15. No comment (80 comments)
16. More support for existing businesses (12 comments)
17. Offices / business incubation space (12 comments)
18. Professional services (19 comments)
19. Childcare / Social care (14 comments)

Q5. What do you think of the quality of the housing in your local area?

1. No comment (53 comments)
2. Other (33 comments)
3. Very good (22 comments)
4. Good (92 comments)
5. Satisfactory (96 comments)
6. Poor (137 comments)
7. Very poor (41 comments)
8. More quality housing needs to be built (18 comments)
9. No more housing developments needed (9 comments)
10. Issues with HMOs / private landlords (40 comments)
11. A better mix of housing tenures / sizes required (10 comments)
12. Quality mixed – some good, some poor (70 comments)
13. Issues with external areas / anti-social behaviour (33 comments)
14. Housing needs to be more affordable (15 comments)

Q6. What improvements would you like to see to housing in your area?

1. No comment (97 comments)
2. Other (29 comments)
3. A better mix of housing tenures / sizes required (59 comments)
4. Bring empty homes back into use (35 comments)
5. Improved design and quality of housing (44 comments)
6. The Council's role in delivering better quality housing (82 comments)
7. Housing needs to be more affordable (25 comments)
8. Repairs, maintenance and improvements (internal and external) (130 comments)
9. Better facilities for residents (25 comments)
10. Higher environmental standards (20 comments)
11. More quality housing needs to be built (33 comments)

12. No more housing developments needed (6 comments)
13. Higher quality HMOs / care by private landlords (61 comments)
14. No / very little improvements required (10 comments)
15. Safety and security (25 comments)
16. Action / responsibility by residents (63 comments)

Q7. How do you think we should improve public open spaces in your local area?

1. No comment (59 comments)
2. Other (51 comments)
3. Improved access to public open spaces for all (16 comments)
4. Design and quality of public spaces (63 comments)
5. More enforcement and maintenance (78 comments)
6. Safer (74 comments)
7. Cleaner (98 comments)
8. Greening actions (73 comments)
9. More events, attractions and activities (53 comments)
10. More leisure facilities and amenities (25 comments)
11. Better lighting (44 comments)
12. More investment (36 comments)
13. No / very little improvement required (37 comments)
14. Less development and encroachment (5 comments)
15. Create more public open space (33 comments)
16. Community involvement (33 comments)

Q8. What should be done to improve transport and travel links in Tottenham with the rest of London?

1. No comment (74 comments)
2. Other (46 comments)
3. No / very little improvement required (158 comments)
4. Improvements to all forms of transport (18 comments)
5. Improvements to bus services (163 comments)
6. Improvements to tube services (64 comments)
7. Improvements to rail services (43 comments)
8. Improvements for pedestrians (9 comments)
9. Improvements for cyclists (34 comments)
10. Improvements to the road network and parking (61 comments)
11. Make public transport more affordable (28 comments)
12. Make public transport more accessible (10 comments)
13. Safer (26 comments)
14. Cleaner (12 comments)
15. Investment in specific projects (32 comments)
16. Information and communications (9 comments)

Q9. What do you love about Tottenham?

1. No comment (47 comments)
2. Other (44 comments)
3. People - multicultural / diverse / friendly (203 comments)
4. Transport links and accessibility (91 comments)
5. I don't love Tottenham (78 comments)
6. Facilities and services available (24 comments)
7. Range of shops and retail offer (26 comments)
8. History of the area (25 comments)
9. Access to open spaces (50 comments)
10. Tottenham Hotspurs FC (18 comments)
11. Nice environment (9 comments)

12. Many things / everything (80 comments)
13. It is my home / sense of community (44 comments)
14. Feel safe, secure and confident (3 comments)
15. Tottenham's potential (9 comments)
16. Housing (14 comments)
17. Schools / education (5 comments)

Q10. What should be done to better promote the great things about Tottenham?

1. No comment (96 comments)
2. Other (48 comments)
3. More effective marketing and promotion (140 comments)
4. Utilisation of existing assets (inc. people and buildings) (42 comments)
5. Legibility and information improvements (6 comments)
6. Commitment to the area from Tottenham Hotspurs FC (11 comments)
7. Ensure the area is cleaner, safer and an attractive destination (62 comments)
8. More events, attractions and activities (100 comments)
9. Nothing / unsure (35 comments)
10. Start delivering regeneration (inc. physical development and jobs) (104 comments)
11. Tackling anti-social behaviour and stronger enforcement (17 comments)
12. Community involvement (27 comments)

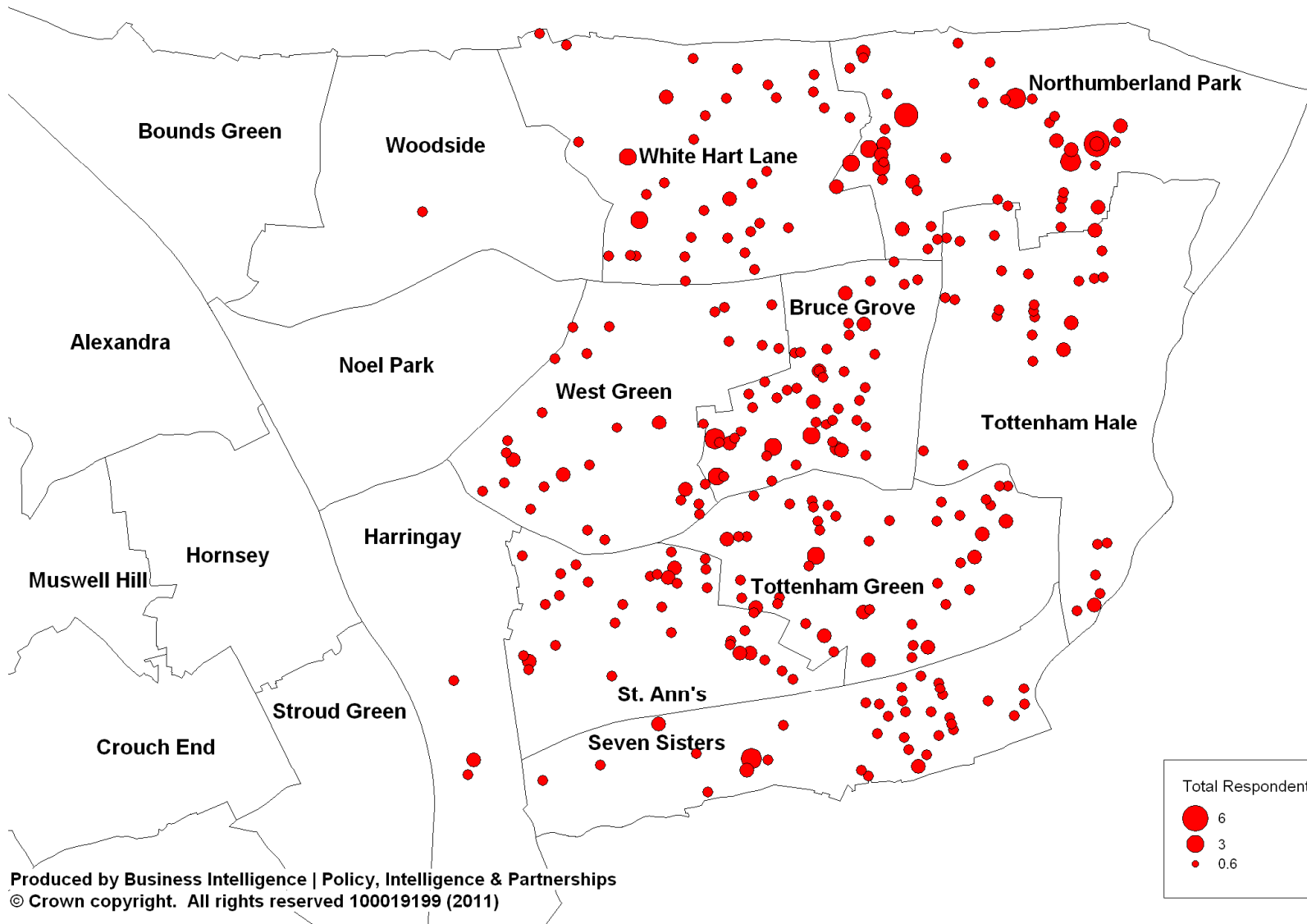
Q11. Have we got the priorities right? Please tell us what else should be done to make Tottenham a better place to live, work, invest and stay in...

1. No comment (146 comments)
2. Other (60 comments)
3. Yes, priorities right (39 comments)
4. No, priorities not right (20 comments)
5. Improvements to safety (44 comments)
6. The role and presence of the Police (20 comments)
7. More jobs and investment (54 comments)
8. Improvements to housing (26 comments)
9. Opportunities for young people (45 comments)
10. Community involvement / projects (36 comments)
11. Better and more balanced retail offer (48 comments)
12. Make Tottenham an attractive destination (83 comments)
13. Improvements to transport (13 comments)
14. Improvements to parking (8 comments)
15. Increasing pride in the area (3 comments)
16. Mix / integration of communities (19 comments)
17. Improvements to schools / education (33 comments)
18. Role of Council and access/improvements to public services (37 comments)
19. More support for businesses (10 comments)
20. More events, attractions and activities (24 comments)
21. More effective marketing and promotion (10 comments)

Q12. As a starting point for regeneration, do you think these are the right areas to focus on?

1. Yes (229 comments)
2. No (12 comments)
3. Yes, but further priorities also required (27 comments)
4. Other area identified as a priority (40 comments)
5. No comment (143 comments)
6. Yes, but also prioritise one or more of the specific areas (28 comments)
7. Unsure (15 comments)
8. Prioritise one of more of the specific areas (91 comments)
9. Other comment (70 comments)

Have your say consultation respondents



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HARINGEY COUNCIL

**EQUALITY IMPACT ASSESSMENT FORM
for service delivery**



Service: Tottenham Regeneration Team

Directorate: Planning, Regeneration & Economy

Title of Proposal: Tottenham Regeneration Plan

Lead Officer (author of the proposal): Adam Hunt

Names of other Officers involved: Anne Lippitt

Statement of purpose

In making this proposal, we have been mindful of our public sector equality duty to have due regard to the need to:

- eliminate discrimination;
- advance equality of opportunity between different groups and;
- foster good relations between groups in Haringey.

In addition we are committed to ensuring that we promote social inclusion in all council services making sure that they address the needs of those vulnerable residents who rely most heavily on them. The most socially excluded residents predominantly have the protected characteristics defined in the Equality Act 2010.

The purpose of this assessment is to:

- a) Identify whether and to what extent this proposal could produce disadvantage or enhance opportunity for any groups with the protected characteristic defined in the Equality Act 2010;
- b) Establish whether the potential disadvantage is significant enough to call for special measures to remove or reduce the disadvantage;
- c) Identify and set out the measures that will be taken to remove or reduce the disadvantage;
- d) Where mitigation measures are not possible, to set out and explain why;
- e) To ensure that Members are fully aware of the implications the proposal may have for the Council's public sector equality duty before they decide on the proposal.

Step 1 - Identify the aims of the Proposal

State what problems the proposal is intended to address

Aims and objectives

A Plan for Tottenham 2012 – 2025 sets out our approach to encouraging investment, development and regeneration that will lead to more jobs and businesses, better housing and improved transport and public realm.

This EqlA will look at current inequalities across Tottenham in relation to the proposals to encourage investment that leads to:

1. more jobs and successful businesses
2. more high quality housing
3. improved transport and public realm

Whilst it will seek to initially illustrate the gaps between the equalities strands with regard to economic opportunity, housing and access to transport as well as assessing how proposals for investment and improvement will seek to address them it is important to note two things in particular:

- A full Delivery Plan will be developed in the Autumn 2012 (following the completion of a programme of work led by Arup to inform the regeneration programme for Tottenham) and an EqlA will be undertaken on this
- This is a high level plan for change in Tottenham – individual EqlAs will be undertaken against specific programmes and major projects delivered through the overall regeneration programme

Background

The regeneration of Tottenham has long been a priority for the Council and this has been brought into even sharper focus by the riots of August 2011. Following the riots, we have made a public commitment to see positive change in Tottenham through the Tottenham regeneration programme.

The transformation of Tottenham requires comprehensive physical, economic and social regeneration and commitment from a wide variety of partners and statutory agencies. 'A Plan for Tottenham' focuses on the physical and economic activities that will contribute to this transformation.

State what effects it is intended to achieve

Purpose of the Regeneration Plan for Tottenham 2012 – 2025

This Plan sets out a vision for Tottenham and the key economic and physical activities and investment that we would like to see brought forward to deliver our key five point plan for change:

1. Transform Northumberland Park into north London's premier leisure destination with new high quality housing and improved transport options
2. Create a fun, civic heart at Tottenham Green and turn Seven Sisters into an impressive gateway into Tottenham
3. Promote Tottenham Hale as a new centre for growth, exploiting excellent transport connections
4. Consolidate and revitalise the retail experience on the High Road
5. Improve the quality of life for everyone – encourage investment, jobs, economic growth, quality housing and strong neighbourhoods

State which group(s) it is intended to benefit and how

Achieving regeneration and positive change requires the Council and its partners to overcome existing market failure in Tottenham and this requires some actions and resources to purposefully target one group over another – with the ultimate goal being greater equality and greater opportunity for all residents, businesses and users of services in Tottenham.

Particular focus is given in the regeneration plan to increasing positive opportunities for young people; improving accessibility for older people; providing employment and enterprise opportunities for young people, BME communities, people with disabilities, women and families; and improving housing conditions for those on low incomes.

As we succeed in achieving positive outcomes through our regeneration activities, we may need to reconsider whether those we have assisted still require our assistance. This will be done in a number of ways:

- 1) Monitoring of the implementation of the Delivery Plan as a whole
- 2) Evaluation of regeneration activities to assess whether the desired outcomes have been achieved and to what extent
- 3) Input of data through future releases of the Index of Multiple Deprivation
- 4) New guidance and priorities for investment from key funding agents

Our physical regeneration projects will always strive to be fully accessible and inclusive in the design of buildings and public realm. Complying with DDA requirements but also being sensitive of specific religious, gender, age, race and sexuality needs in the inclusion spaces intended as communal or shared.

Step 2 - Consideration of available data, research and information

2 a) Using data from equalities monitoring, recent surveys, research, consultation etc. are there group(s) in the community who:

- *are significantly under/over represented in the use of the service, when compared to their population size?*
- *have raised concerns about access to services or quality of services?*
- *appear to be receiving differential outcomes in comparison to other groups?*

Overview / key findings for Tottenham

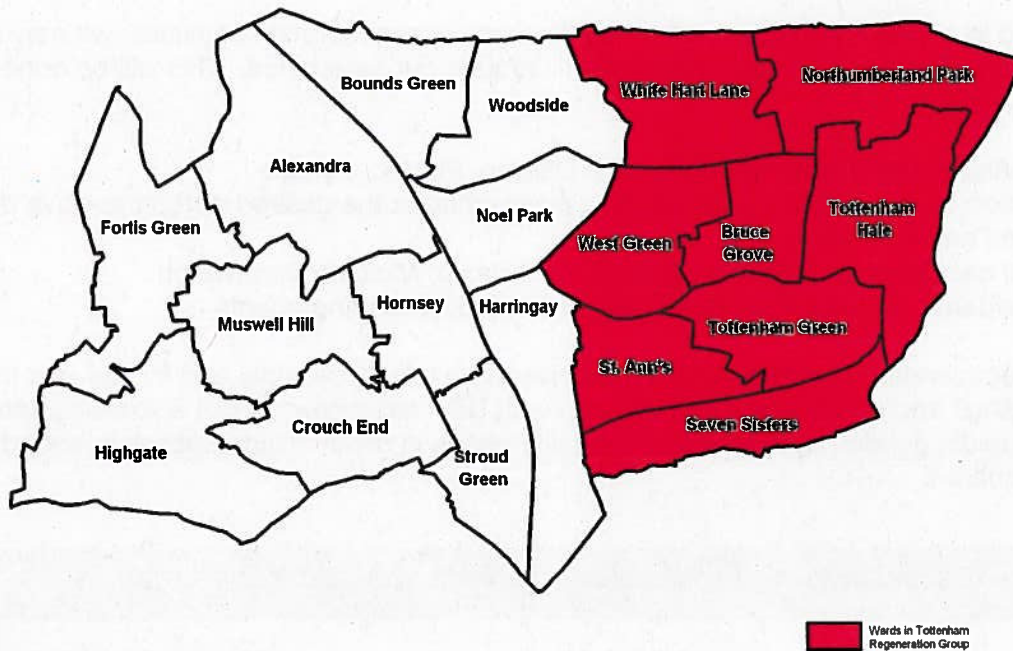
- 88% of Tottenham is in the top 20% most deprived nationally, 15% of Tottenham is in the top 5% most deprived.
- There is a high proportion of under 20s in Tottenham compared to Haringey and nationally suggesting an increased need for services aimed at mothers, children and young people.
- A higher than average proportion of residents are from ethnic backgrounds; most notably Black Caribbean, Black African and Other White groups.
- A high proportion of residents are employed in low level jobs or are receiving benefits.
- Crime is high in Tottenham compared to Haringey. Significant criminal activities in the ward include theft and handling and violence against the person.
- Male life expectancy is low compared to the Haringey average.

The ambitions of 'a Plan for Tottenham' are to increase jobs, business success and improve housing and transport options for people.

The area defined as Tottenham covers the 8 wards that are the most easterly in Haringey. These are: White Hart Lane, Northumberland Park, West Green, Tottenham Hale, Bruce Grove, St Ann's, Seven Sisters and Tottenham Green.

Figure 1: Wards in the Tottenham locality.

Wards in Tottenham Regeneration Group

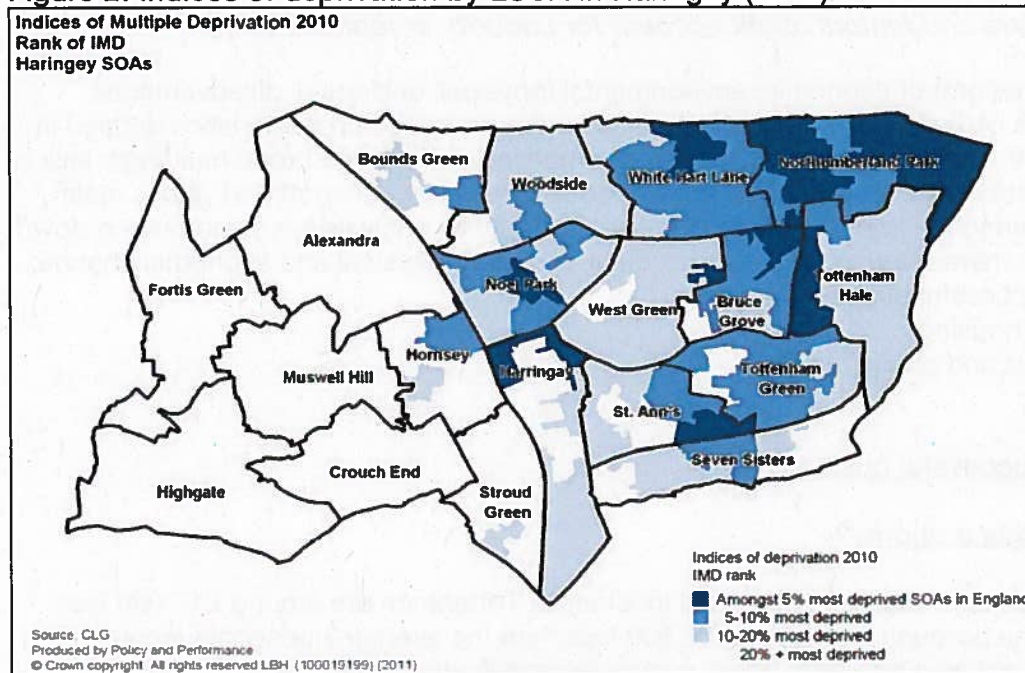


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Tottenham is made up of 65 Lower Super Output Areas¹ of which 57 (88%) are amongst the top 20% most deprived in the country, 34 (52%) amongst the 10% most deprived and 10 (15%) amongst the 5% most deprived (see figure 2). The indices of deprivation are published at Local Super Output Area (LSOA) level enabling an average deprivation score to be developed for a ward. Based on this Northumberland Park is the most deprived ward in Haringey, and of the top 10 most deprived wards 8 of them are in Tottenham.

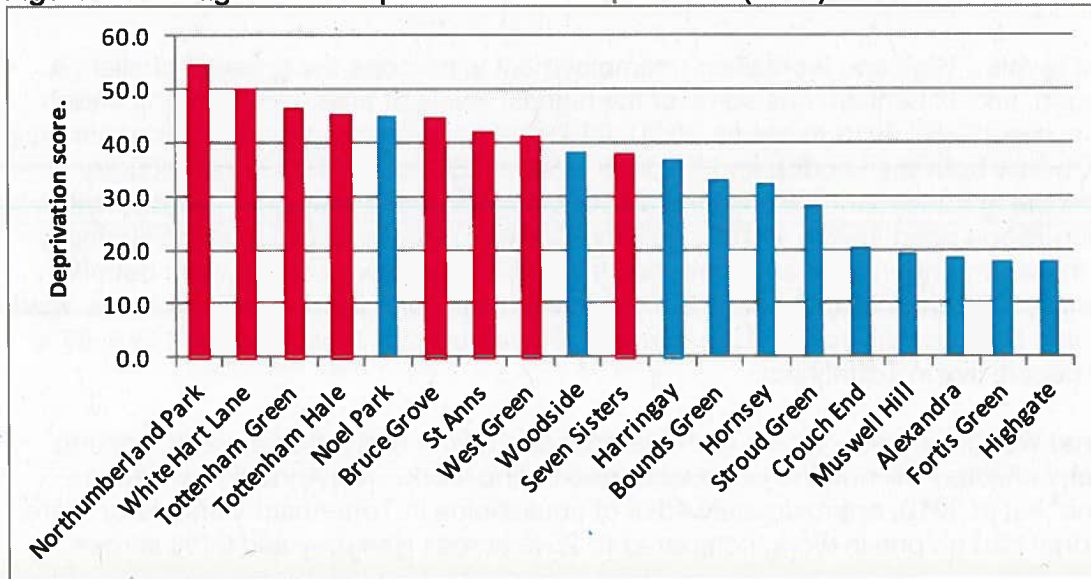
¹ A Lower Super Output Area is a low level geography that fits with an electoral ward. Wards in Haringey have either 7 or 8 in each ward. Census statistics are available at LSOA level geography.

Figure 2: Indices of deprivation by LSOA in Haringey (2010)



Source: Department for Communities and Local Government, Indices of Deprivation 2010

Figure 3: Average LSOA deprivation scores per ward (2010) – Tottenham wards highlighted.



Source: Department for Communities and Local Government, Indices of Deprivation 2010

The indices of deprivation are based on a number of different statistics; these include income deprivation, crime, housing, health and access to services.

2 b) What factors (barriers) might account for this under/over representation?

Market failure

2c) What other evidence or data will you need to support your conclusions and how do you propose to fill the gap?

n/a

2d) What barriers and factors might account for under/over representation?

The barriers are in the form of economic, environmental (physical) and social disadvantages suffered by residents of Tottenham, most of whom have the protected characteristics defined in the Equality Act 2010. The disadvantages can be summarised under three broad headings: lack of job opportunities, poor housing and poor and inadequate access to transport and public realm. Therefore, in considering the impact of the proposed strategy, an analysis has been broken down into three key areas where we want to see investment and more physical and economic change:

1. More jobs and successful businesses
2. More high quality housing
3. Improved transport and public realm

1. More jobs and successful businesses

Overview – why is this a priority?

At just £25,138 per annum, average household incomes in Tottenham are around £17,000 less than in the west of the borough and around £8,000 less than the average household income for London. Low wages act as a barrier to home ownership and limit residents' housing options.

12.4% of Tottenham Hale's working age population is claiming Job Seekers Allowance. This is more than 2½ times the average rate for London (4.4%).

Unemployment levels - High and increasing unemployment is perhaps the greatest challenge facing the borough, and Tottenham has some of the highest levels of unemployment in London and the UK. At present (April 2010 to March 2011), 63.7% of people aged 16-64 in Tottenham are in employment, below both the London and England rates of 68.2% and 70.4% respectively. Some 17,430 people in Tottenham are claiming an out of work benefit (May 2011), equivalent to 22.3% of the population aged 16-64. A 10th of all Job Seekers Allowance claimants in Haringey (10,500) live in the Northumberland Park Ward, has the highest number of out of work benefits claimants in London. **Youth unemployment** is a particular issue, with the number of people aged 18-24 claiming Job Seekers Allowance (JSA) currently (November 2011) standing at 2,275; 61% of these young people live in Tottenham.

Intergenerational worklessness - where grandparents don't work and parents aren't working, the risk is that any children will not find or be equipped to find work. The Annual Population Survey shows us that in 2010, approximately 40% of households in Tottenham with one or more dependent children had no one in work, compared to 25% across Haringey and 21% across London.

Low skills base - over a third of the adult population in Tottenham have not achieved at least an NVQ level 1 qualification, and 18% have no qualifications.

Self-employment - the self employment rate in Tottenham has halved in the last 6 years – from just under 14% to 7% - this while the London rate has been steady at around 10%². The rate in Tottenham is the lowest current rate in the Upper Lea Valley area. Despite national policy stimulus around self employment and entrepreneurship, current economic conditions are proving tough for start-ups.

Business resilience - During the 2011 riots Tottenham High Road was the scene of some of the worst civil disturbance in decades. The widespread looting and arson left the High Road scorched.

² Annual Population Survey 2011

Over 200 businesses were disrupted, and nine closed because their properties were destroyed. Consumer confidence was badly shaken and when local retailers were surveyed they felt that footfall was down by over 50% in the weeks following the disturbances, and a drop of upwards of 90% of trade in the night time economy.

Age

Approximately 48% of the children in Tottenham are living in poverty. Overall, 40 per cent of the children in Haringey live in poverty (8th highest in England).

Youth unemployment is a particular issue, with the number of people aged 18-24 claiming Job Seekers Allowance (JSA) currently (November 2011) standing at 2,275; 61% of these young people live in Tottenham.

Disability

13% of those who are economically inactive are classified so because of long term sickness compared with 13.3% for all of Haringey and 16.2% for London (APS 2012)

Gender Re-assignment

No specific information is available for this equalities strand.

Marriage and Civil Partnership

No specific information is available for this equalities strand.

Pregnancy and Maternity

No specific information is available for this equalities strand.

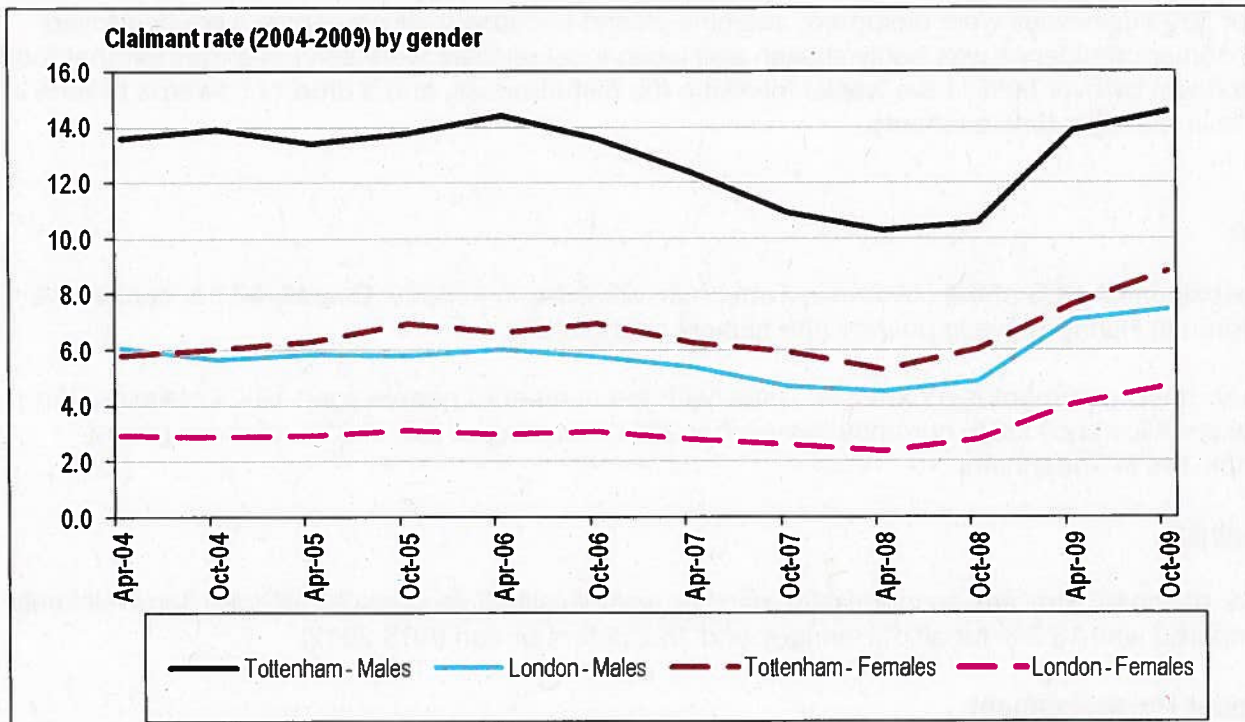
Race, Religion or Belief

49.5% of BME people in Tottenham are employed compared with 61% of white people. For Haringey, 52% of BME people are employed compared with 72% of white people. (APS 2012)

Sex (formerly Gender) and

63.2% of females in Tottenham are economically active compared with 68.1% of males and 65.6% of females in Haringey. The female unemployment rate in Tottenham is 15.9% compared with 17.3% for males and 11.2% for females across Haringey. (APS 2012)

The JSA rate is 6.5% for females in Tottenham compared with 9.8% for males. The graph below shows the trend between 2004-2009



Sexual Orientation

No specific information is available for this equalities strand.

2. More high quality housing

Overview – why is this a priority?

Deprivation - With between 5,000 and 6,000 households in each ward, the eight wards that make up Tottenham accommodate almost half of the people living in Haringey. They are ranked among the 10 per cent most deprived in England and among the 5 per cent most deprived against the 'Barriers to Housing and Services' element of the Index of Multiple Deprivation 2010.

Low income: At just £25,138 per annum, average household incomes in Tottenham are around £17,000 less than in the west of the borough and around £8,000 less than the average household income for London. Low wages act as a barrier to home ownership and limit residents' housing options. 12.4% of Tottenham Hale's working age population is claiming Job Seekers Allowance. This is more than 2½ times the average rate for London (4.4%).

Child poverty: Approximately 48% of the children in Tottenham are living in poverty. Overall, 40 per cent of the children in Haringey live in poverty (8th highest in England). Despite two decades of regeneration activity, the life chances of Tottenham residents have hardly improved, and the average male life expectancy in Tottenham Green (72) is five years less than the average male life expectancy in London.

Temporary accommodation: Although the Council has nearly halved its use of temporary accommodation during the last five years, there are currently just under 3,000 homeless households (including 1,884 families with children) living in temporary accommodation. Half of these households are living in Tottenham (Feb 2012).

Tenure mix: The Census data for 2001 highlighted significant variations in the tenure mix across Tottenham. In 2001, there were relatively high levels of social rented housing in the White Hart Lane, Northumberland Park and Tottenham Green wards. However, further south (in West Green,

Bruce Grove and Seven Sisters), there was less social rented housing and relatively high levels of private rented housing and owner occupation.

Levels of private rented accommodation: Until the publication of the 2011 Census data, we will not know exactly how much the tenure mix in Tottenham has changed since the Census of 2001. It is acknowledged, however, that the amount of private rented accommodation in Tottenham has increased substantially during the last decade. High house prices, stricter mortgage eligibility criteria and strong demand have fuelled an increase in the level of private renting in London with an estimated 25% growth over the last five years.

Migrant workers in private rented accommodation: Increased demand for low cost private rented accommodation has also resulted from a sharp rise in the number of migrant workers coming to Haringey. Between 2002/3 and 2010/11, the Department for Work and Pensions completed just over 91,000 new national insurance registrations for overseas nationals in Haringey (the 4th highest in London). 67% of these migrant workers recorded Tottenham as their home.

Housing Benefit claimants (private rented sector) in Tottenham: Evidence of the growth in Tottenham's private rented sector is reflected in the number of 'live' Housing Benefit claims for accommodation in Tottenham. Although not everyone living in private rented accommodation will be receiving Housing Benefit – so the actual figure will be higher than the 2011 figure quoted – a comparison of the number of claimants in each ward in 2011 with the number of private rented homes in each ward in 2001 suggests that, in a number of the wards in Tottenham, there has been a substantial increase in private rented housing during the last decade.

Growing demand for low cost private rented accommodation: The growing demand for low cost private rented accommodation – fuelled by the Government's welfare reforms that have prompted low income households to migrate from Central London to areas such as Tottenham where housing costs are lower – has created a housing market that is very lucrative for rogue landlords. Restrictions on the amount of Housing Benefit that can be claimed by single people under the age of 35 has substantially increased the demand for shared housing.

Substandard accommodation: Poor quality property conversions (often carried out without planning permission or building regulations approval) create overcrowding, compromise amenity and fire safety standards and result in substandard housing. Complaints about the standard of private rented accommodation are concentrated on properties that are situated in the east of the borough, with particularly high numbers in Bruce Grove and north of the High Road in Northumberland Park. The absence or inadequacy of fire precautions and home security are the main concern.

Overcrowding: According to the 2001 Census, 25.4% of households in Tottenham were overcrowded compared with 22.2% for Haringey and 17.3% for London.

Empty homes in Tottenham

Of the 141 empty homes brought back into use with funding from the North London Sub Region during the past 7 years, 111 of them (79%) are in Tottenham.

Of the 118 empty homes brought back into use through enforcement action in the past 5 years, 81 of them (69%) are in Tottenham. Of the 4 empty homes that the Council has compulsorily purchased to date, 3 of them are in Tottenham and, of the 22 empty homes that the Cabinet has agreed to compulsorily purchase, 15 of them (68%) are in Tottenham.

Of the 67 empty homes that are being dealt with under the Compulsory Purchase Order process, 38 of them (57%) are situated in N15 or N17. Thirteen of these properties are currently squatted. Of the 35 empty homes for which the Council is seeking an enforced sale, 18 of them (51%) are in Tottenham.

New housing supply

Despite the economic downturn, 629 new homes were built in 2010/11 and, of these, 303 homes (48%) were defined as 'affordable'. This fell only slightly short of Haringey's target of 680 new units and 50% 'affordable', and was made possible by the significant funding provided during the 2008-11 funding programme.

Haringey's housing trajectory shows an upward trend in new housing delivery over the coming years, facilitated by major regeneration at Tottenham Hale, Haringey Heartlands and in Northumberland Park among others. Tottenham's brownfield sites account for much of the borough's future capacity for new development.

Age

From the profile of homelessness in Haringey, we know that on average, 40% of priority needs are young people aged 16-24; (Haringey Homelessness Strategy 2011-2014)

Disability

No specific information is available for this equalities strand, however it is Council policy to ensure that all new homes meet Lifetime Homes standards and that at least 10% of new units are fully wheelchair accessible.

Gender Re-assignment

No specific information is available for this equalities strand.

Marriage and Civil Partnership

No specific information is available for this equalities strand.

Pregnancy and Maternity

No specific information is available for this equalities strand.

Race, Religion or Belief

From the profile of homelessness in Haringey, we know that 34% are Black or Black British – three times their size in the local population (Haringey Homelessness Strategy 2011-2014)

Residents from Black and Black British backgrounds are over-represented amongst Haringey's social rented residents, with 40% of Black African and Asian households living in unsuitable accommodation.

Sex (formerly Gender) and

From the profile of homelessness in Haringey, we know that lone female parents make up almost half of all households accepted by Haringey as in priority housing needs; (Haringey Homelessness Strategy 2011-2014)

Sexual Orientation

No specific information is available for this equalities strand.

Outcome 3. Excellent public spaces and transport

Overview – why is this a priority?

- Barriers to public transport are experienced by all of the equality groups in London
- With the exception of women (who make a greater number of short trips), all equality groups tend to travel less than Londoners in general

- Apart from disabled Londoners and those aged 80+, the other equality groups travel more by bus compared to all Londoners
- The greatest barrier to public transport use across most equality groups, as for all Londoners, is overcrowding. However, for those aged 65+ and disabled Londoners the greatest barrier is concern about anti-social behaviour. For many, cost is also a significant barrier. The extent to which cost is a barrier depends on whether people own a pass or card that entitles them to free or discounted travel
- These and other barriers are more likely to affect BAME and younger Londoners. This is shown by higher proportions within these groups citing various barriers in comparison to white, older and all Londoners
- All equality groups are more likely to mention crime and anti-social behaviour as barriers to increased public transport use than Londoners as a whole
- Disabled Londoners are more likely to experience barriers relating to physical accessibility than other Londoners
- BME Londoners tend to give lower overall satisfaction ratings for various modes of public transport, and younger Londoners give marginally lower satisfaction ratings
- Londoners in all equality groups express concerns over safety and security. These concerns are most notable for BAME, younger Londoners and those from DE3 households, particularly at night. Women are more likely (than men) to be concerned about their personal security when using public transport, particularly when considering travel after dark

(Understanding the travel needs of London's diverse communities TfL 2012)

Age

Barriers to transport use affect BME and younger Londoners. This is shown by higher proportions within these groups citing various barriers in comparison to white, older and all Londoners. (Understanding the travel needs of London's diverse communities TfL 2012)

Feedback from recent consultations in relation to the Council's Equality Scheme (2010-2013) shows that Older people and disabled people do not feel able to use the parks because they fear for their personal safety, especially if they are on their own. This has the effect of excluding them from public parks.

Disability

Feedback from recent consultation on the Council's Disability Equality Scheme (2011) shows that disabled people do not feel that they have the opportunity to feed into planning and decisions about the built environment

Gender Re-assignment

No specific information is available for this equalities strand.

Marriage and Civil Partnership

No specific information is available for this equalities strand.

Pregnancy and Maternity

No specific information is available for this equalities strand.

Race, Religion or Belief

Barriers to transport use affect BME and younger Londoners. This is shown by higher proportions within these groups citing various barriers in comparison to white, older and all Londoners. (Understanding the travel needs of London's diverse communities TfL 2012)

Sex (formerly Gender) and

No specific information is available for this equalities strand.

Sexual Orientation

No specific information is available for this equalities strand.

Gaps in data

There are a number of gaps identified in the data including: data in relation to public spaces.

General

Data for all outcomes on Sexual orientation, Gender Reassignment, Marriage and Civil Partnership, and Pregnancy/Maternity. This data is not yet collected on a regular basis.

Step 3 - Assessment of Impact

Using the information you have gathered and analysed in step 2, you should assess whether and how the proposal you are putting forward will affect any of the existing barriers facing people who have any of the characteristics protected under the Equality Act 2010. State what actions you will take to address any potential negative effects your proposal may have on them.

3 a) How will your proposal affect existing barriers? (Please tick below as appropriate)

Increase barriers?	Reduce barriers? <input checked="" type="checkbox"/>	No change? <input type="checkbox"/>
--------------------	--	-------------------------------------

Supported by the data detailed and analysed in Step 2 across a range of social outcomes, we find that the disadvantages suffered by residents of Tottenham across those protected characteristics defined in the Equality Act 2010 and for which relevant data exists, are significant enough to call for special measures to remove or reduce those disadvantages. 'A Plan for Tottenham' sets out the strategic framework for such measures. The overall ambitions of the Plan are to bring forward investment in physical and economic activities that improve the quality of life for everybody in Tottenham.

3 b) What specific actions are you proposing in order to reduce the existing barriers and imbalances you have identified in Step 2?

There is a lack of economic opportunity and fairly poor housing conditions in parts of Tottenham. A Plan for Tottenham identifies the need to bring in investment to improve physical and economic conditions in Tottenham. It does not mandate specific policies, programmes or projects – these will be brought forward through existing Council or partner services (and will contain their own EqIAs) or will be developed as part of the Delivery Plan (which will contain outputs from the Arup master planning work) which again will have its own EqIAs.

3 c) If there are barriers that cannot be removed, what groups will be most affected and what Positive Actions are you proposing in order to reduce the adverse impact on those groups?

n/a

Step 4 - Consult on the proposal

Consultation is an essential part of an impact assessment. If there has been recent consultation which has highlighted the issues you have identified in Steps 2 and 3, use it to inform your assessment. If there has been no consultation relating to the issues, then you may have to carry out consultation to assist your assessment.

Make sure you reach all those who are likely to be affected by the proposal. Potentially these will be people who have some or all of the characteristics listed below and mentioned in the Equality Act 2010:

- Age
- Disability
- Gender Re-assignment
- Marriage and Civil Partnership
- Pregnancy and Maternity
- Race, Religion or Belief
- Sex (formerly Gender) and
- Sexual Orientation

Do not forget to give feedback to the people you have consulted, stating how you have responded to the issues and concerns they have raised.

4 a) Who have you consulted on your proposal and what were the main issues and concerns from the consultation?

The development of the Regeneration Plan for Tottenham has involved wide ranging conversations and engagement with local people, businesses, community organisations, investors, public partner agencies and stakeholders in Tottenham.

Following the riots of August 2011, we immediately started engaging with the local community and having conversations with key stakeholders about what kind of actions were required to deliver positive change in Tottenham. This engagement included:

- Resident Committee meetings
- Area Forums and Committees
- Tottenham Traders Partnership
- Haringey Community Panel and other inquiry group meetings

These conversations informed our initial ideas and priorities for Tottenham that formed the basis for our 'Have your say on Tottenham's future' consultation that ran from November 2011 to January 2012. This included:

- Two 'have your say' events that attracted over 120 people
- Consultation questionnaires sent to all 45,000 households in Tottenham
- Almost 700 responses to the questionnaires with over 8,000 points raised
- Consultation at Area Forums and Residents Committees
- Visits to local schools to discuss priorities with young people
- Focus group discussions with local organisations and businesses
- Information in Haringey People – sent to all households in the borough
- Tottenham Community Stakeholder Summit May 2012 – over 100 attendees
- Setting up of Tottenham Taskforce – Haringey Councillors and Officers, GLA Officers and experts from the private, academic and third sectors to advise on priorities

We have continued to engage and consult with local people since then, particularly through area forums, the Tottenham Traders Partnership and resident Committees. This has culminated in the Tottenham Community Stakeholder Summit on the 8th May which brought together a variety of residents, businesses and partners to comment on the Council's draft priorities for regeneration

and to start to map out how all the community stakeholders will own and deliver positive change in Tottenham.

The key concerns, aspirations, messages and ideas from all this consultation is set out below into the three main themes of jobs and businesses, higher quality housing and improving transport and public realm.

1. more jobs and successful businesses

- **Training, support and skills** – basic up-skilling (Maths, IT and ESOL) opportunities (but needs to be affordable), supporting people to be more confident in looking for work and opportunities themselves and apprenticeship and work experience opportunities.
- **Better High Road offer** – less betting shops, fast food establishments and beauty parlours. More brands, more attractors, more variety (including quality independents)
- **Attracting new businesses and supporting existing ones** – local authority doing more to attract major employers through incentives and its own investment in the area, supporting existing businesses fiscally but also doing more to clean up and promote the High Road (shop front improvements, activities and events)
- **More effective marketing and promotion** – essentially, the Local Authority is being tasked with doing more to highlight the many positive things about Tottenham, to keep pushing a message that will attract different type of people to the area and to develop an image for Tottenham that will attract investment.
- **Events and activities** – music and sports events, food festivals and markets, street parties, exhibitions, cultural attractions – all these things are required to get people talking about Tottenham and getting people visiting the area. These types of events can also provide opportunities for young people.

2. more high quality housing

- **Realism about existing stock** – many people felt the existing stock was poor, many satisfactory, many good and many that it was a mix of good and bad.
- **Improvements and maintenance required** – internal repairs, new windows, painting etc were all thought to be needed to improve the stock, as were better maintenance and cleanliness of external areas. Improvement grants for householders.
- **The Council's role** – more activist role in building new homes, changing its allocations policies to improve access (particularly for local, younger people), bringing forward regeneration schemes to provide more housing and the Planning Service ensuring higher quality design and taking more enforcement action against inappropriate development or conversions.
- **Residents and landlords** – a lack of care and responsibility by residents, tenants and landlords were highlighted as key concerns. Lack of maintenance and repairs, dumped rubbish in front gardens, dog fouling, littering, anti-social behaviours – respondents wanted greater responsibility by residents and landlords. There was also concern generally about the amount, and the condition of, HMOs.

3. improved transport and public realm

- **Transport** – generally considered to be good and an asset to be utilised going forward. Improvements required to bus services, lack of orbital routes, lack of routes connecting Tottenham with central London, the City and Stratford, need for better transport options away from the High Road.
- **Northumberland Park** – recognised as an area of transport deficiency, many suggestions for a Victoria line extension there (and beyond), need for more frequent (and modern) trains serving this line.
- **Cleanliness** – access to open space was a positive, general cleanliness of public realm (and stations) and green space was a concern. Reduction in maintenance and resources noted, a strong push for stronger enforcement against anti-social behaviours in public spaces.

4 b) How, in your proposal have you responded to the issues and concerns from consultation?

By ensuring that the focus of investment will be on :

- „Maximising economic growth, jobs, investment, enterprise and new business in Tottenham
- Bringing forward high quality housing
- Making Tottenham a successful and attractive place to live and work

And that these themes underpin the ambitions for Tottenham of:

1. Transform Northumberland Park into north London's premier leisure destination with new high quality housing and improved transport options
2. Create a fun, civic heart at Tottenham Green and turn Seven Sisters into an impressive gateway into Tottenham
3. Promote Tottenham Hale as a new centre for growth, exploiting excellent transport connections
4. Consolidate and revitalise the retail experience on the High Road
5. Improve the quality of life for everyone – encourage investment, jobs, economic growth, quality housing and strong neighbourhoods

4 c) How have you informed the public and the people you consulted about the results of the consultation and what actions you are proposing in order to address the concerns raised?

A report of all the consultation responses was made available on the Council's website.

Step 5 - Addressing Training

The equalities issues you have identified during the assessment and consultation may be new to you or your staff, which means you will need to raise awareness of them among your staff, which may even training. You should identify those issues and plan how and when you will raise them with your staff.

Do you envisage the need to train staff or raise awareness of the equalities issues arising from any aspects of your proposal and as a result of the impact assessment, and if so, what plans have you made?

_N/a

Step 6 - Monitoring Arrangements

If the proposal is adopted, there is a legal duty to monitor and publish its actual effects on people. Monitoring should cover all the protected characteristics detailed in Step 4 above. The purpose of equalities monitoring is to see how the proposal is working in practice and to identify if and where it is producing disproportionate adverse effects and to take steps to address those effects. You should use the Council's equal opportunities monitoring form which can be downloaded from Harinet. Generally, equalities monitoring data should be gathered, analysed and report quarterly, in the first instance to your DMT and then to the Corporate Equalities Board.

What arrangements do you have or will put in place to monitor, report, publish and disseminate information on how your proposal is working and whether or not it is producing the intended equalities outcomes?

- *Who will be responsible for monitoring?*
- *What indicators and targets will be used to monitor and evaluate the effectiveness of the policy/service/function and its equalities impact?*
- *Are there monitoring procedures already in place which will generate this information?*
- *Where will this information be reported and how often?*

We will develop a Delivery Plan for the Regeneration Plan in the Autumn 2012 that will detail specific projects and developments. A full EqlA (detailing monitoring arrangements) will be developed in line with the Delivery Plan.

Step 7 - Summarise impacts identified

In the table below, summarise for each diversity strand the impacts you have identified in your assessment

Age	Disability	Race	Sex	Religion or Belief	Sexual Orientation	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity
A Plan for Tottenham recognises the age profile of the population in Tottenham. All projects and developments under the umbrella of the Tottenham regeneration programme will seek to positively improve this equalities strand.	A Plan for Tottenham recognises the profile of disabilities in Tottenham. All projects and developments under the umbrella of the Tottenham regeneration programme will seek to positively improve this equalities strand.	A Plan for Tottenham recognises the profile of the areas ethnicity. All projects and developments under the umbrella of the Tottenham regeneration programme will seek to positively improve this equalities strand.	A Plan for Tottenham recognises the gender profile in Tottenham. All projects and developments under the umbrella of the Tottenham regeneration programme will seek to positively improve this equalities strand.	n/a	n/a	n/a	n/a	n/a

Step 8 - Summarise the actions to be implemented

Please list below any recommendations for action that you plan to take as a result of this impact assessment.

Issue	Action required	Lead person	Timescale	Resource implications
Individual policies, development and projects will require separate Eq/As to be undertaken	Eq/As to be undertaken	TBC	TBC	TBC

Step 9 - Publication and sign off

There is a legal duty to publish the results of impact assessments. The reason is not simply to comply with the law but also to make the whole process and its outcome transparent and have a wider community ownership. You should summarise the results of the assessment and intended actions and publish them. You should consider in what formats you will publish in order to ensure that you reach all sections of the community.

When and where do you intend to publish the results of your assessment, and in what formats?

Assessed by (Author of the proposal):

Name: Adam Hunt

Designation: Principal Regeneration Officer

Signature: 

Date: 2nd August 2012

Quality checked by (Policy, Equalities and Partnerships Team):

Name: Inno Amadi

Designation: Senior Policy Officer

Signature: 

Date: 2/8/2012

Sign off by Directorate Management Team:

Name: Marc Dorfman

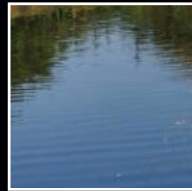
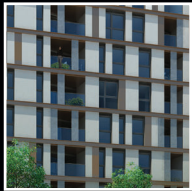
Designation: Assistant Director – Planning, Regeneration and Economy

Signature: 

Date: 6/8/12

Ref: IA\PIP\PEP\EQUALITIES\equalities impact assessment for service delivery template (update November 2011)

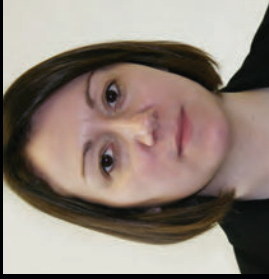
A Plan for
TOTTENHAM



This plan has been produced in partnership with the Tottenham Taskforce

Members:

- Cllr Alan Strickland - Chair of Tottenham Taskforce and Cabinet Member for Regeneration
- Cllr Claire Kober, Leader of Haringey Council
- Cllr Bernice Vanier, Cabinet Member for Communities
- Sir Stuart Lipton, Mayor of London's Tottenham Champion
- David Lammy, MP for Tottenham
- Fiona Fletcher-Smith, Executive Director Development and Environment Greater London Authority
- Paul Head, Principal of the College of Haringey, Enfield and North East London (CHENEL)
- Andrew Camping, Chair of Haringey Business Board
- Paul Finch, Chair of Design Council Commission for Architecture and the Built Environment
- Tony Travers, London School of Economics
- Brian Boylan, Chairman, Wolff Ollins
- Matthew Girt, Head of Strategic Development, Diocese of London



Foreword by the Leader of the Council

We share the sense of urgency held by the people who live and work in Tottenham to see the area transformed. We are determined to work with partners, businesses and local residents to build back a better Tottenham after the riots which devastated our community.

We have made progress since the riots of August 2011, but we are determined to see this progress accelerate over the coming months and years so that our words are matched by action.

This document sets out how we will increase the pace of Tottenham's transformation for the better. It is rightly an ambitious programme of change. We have to ensure that we set the bar high. My commitment is to do all that we can to deliver against our ambition.

The plan focuses on:

- Maximising economic growth, jobs, investment, enterprise and new business in Tottenham
- Bringing forward high quality housing
- Making Tottenham a successful and attractive place to live and work

We know that part of realising Tottenham's potential lies in enabling its young people to succeed. This enterprise needs to be matched with opportunity. This dynamism,

aligned with excellent transport infrastructure and developable land, provides a once in a life time opportunity to transform Tottenham. This plan outlines how together we can seize this opportunity.

It is critical we continue to build confidence in Tottenham as a place for all to invest in. Working with the Mayor of London we have secured the commitment of almost £1bn of investment through major developments in Northumberland Park and Tottenham Hale.

Along with the Mayor, we will be investing £40m on a range of programmes that will create high quality public spaces, provide more flexible workspaces to encourage business and entrepreneurship, transform the retail offer and create a new civic heart of Tottenham.

In order for us to realise our ambitions for Tottenham, all of us - whether we live, work, visit or invest in the area - need to share a determination to succeed. I hope that when you look at this plan you will share the ambition, and that you will share in the joint effort needed to deliver a better Tottenham for all.

Cllr Claire Kober
Leader – Haringey Council



Foreword by the Mayor of London

Tottenham is full of potential. It is an area of the capital which is brimming with opportunity and ripe for investment, but not to the detriment of the local people and businesses who have made it the hub of entrepreneurialism and creativity that it is. I want to see the area regenerated with the support of the people who live and work there, which I know is the ambition of the council too.

This is why I am working very closely with the London Borough of Haringey. I hope to see a real change in the area with more people in jobs, young people trained to go out and seek work both locally and further afield in the capital, and inject investment, create growth and build housing in the area.

This Plan for Tottenham is an important document describing our aspirations for the area and where it is going. It is a vision to make Tottenham a better place for everyone.

I know that the people of Tottenham are proud of their neighbourhood and I look forward to watching the area flourish.

Boris Johnson
Mayor of London

Tottenham

This map shows Tottenham within its existing context – excellent transport connectivity, green spaces and waterways, key development schemes and opportunities for improvement.

LEGEND

Opportunity areas

- A** Northumberland Park
- B** Tottenham Hale
- C** Seven Sisters

Key sites

- 1** Tottenham Hotspur Football Club development
- 2** Wards Corner
- 3** Hale Village
- 4** Apex House
- 5** Marsh Lane
- 6** Post Office site (530-536 High Road)
- 7** St Ann's
- 8** Hale Wharf
- 9** Lawrence Road
- 10** Ashley Road South
- 11** Brook House
- 12** 700-702 High Road
- 13** Carpetright
- 14** 7-8 Bruce Grove

Tottenham Green cultural assets

- 15** Tottenham Town Hall
- 16** Leisure Centre/Library
- 17** CHENEL
- 18** Bernie Grant Centre

Key employment areas

- 19** Rangemoor
- 20** South Tottenham
- 21** Brantwood Road
- 22** Garman Road

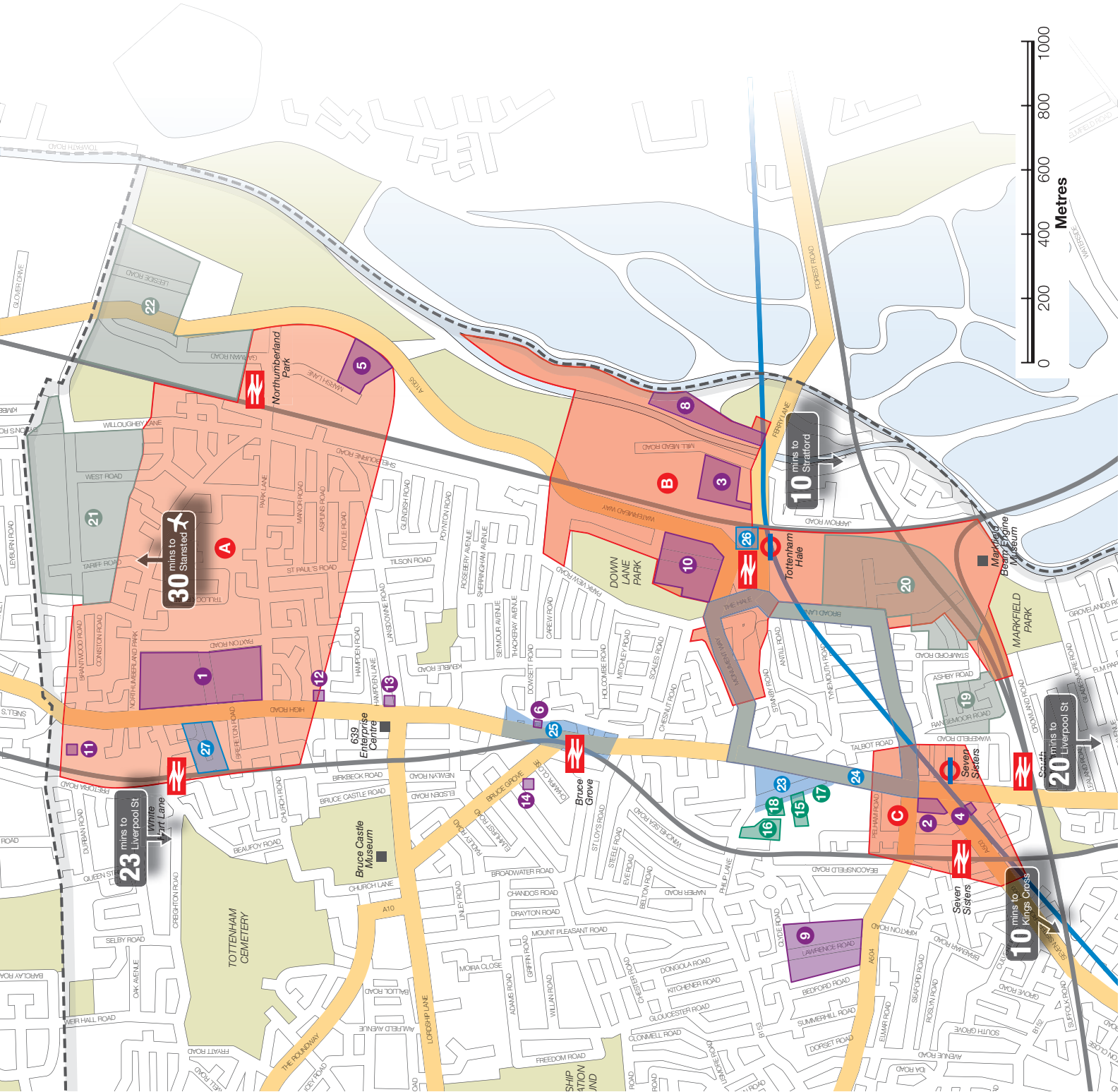
Infrastructure and public realm improvements

- 23** Tottenham Green improvements
- 24** Tottenham Hale gyratory
- 25** Bruce Grove heritage and public realm improvements
- 26** Tottenham Hale bus station and public realm improvements
- 27** Stadium approach

Transport

- Victoria Line





30 mins to Stansted

10 mins to Stratford

23 mins to Liverpool St. via White Hart Lane

20 mins to Liverpool St. via South

10 mins to Kings Cross

Our ambition for Tottenham:

'A place everyone is proud to be part of'

Historically, Tottenham has always been a desirable and successful location. Its flourishing high street, a wide range of quality housing and plenty of employment opportunities created a successful place that attracted people from all over the world. Now it will again be a successful place, playing a key role as a growth hub within London's economy.

Whilst there are challenges that need to be addressed, Tottenham already has a lot going for it. The waterfront and open spaces of the Lee Valley Park, Premier League football at Tottenham Hotspur Football Club, the proximity to the City and the West End and the historic high street mean that it is already well placed to be a residential, leisure and business destination. Confidence in the area continues to increase - the club's decision to invest over £430m in their stadium led development scheme, alongside the significant continuing development at Tottenham Hale, means that total investment is already approaching £1bn.

Our plan is to redefine Tottenham into a series of distinct, yet complementary, places that draw on their own strengths and competitive advantages. Places like Northumberland Park, Tottenham Green, Seven Sisters and Tottenham Hale will become destinations in their own right with much more focused retail and leisure offers.

We will make Tottenham better for everyone. We will ensure that current residents benefit fully from new development and investment. This will include clear targets for local jobs and training opportunities from S106 agreements and public sector procurement contracts. There will be more high quality housing with better housing choices. We will prioritise enterprise, growth and attracting new businesses to the area. Tottenham will be clean and attractive with a better range of high quality public open space, shops and activities that will encourage residents to stay in the area and attract new visitors.

We know that our vision is dependent upon ongoing private sector investment that brings forward development and business growth of the highest quality and that complements the area's character and heritage. While this regeneration journey is starting against a backdrop of economic downturn and reduced public sector resources, we are confident that this vision is realisable. We are committed to using our own assets, buildings and powers as flexibly as possible to support regeneration. We will press our public and community sector partners to do the same.

“This plan sets out an ambitious and deliverable vision for making Tottenham better for everyone. As the Mayor of London’s Tottenham champion, I have been incredibly impressed by the energy and enthusiasm of the local community to see positive change and improvement, and the commitment from the Council and the Mayor of London to get on and deliver this.”

Sir Stuart Lipton,
Mayor of London’s Tottenham Champion

When we realise these opportunities the level of change will truly transform Tottenham. By 2025, there will be:

- Up to 10,000 new high quality homes
- Over 5,000 new jobs created or accessed with almost a million square feet of employment and commercial space added
- A new leisure destination in Northumberland Park, serviced by a new White Hart Lane station and improved public realm that enhances the local high street and becomes a genuine year round destination
- A new civic hub and excellent open space at Tottenham Green
- A new gateway to Seven Sisters
- A revamped station at Tottenham Hale, suitable for an international transport and growth hub

Tottenham will be an outstanding place to live, work, visit and stay.



Tottenham Town Hall,
Tottenham Green

Tottenham Now

Location and context

Tottenham is part of the London Borough of Haringey, situated in central north London. With a population of over 90,000, making up around 40% of Haringey's total, it has high public land ownership and low land values. It is defined along its eastern boundary by the Lee Valley reservoirs and to the west by the urban centres of Finsbury Park, Green Lanes and Wood Green.

Tottenham is a key strategic growth area within the Upper Lee Valley Opportunity Area and the London-Stansted-Peterborough growth corridor. It is well connected by road and rail to the City and the West End of London.

Tottenham's economic geography is based upon various centres of economic activity on the transport corridor of the High Road (A1010) which connect Tottenham and the M25, the City and central London. These centres include the Tottenham Hotspur stadium in Northumberland Park (where planning consent has recently been granted for a £430m leisure and mixed use development scheme), the retail heart of the High Road at Bruce Grove and the gateway to Tottenham at Seven Sisters in the south.

Transforming Tottenham is a strategic priority for Haringey Council and it is an essential component of our overall vision for shaping 'one borough with one future'. We are committed to tackling the inequalities that exist across the borough and driving forward regeneration in Tottenham will play a huge role in addressing these and supporting our vision for building a better society in Haringey.

Our ambitions to increase enterprise and employment, promote more high quality housing and home ownership and investing in making Tottenham a successful and attractive place are not happening in isolation. Our Local Development



Tottenham High Road

Framework (LDF) and Housing Strategy provide the policy and strategic framework to make this happen.

Exploiting the opportunities

Tottenham offers some exceptional opportunities, including sites that are ready for development now, miles of open spaces and river frontage, excellent transport infrastructure and commitment to investment and regeneration from the Council, Mayor of London and central government.

The 2012 GVA / Centre for Cities 'Evolving London: Future Shape of the Capital' report identified this area as one of the ten areas to watch for major development activity over the next ten years.

Tottenham is extremely well positioned to become a new centre for growth in north London. Just one stop away from Stratford and 20 minutes away from Liverpool Street and the City, we anticipate demand for high quality housing and flexible workspace in an attractive setting. The West End is only 12 minutes away and Tottenham Hale is the first London interchange for the millions of visitors entering the UK from Stansted Airport (only 30 minutes away). It is anticipated that the preferred route option for Crossrail 2 will connect Seven Sisters and Tottenham Hale with Hackney, central London and beyond. Its location, sites, connectivity and young entrepreneurial population means that it can offer business growth in key growth sectors, including green technologies, manufacturing, creative industries, social media and logistics.

Embedded within our approach is a determination to exploit opportunities from the low carbon economy for Tottenham. Council led development will be used to support high profile low carbon demonstrator projects. In partnership with neighbouring boroughs, a clear vision and investment plan for low carbon infrastructure, as well as the completion of a decentralised energy network for the Upper



Lee Valley (ultimately connecting to the Olympic Park), will support our ambitions for low carbon economic growth, jobs creation and business competitiveness.

To realise positive change in Tottenham we will create the conditions for growth to occur.

In February 2012, the Council's Planning Committee unanimously approved Tottenham Hotspur Football Club's plans to invest £430m in a new stadium led development scheme in Northumberland Park. This facility will bring in over a million visitors a year to the area and is the first phase of ambitious plans to transform Northumberland Park into a leisure destination for north London, creating thousands of new jobs and homes.

Whilst this regeneration journey takes place against a backdrop of economic downturn and reduced public sector resources, we are confident that the transformation of Tottenham is realistic and realisable. We will take active, practical steps to be business and investment friendly – this includes making speedy planning decisions, as well as using our own assets, buildings and powers as flexibly as possible to support regeneration. We will work with our public and community sector partners to take the same flexible approach. The Mayor of London is fully committed to delivering regeneration in Tottenham and we are jointly investing £41m as seed corn funding to pump prime further investment in the area. We are determined to take advantage of innovative funding streams, such as Tax Increment Financing, to kick start the infrastructure investment that is crucial to bringing forward regeneration



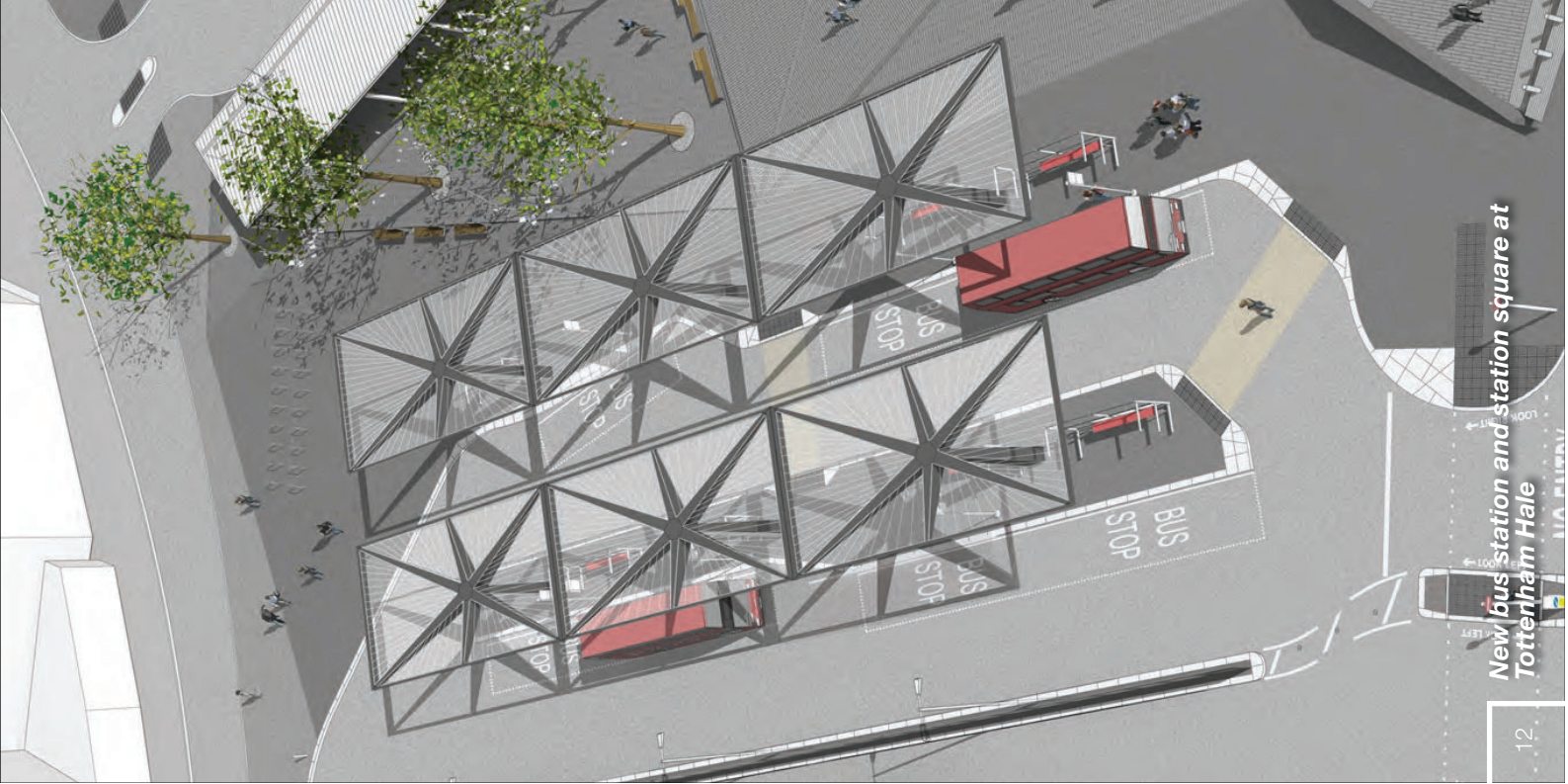


Seven Sisters Regeneration Project

We will support and drive regeneration opportunities through these four key areas of change:

Northumberland Park – through a new master plan and investment framework for the area we will encourage the development of a mixed use leisure destination, including new housing choices and transport infrastructure improvements.

Tottenham Hale – this 39 hectare site provides the opportunity for a comprehensive range of uses, supported by a refreshed Tottenham Hale Master Plan to deliver a new urban centre, 4,000 new jobs, high class transport hub and connectivity improvements with Tottenham Green, Seven Sisters and the High Road.

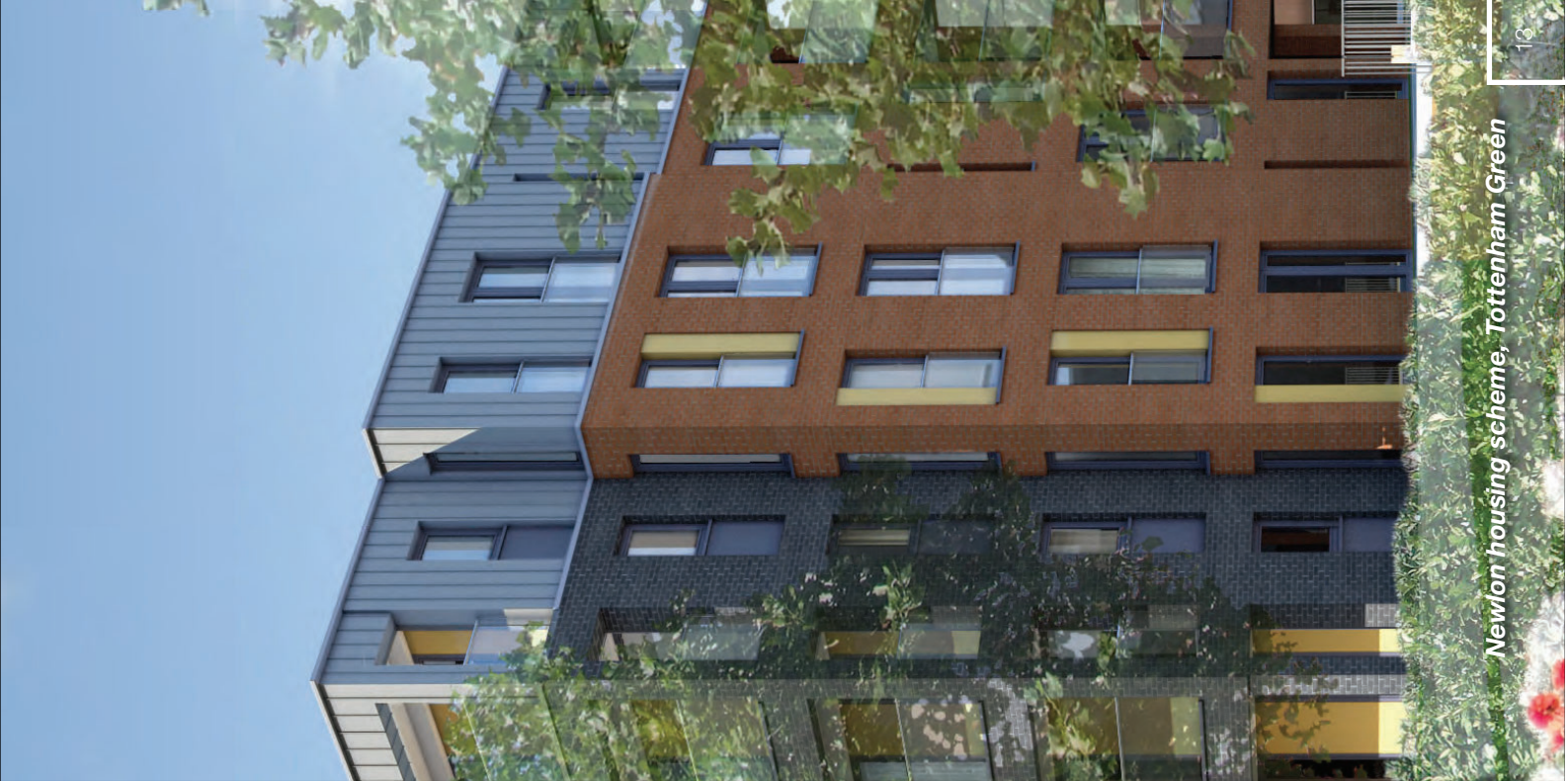


New bus station and station square at Tottenham Hale

Tottenham Green and Seven Sisters – existing arts, leisure and civic uses will be complemented by restaurants, cafes and bars at the Green to turn it into a fun ‘Heart of Tottenham’, with comprehensive mixed use redevelopments and creative industries supported at Seven Sisters. An Asset Management Plan for Tottenham Green and Seven Sisters will be put in place to lift the quality of the environment, underpin new developments at Wards Corner and Apex House and revitalise the streetscape.

The High Road – high quality mix of retail and leisure uses will be encouraged along with intensification of sites where they enhance the historic High Road setting. A High Road Improvement Plan to revitalise the whole of the High Road and create identifiable and distinctive retailing and leisure centres at Bruce Grove, Seven Sisters and North Tottenham will support this.

Whilst this plan emphasises the physical changes that will be happening in Tottenham, it is just as focused on achieving the investment and change that will improve the quality of life for everybody through new jobs and enterprises, more high quality housing and the creation of strong neighbourhoods throughout Tottenham.



Newton housing scheme, Tottenham Green

Tottenham's Future

Extensive consultation with residents, businesses and potential investors has provided us with a clear picture of what is required to drive change. You have told us you want to see:

- A stronger local economy
- More high quality housing
- Excellent public spaces and transport
- Confident communities

In order to deliver these outcomes we have developed a clear, five point plan for change through to 2025.

Working with residents, businesses and investors, we will:

1. Transform Northumberland Park into north London's premier leisure destination with new high quality housing and improved transport options
2. Create a fun, civic heart at Tottenham Green and turn Seven Sisters into an impressive gateway into Tottenham
3. Promote Tottenham Hale as a new centre for growth, exploiting excellent transport connections
4. Consolidate and revitalise the retail experience on the High Road
5. Improve the quality of life for everyone – encourage investment, jobs, economic growth, quality housing and strong neighbourhoods



Northumberland Park

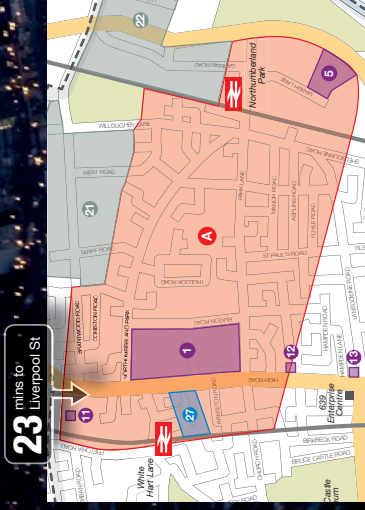
A leisure destination
for North London

Looking to the future – Northumberland Park in 2025

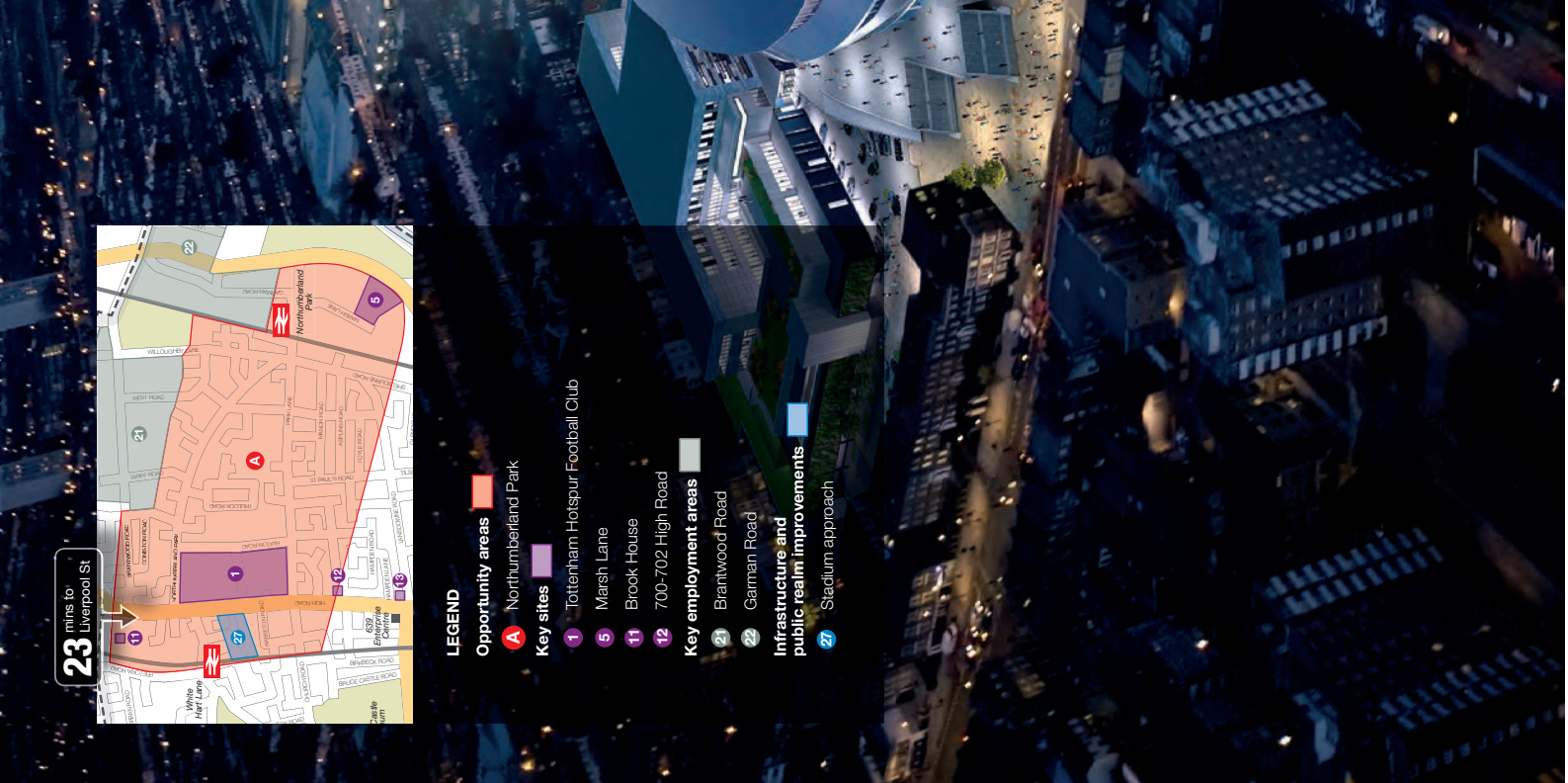
We will transform Northumberland Park into a premier location for leisure activities, high quality housing, increased employment opportunities for local residents, improved public space and better transport options.

Northumberland Park's regeneration will be spearheaded by Tottenham Hotspur's stadium led development scheme which will create a leisure destination for north London. This £430m investment will create over 800 jobs, 285 new homes, major modern retail facilities, high quality office space and community facilities. It will attract over a million visitors to the area each year and create an international standard sports and events venue. The new stadium development will also be the catalyst for wider change in the area.

Bringing forward this change means establishing Northumberland Park as a desirable place to live and work. New residential development will focus on promoting home ownership to create a better balance of housing in the area. Existing housing will be refreshed providing new homes for residents. Guided by an exciting master plan, change in Northumberland Park will proceed through phased redevelopment.



- LEGEND**
- Opportunity areas**
 - A Northumberland Park
 - B Tottenham Hotspur Football Club
 - Key sites**
 - 1 Tottenham Hotspur Football Club
 - 5 Marsh Lane
 - 11 Brook House
 - 12 700-702 High Road
 - 21 Brantwood Road
 - 22 Garman Road
 - Key employment areas**
 - Infrastructure and public realm improvements
 - 27 Stadium approach



"We are committed to Tottenham and excited about its future. Working in partnership with the Council, we believe that our major investment can genuinely support the transformation of Northumberland Park into one of London's most exciting regeneration areas."

Daniel Lewy, Chairman Tottenham Hotspur FC



The new Spurs stadium will be a catalyst for wider area change



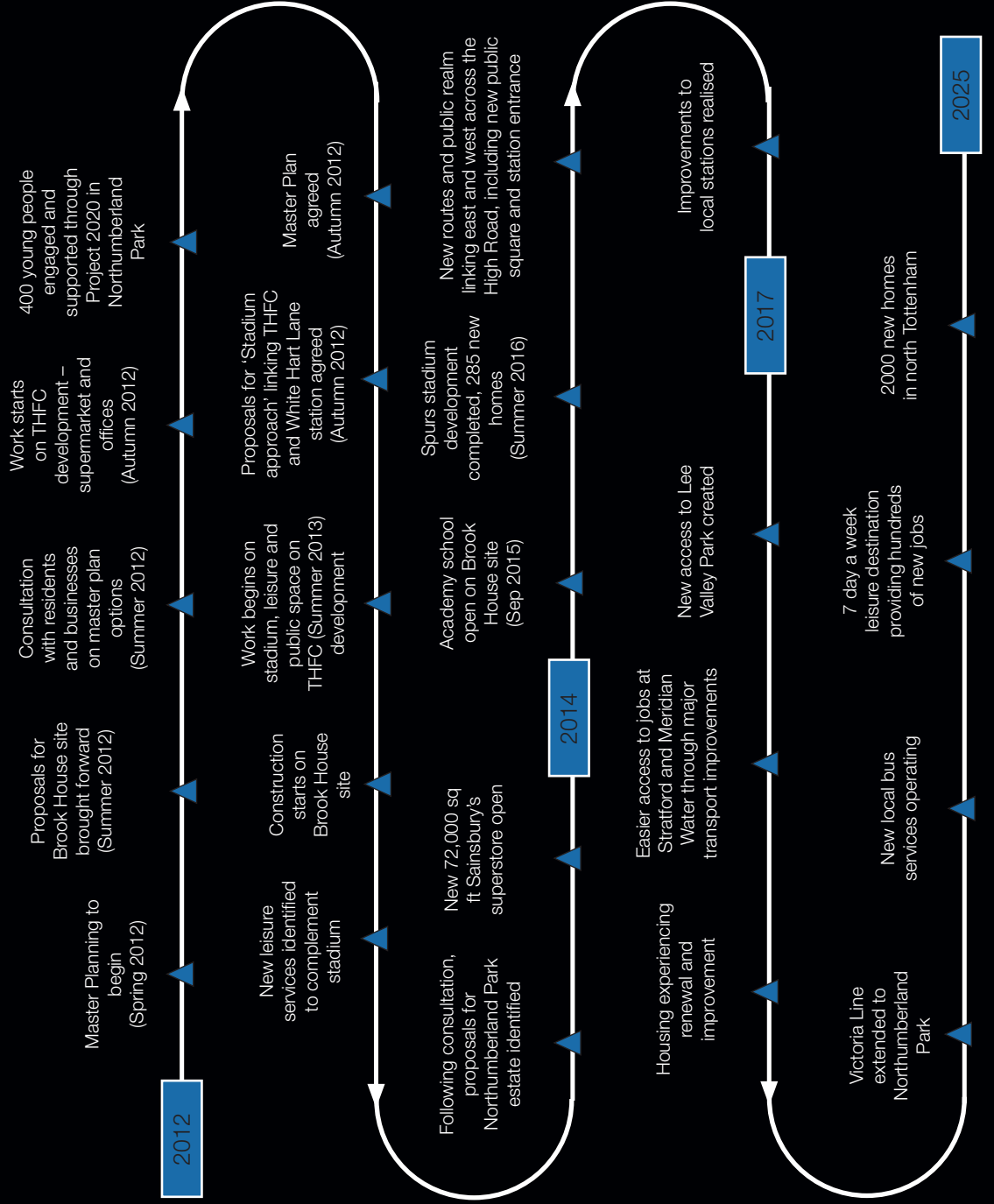
Complementing the stadium development, the area west of the High Road will see comprehensive change. This will begin with new housing, a school and other community uses at the Brook House site, new public space linking White Hart Lane station with the stadium and new routes through to Bruce Castle Park. Following local consultation, the next phase will see the comprehensive improvement of the Northumberland Park estate. Underpinning the creation of these new neighbourhoods will be new public spaces and the development of new access points to the open spaces of the Lee Valley Park to genuinely draw it into everyday life in Tottenham.

Transport connectivity will be improved through close partnership working with Transport for London and Network Rail. There is potential for a Victoria Line extension to Northumberland Park, increased services on the West Anglia line, improvements to Northumberland Park station and better local transport options connecting up local neighbourhoods. We will work with our partners to secure funding for a new White Hart Lane station as an immediate priority.

Achieving this change is realistic and realisable. There is a high concentration of public sector owned land in the area. We will explore all options, including using our assets to work with a long term delivery partner, for using this land flexibly to bring forward the comprehensive regeneration of the area. This investment, along with a range of other social and economic programmes identified within this plan, will lead to a transformation of the area and transformed life chances for local people. Change in the area will be phased and we are determined to develop a consultation approach that will ensure the community genuinely owns the plans for change.



Achieving our ambitions for Northumberland Park



Tottenham Green and Seven Sisters

A civic heart and
stunning gateway

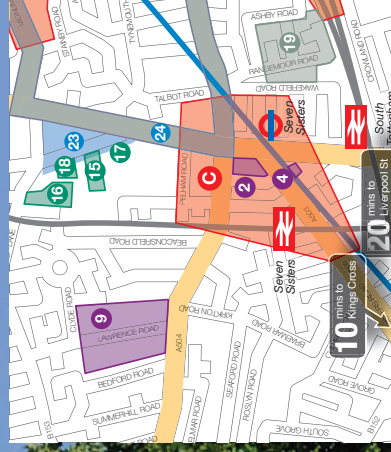
Looking to the future – Tottenham Green and Seven Sisters in 2025

Tottenham Green will be enhanced, promoted and transformed into the heart of public and civic life in Tottenham. It will become a destination of choice for local residents and visitors with restaurants, cafes and bars creating a real sense of fun and excitement in the area. It will be linked to a stunning new gateway into Tottenham that will be developed at Seven Sisters.

Tottenham Green is the largest public space on the High Road and is surrounded by significant leisure, cultural and educational assets – CHENEL, Tottenham Town Hall, the Holy Trinity Church, Tottenham Green Leisure Centre, the Marcus Garvey Library, Bernie Grant Arts Centre and the Tottenham Enterprise Centre. This already desirable area will be turned into the civic heart of Tottenham. Following £1.5m investment, the Green itself will be transformed into a high quality public space suitable for markets, events and community activities, alongside a newly improved leisure centre. The Council will also commit itself to working with other public bodies to create a public service hub in the area.



Tottenham Town Hall is located in the Heart of Tottenham – Tottenham Green



LEGEND

- Opportunity areas**
- Seven Sisters
- Key sites**
- Wards Corner
- Apex House
- Lawrence Road
- Tottenham Green cultural assets**
- Tottenham Town Hall
- Leisure Centre/Library
- CHENEL
- Bernie Grant Centre
- Key employment areas**
- Rangemoor
- Infrastructure and public realm improvements**
- Tottenham Green improvements
- Tottenham Hale gyratory



Proximity to central London, community leisure facilities and sites for development make this a compelling investment opportunity.

Seven Sisters Regeneration Project

“Seven Sisters is the gateway to Tottenham and an important local centre. We are confident that our investment will deliver exciting and transformational change for the residents and businesses of south Tottenham, acting as the catalyst for further improvement in the area.”

David Walters, Development Director
Grainnet PLC

By 2025, Tottenham Green and Seven Sisters will be the ideal place in London for people to live, work and have fun .

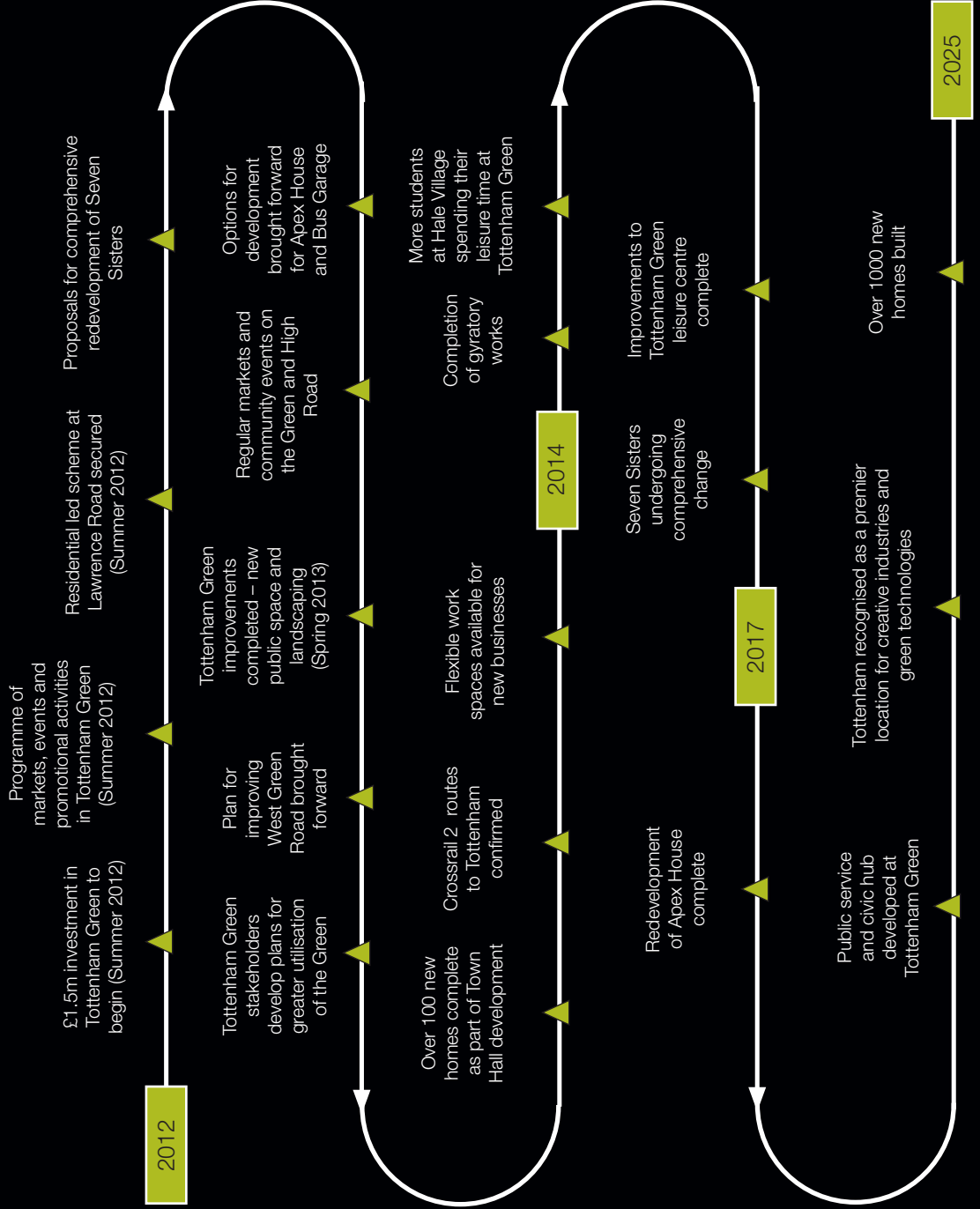
Following improvements to local amenity from the removal of the gyratory system, the area will become a more desirable location for those seeking to work or study in central London whilst enjoying the full range of leisure and recreational activities that Tottenham Green offers. Development briefs will be brought forward for key sites in the area, including the bus garage and Apex House.

Tottenham Green and Seven Sisters will be more closely connected to each other by improved public space along the High Road and pro-active management of the environment. To make this connectivity real, the public space will be activated with commercial and community activities to ensure it is well used and busy.

Seven Sisters will be a gateway to Tottenham and the High Road – a gateway that is well designed, well used and well cared for. The comprehensive redevelopment of Wards Corner will bring 40,000 sq ft of much improved retail space, including space for the re-provision of the Seven Sisters market, up to 196 new homes and excellent public spaces. A key part of the Seven Sisters gateway will be an opportunity for a new residential led development at Apex House as well as a more focused retail offer in the area that draws in West Green Road more effectively and complements the emerging plans for Lawrence Road to the west.

The wider Seven Sisters area has an array of light industrial premises that are suitable for a range of growth sectors – green technologies, creative industries and logistics in particular. These premises will be developed into flexible, high quality work spaces that encourage new businesses to locate and grow here.

Achieving our ambitions for Tottenham Green and Seven Sisters



Tottenham Hale

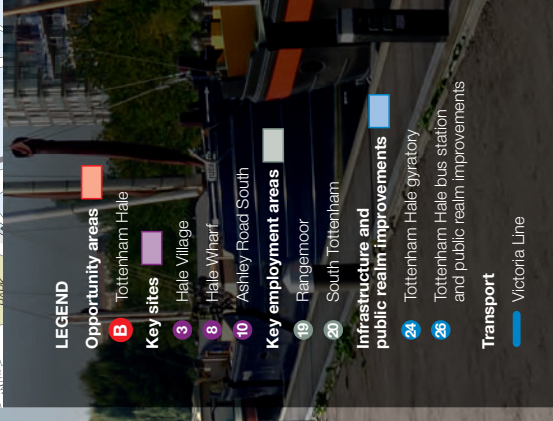
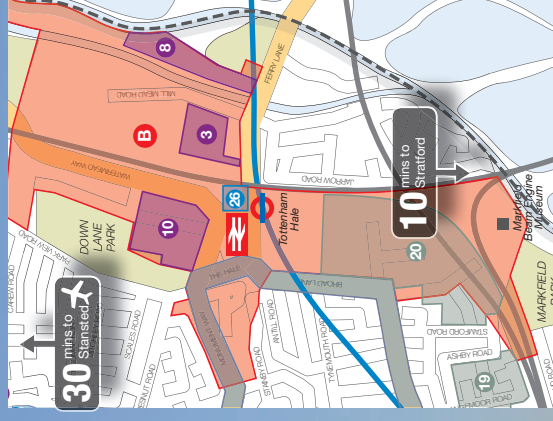
A new centre for growth

Looking to the future – Tottenham Hale in 2025

The Hale will become a new town centre and deliver 4,000 new jobs, 5,000 new homes and a wide range of community and commercial services. It will use its proximity to Stratford and Europe to become a significant centre for growth in north London and the Lee Valley corridor.

Guided by a new master plan for the area, we intend to build on the existing half a billion pound Hale Village development scheme to create a new town centre and growth hub for north London. Once completed, the Hale Village scheme will provide over 1,200 homes, over 1,000 students units, new community facilities and improved routes into Lee Valley Park.

Hale Wharf will become a high profile landmark development to showcase the waterfront location. It will be residential led (up to 300 units) with a mix of retail, leisure and workspace on lower floors of the highest design quality. The adjacent areas of Ashley Road and Broad Lane will attract new businesses, particularly those investing in low carbon technologies, skills and services.





The ambitious Hale Village scheme is starting the Hale's journey to becoming a new town centre and growth hub



Hale Village, Tottenham Hale

A new station at Tottenham Hale will enhance its status as a transport hub for north London – capitalising on its location in the north London growth corridor and its proximity to Stratford and Europe. As well as being an attractive office location, it will also provide access to jobs and markets for local residents and businesses located in the expanding Hale town centre. This will be further enhanced by increased capacity on the West Anglia Line and the expected designation of Tottenham Hale and Seven Sisters as Crossrail 2 stations.

Connections between the Hale and the High Road will be improved significantly. There will be new green links, pedestrian and cycling improvements, improved legibility and the reversion of the gyratory to two way traffic. This will unlock development opportunities between the Hale and the High Road. Monument Way itself will be transformed from a fast moving transport route into a local road with enhanced green space and public realm providing improved access to and from nearby neighbourhoods.

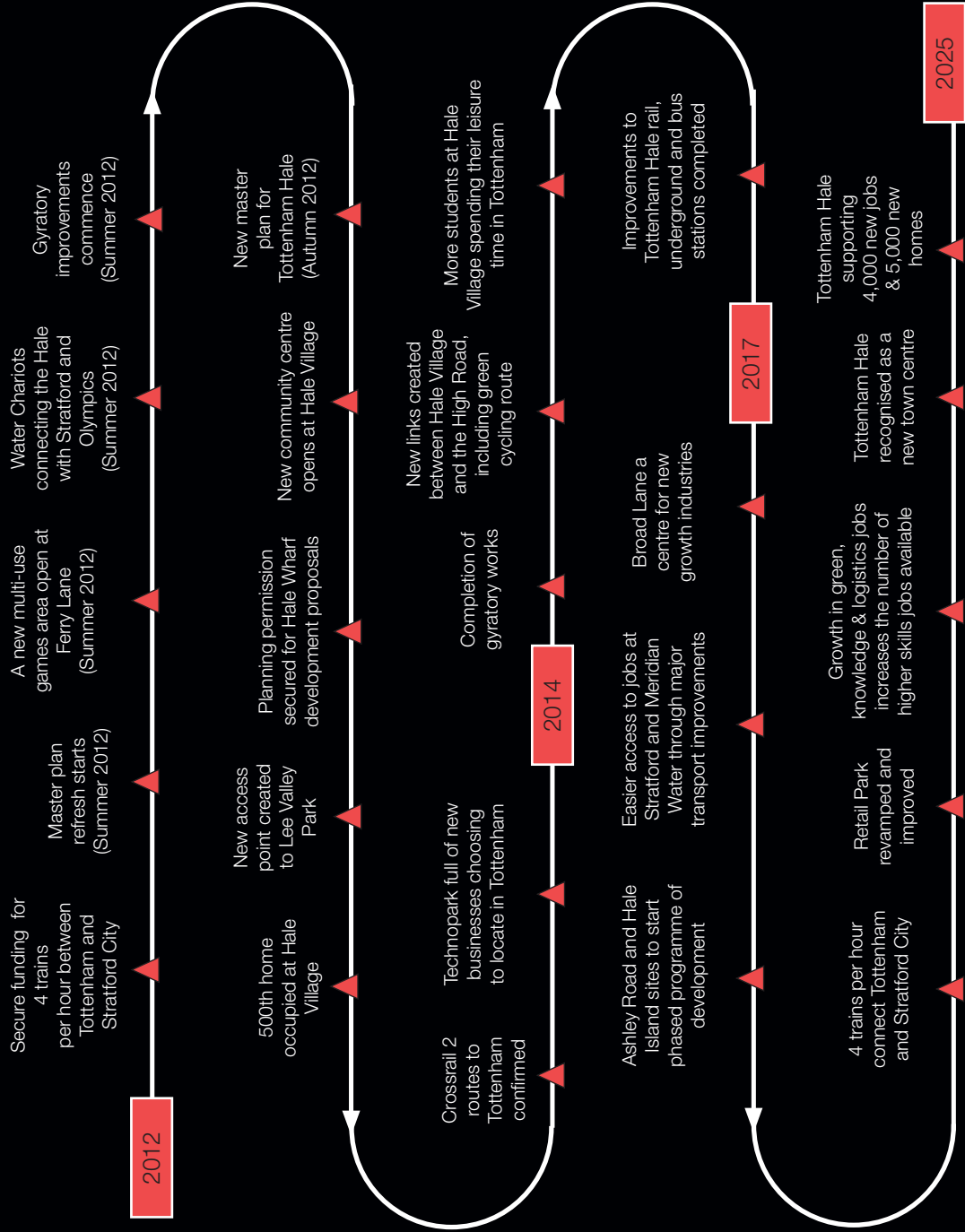
The River Lea and Lee Valley Regional Park are fantastic assets. They will be properly exploited through improved access to the river frontage and to the park; this will bring significant benefits to The Hale and increase the area's attractiveness. A new Water Chariots boat service will start to provide direct connections between Tottenham Hale and Stratford on the River Lea.

“Lee Valley Estates and our partners have already invested over £300m in our Hale Village scheme. We are committed to Tottenham and look forward to working with the Council and Mayor of London to see the area reach its full potential”

Michael Polledri, Chairman of Lee Valley Estates



Achieving our ambitions for Tottenham Hale



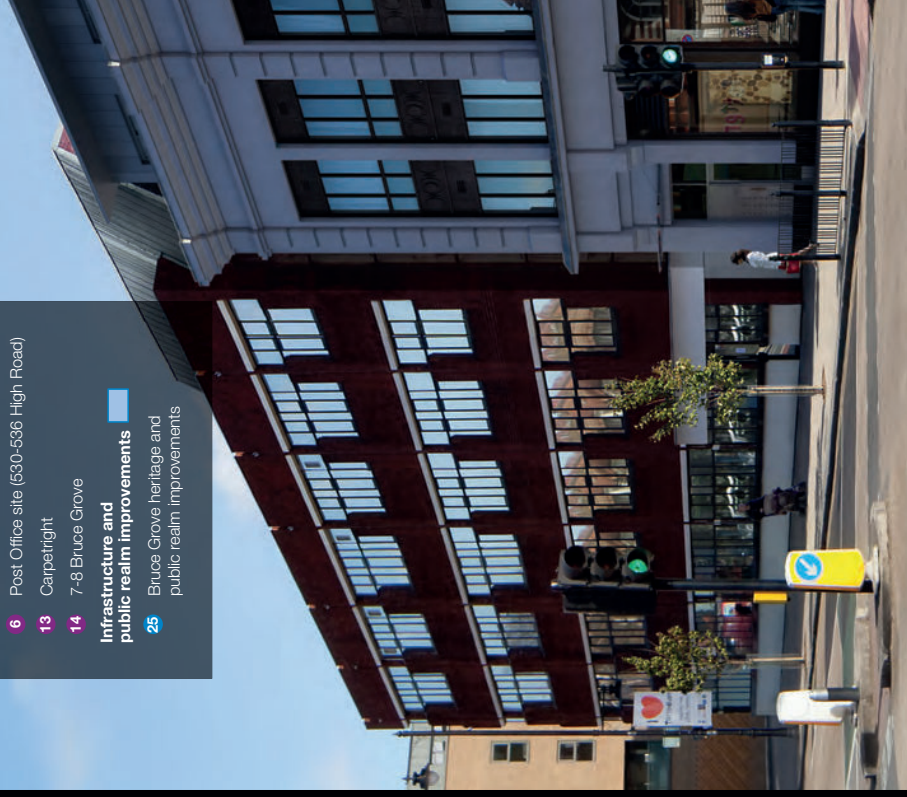
Revitalise the High Road

Looking to the future – the High Road in 2025

The High Road is at the heart of business and community life in Tottenham. It will be enhanced and revitalised as a beautiful and historic high street, will attract new businesses and services and will flourish as a retail destination, focusing its retail and leisure offer in key locations.

The High Road will become home to more brand names, high quality independents and leisure providers that are attracted to the sense of place and excitement being created on the High Road. The High Road will be a fun and welcoming place for all – we will continue to invest to improve the public realm and deliver new work spaces that encourage urban markets, ‘pop up’ activities and opportunities for local enterprise and training.

A revitalised High Road will have fewer retail units and the centres of commercial activity will be consolidated around Northumberland Park, Bruce Grove and Seven Sisters / West Green Road. There will be greater residential intensification of underused or vacant sites to improve the long term sustainability and viability of the High Road. Lower quality outlets will be replaced by high quality businesses that make a positive contribution to the local area.



The High Road -
attractive historic and
open for business





Tottenham High Road



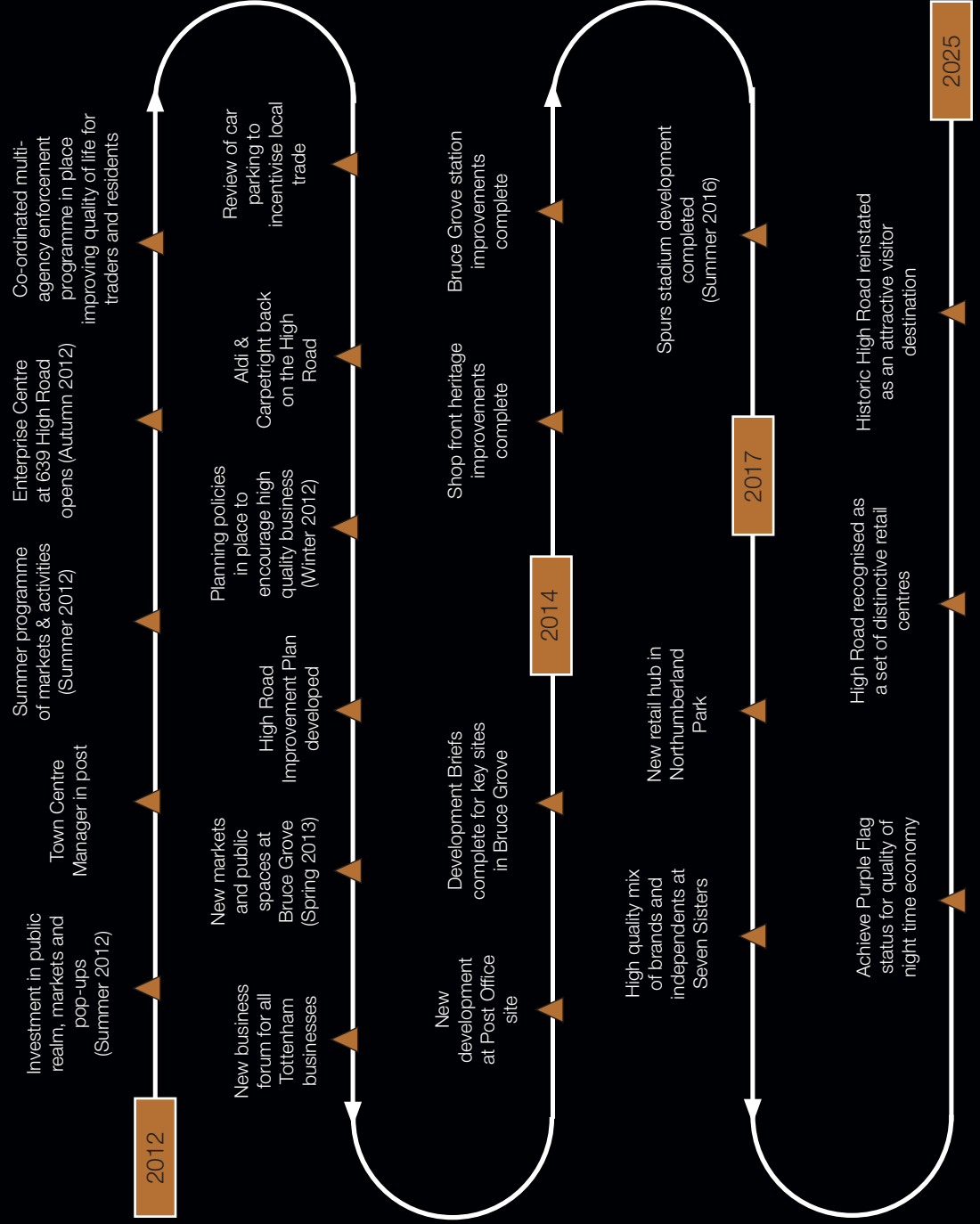
Through improvements that smooth the flow of traffic and provide better amenity for pedestrians and cyclists, as well as a strong enforcement approach that tackles quality of life issues and delivers visual improvements, the High Road will be made a more pleasant and appealing place for residents and visitors, as it develops into a thriving shopping and leisure environment. Local businesses will play an active part in delivering this ambition to restore the High Road to its historic glory through doing more to improve the appearance of their premises and their surrounding environment.

As a first step, we welcome back businesses such as Carpetright destroyed in the riots. As investment in Tottenham continues we expect to see more new developments that respect the heritage of the High Road. Development briefs will be prepared for key High Road sites to guide this change and provide confidence to investors. The Council will use its own land to promote development and enterprise, offering subsidised rentals and encourage other public sector organisations to do the same.

“The series of regeneration proposals now envisaged would make a big contribution to helping Tottenham rediscover its strengths as well as addressing its weaknesses. These sorts of locally rooted projects will be important in establishing aspirations for a better future.”

Paul Finch, Chair of Design Council Commission for Architecture and the Built Environment

Achieving our ambitions for the High Road



Improve the quality of life
for everyone - encourage
investment, jobs, economic
growth, quality housing and
strong neighbourhoods

We recognise that achieving our vision for Tottenham requires delivering much more than just physical change. Creating a successful place also means delivering investment, jobs, economic growth, more high quality housing and strong neighbourhoods – these are the key ingredients for making Tottenham better for everyone.

Investment, Jobs and Enterprise

Delivering the sustainable transformation of Tottenham requires refocusing the area as a natural location for new growth sectors and higher quality businesses. Tottenham has the transport connectivity, young population and the sites to attract business investment. Many of these sites are in Council ownership and with supportive local policies in place (including a commitment to develop flexible, high quality work space) business and enterprise growth will underpin the regeneration of Tottenham.

Tottenham and the Upper Lee Valley will become known as a location for green investment, technologies and jobs. The market for retrofitting in north London is expected to be around £1bn over the next 10 years and create around 1000 new jobs. The Council is committed to retrofitting its properties and becoming a green deal provider as part of its ambitions to become one of London's greenest boroughs – we will create the conditions for within which green businesses can flourish.

The area around Seven Sisters will become a focal point for the growth of creative industries in Tottenham. Through an imaginative and supportive approach, we will work with these industries to ensure they are provided with the type of workspace which will enable them to succeed.

There are opportunities for modern manufacturing, logistics and new media firms to take advantage of the growth potential in the area. As well as exploring options to support business investment through financial and fiscal means, a light touch regulatory approach and successful jobs programme that is supporting jobs creation in strategic growth sectors will make Tottenham an attractive business location.

We will exploit economic growth potential in other areas too – north of Tottenham at Meridian Water in Enfield and at Stratford City, as well as wider opportunities from Tottenham's location in the Upper Lee Valley and London-Stansed-Cambridge-Peterborough growth corridors. Through more frequent transport connections and commitment from all partners to equip local people with the necessary skills, a range of employment opportunities will be open to local residents.

We are committed to seeing more employment in the local area through physical regeneration and development – we will be clear in challenging developers to create jobs as part of investment in Tottenham. In 2012, we will invest over £5m with our partners and the private sector to create hundreds of jobs, apprenticeships and training opportunities in Tottenham.

More high quality housing

New residential development will be high quality, well designed, built to high sustainability standards and make a positive contribution to the area's character and heritage. As a growing and developing destination, Tottenham will require a mix and balance of housing to support the area's potential - underpinning this will be a much stronger promotion of home ownership options in new schemes.

As importantly, existing housing will be renewed and enhanced. Investment in public housing in Tottenham will lead to estates being renewed with more housing options and better public realm. Existing private housing will be higher quality and suitable for a mix of communities through the adoption of proactive policies and controls that ensure the highest standards.



Strong neighbourhoods

Developing Tottenham as a successful place means improving confidence in the area and establishing it as a place people choose to live and work. We will utilise the area's already high quality built heritage and fantastic open spaces, and ensure that Tottenham is an attractive and vibrant place that is clean, safe, well designed and with a variety of opportunities for all. The area's already high quality built heritage and fantastic open spaces, and ensuring that Tottenham is an attractive and vibrant place that is clean, safe, well designed and with a variety of opportunities for all, and young people and families in particular. There will be a continued focus on greening Tottenham – improving access to, and the quality of, existing open spaces as well as incorporating new green spaces and links throughout new developments.

People will feel safe and secure. This comes with having a job and living in a good quality house but it also means the Police and Council working together to develop a highly visible Police and enforcement presence – taking a no nonsense approach to issues that impact on people's quality of life. This will ensure that businesses and new residents have the confidence to invest and become stakeholders in Tottenham's future.

Creating a place to live means there are opportunities for active living available to all. Having a young population means focusing particularly on young people and families. Starting with the relaunch of 10 Bruce Grove, there will be a much stronger set of services, many led and delivered by community consortiums, providing activities, positive experiences and skills for young people.



Tottenham Green - Tottenham High Road's largest open space

Starting the journey

Key actions between 2012 – 2014

2012

- **Launch Summer 2012 programme** of markets, events and promotional activities
- Recruit a **dedicated Town Centre Growth Manager** working with businesses to improve the local business environment and encourage investment
- Invest in the **Credit Union** to promote affordable credit and a culture of savings
- **Relaunch and extend services at 10 Bruce Grove** as a hub for youth opportunities and positive activities for young people in Tottenham.
- **80 extra police officers in place**, focusing on the High Road and other key areas
- Develop intelligence led '**Inspector Clusters**' in Tottenham targeting resources on crime hotspots and delivering community priorities



Attractive and historic, Tottenham High Road

- Complete **'Roadmap for Tottenham'** delivery plan in partnership with community stakeholders to identify how communities can support and jointly own the regeneration priorities
- **Open Enterprise Centre** at 639 High Road to support new business growth and access to jobs
- Utilise **the Opportunity Investment Fund** to fill vacant commercial sites and promote temporary uses
- **Work in partnership** with the Prince's Charities and other third sector organisations to deliver programmes in schools
- **Ensure 'safe by design'** principles in all new developments and review existing schemes where appropriate
- Deliver improvements to over **1,800 Council homes** in the Tottenham area during 2012/13.
- **Create 325 jobs and support 600 people into work** through the Jobs for Haringey programme
- Publish a 30 year business plan for Council housing that will set out ambitions for **estate regeneration and improvement**
- Work with portfolio landlords to **improve the standards of private sector rental housing**
- **Introduce strong controls** to prevent further conversions and clustering of Houses in Multiple Occupation (HMOs)
- Intervene proactively to **bring empty properties back into use**
- **Promote Tottenham** as the location of choice for business growth with own investment brand
- Develop investment plan for **low carbon infrastructure** across Upper Lee Valley
- **Develop a charter for excellence in design** to drive up the quality of new housing developments
- Complete review into Council's commercial property portfolio to ensure it delivers **high quality, flexible work space** that will support business incubation and growth

2014

How we will
deliver this plan

The Council and the Mayor of London are committed to achieving this vision for Tottenham – the transformation of Tottenham is a strategic priority for both.

We are being supported on this journey by the ‘Tottenham Taskforce’; made up of private sector experts and representatives of the GLA and Haringey Council this group is advising the regeneration programme for Tottenham and using its knowledge and contacts to make investment and regeneration happen right now.

Proposals are currently being developed to ensure a transparent, accessible and legitimate delivery mechanism for the Tottenham Plan with clear buy in from residents, businesses and investors to drive the vision for the future.

As identified above, local residents, businesses and investors are key in bringing forward much of the regeneration activity outlined in this document – we will ensure they are close partners on this transformation journey for Tottenham. A detailed Delivery Plan setting out the key actions and deliverables, alongside resources and ownership, is being developed with our partners and stakeholders and will be published in Autumn 2012.







Coppermill Heights at Hale Village, Tottenham Hale

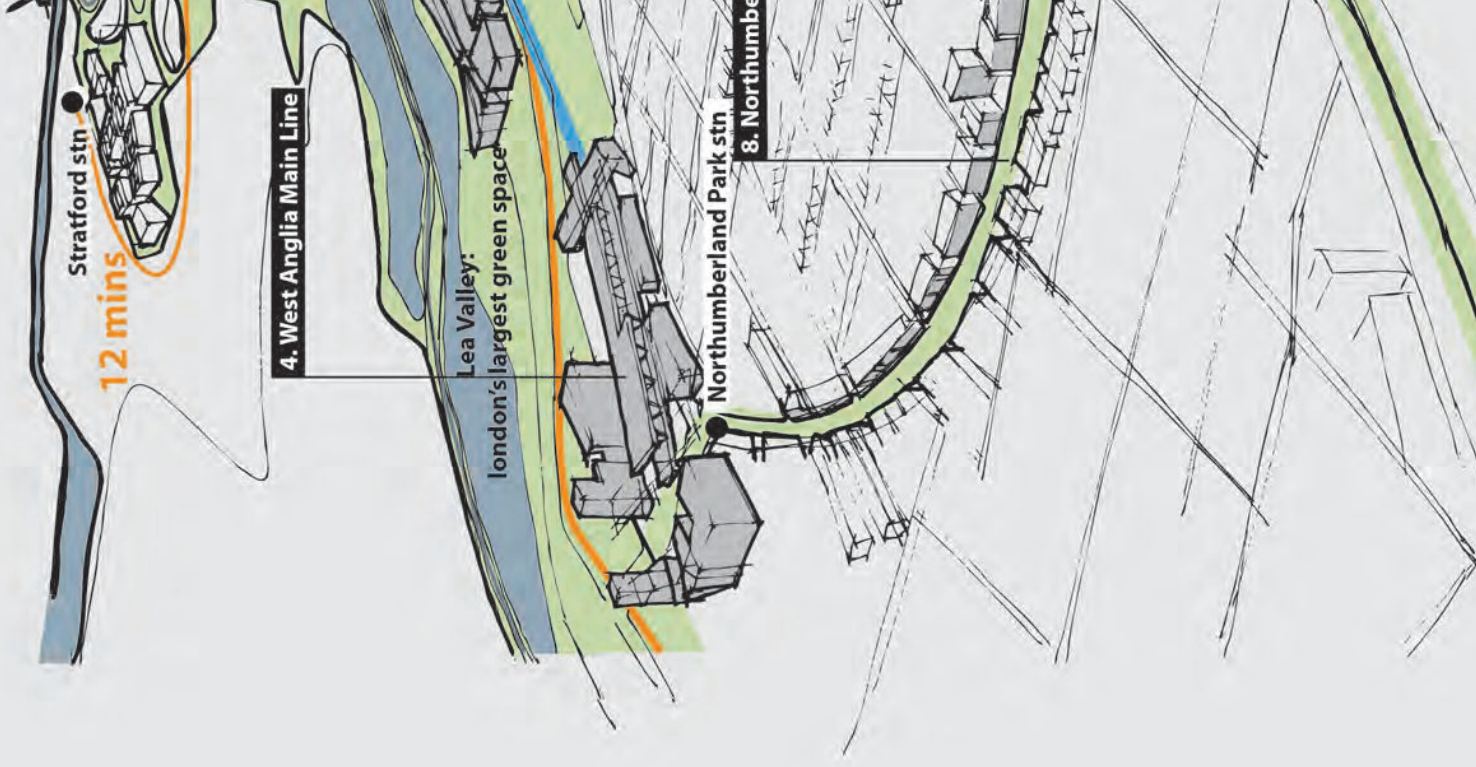
Tottenham
in 2025

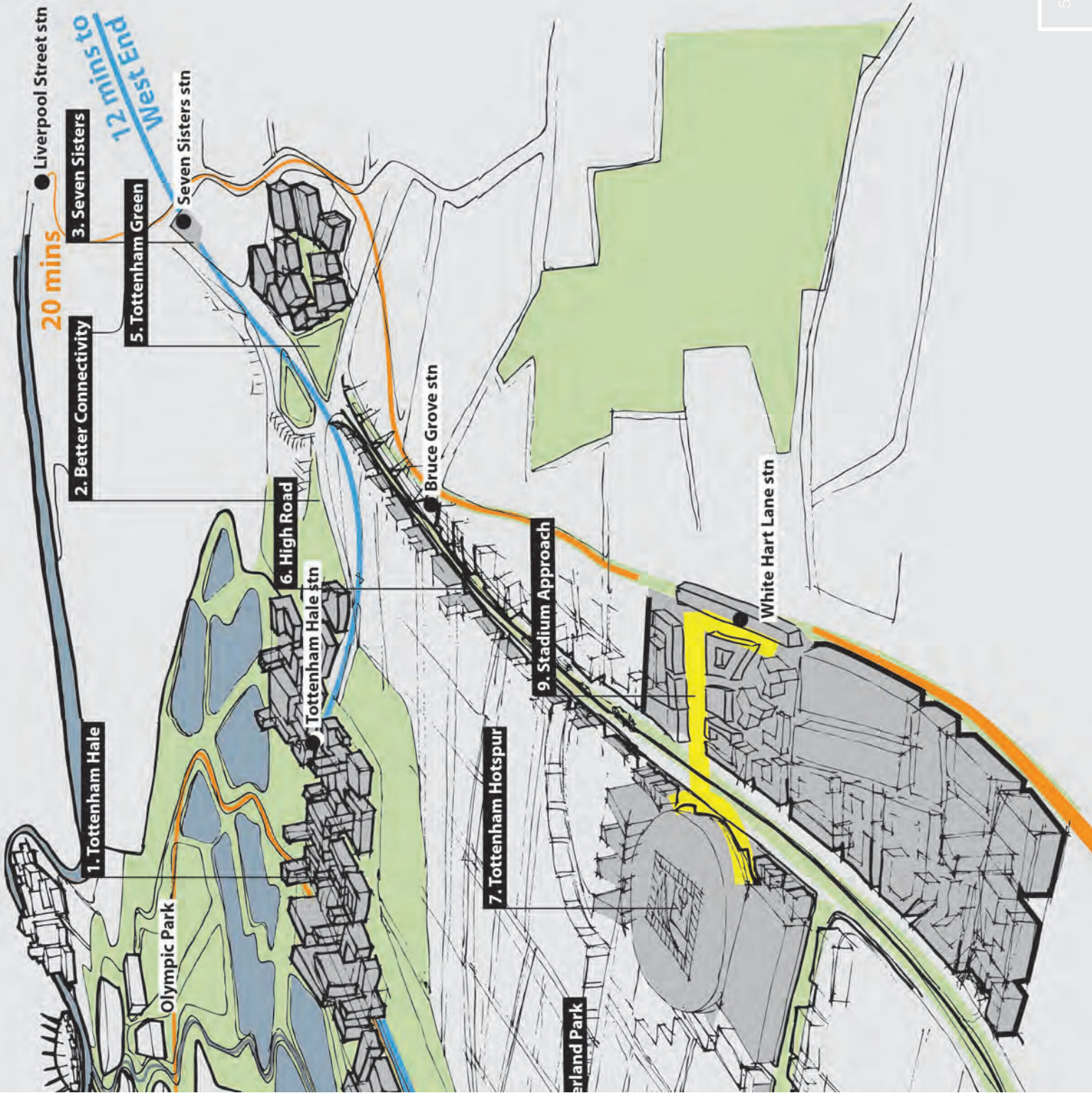
Tottenham - towards 2025

This image of Tottenham (looking down the High Road from the north) illustrates some of the key proposals for change for Tottenham through to 2025.

Proposals for change

1. Tottenham Hale - high quality offices, 4,000 new jobs, 5,000 new homes at this major transport hub
2. Better Connectivity - more routes and green links connecting the Hale with Tottenham Green and High Road
3. Seven Sisters - attractive southern gateway, mixed use development (600 jobs, 196 new homes) and new retail centre
4. West Anglia Main Line - more capacity and enhanced connection to Stratford and London
5. Tottenham Green - the cultural heart of Tottenham
6. High Road - attractive, historic and open for business
7. Tottenham Hotspur Football Club - new stadium, retail and residential (285 homes)
8. Northumberland Park - access to Lea Valley with green route
9. Stadium Approach - new station entrance and enhanced public realm





Contact

For more information about the regeneration plans for Tottenham, as well as opportunities for investment, please visit:

www.haringey.gov.uk/rebuildingtottenham

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